



HEATHROW 2.0

Our plan for sustainable growth

Heathrow

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WELCOME TO HEATHROW 2.0



HEATHROW 2.0

Welcome. Our Heathrow 2.0 strategy is a landmark in our company's history. It sets a bold direction towards a future of sustainable aviation. It's a journey that Heathrow is well-placed to lead and comes at a time when many in our industry are seeking solutions. We believe this strategy represents a major step forwards, to ensure that as Heathrow thrives, so too will our people, our communities, our country and our world.

As you'll see in our timeline on page 07, this is not the beginning of our sustainability journey. We've been working hard to tackle our big challenges and Heathrow is now quieter than any time from the 1990's, along with over 40% of our passengers and colleagues already travelling to the airport by public transport. Heathrow 2.0 is a step-change in the level of our ambition, a strategy fit for the future.

And the future is exciting. As our global population grows, and more and more people are lifted out of poverty, demand for flights is also growing rapidly. About 4 billion people can currently afford to fly; in a generation's time that will have risen to at least 7 billion¹. Heathrow's plan is to expand to meet demand in a way that creates a positive impact on our community, environment, and economy. And because this is a global challenge, we also have a plan that brings other airports with us.

In times of uncertainty, Heathrow is investing in sustainability. For me, the business case for a sustainable Heathrow is strong and clear across the four pillars of our strategy. A Great Place to Work is about helping our people fulfil their potential and work together to lead change with energy and pride. A Great Place to Live is about being a good neighbour and a responsible citizen, improving local quality of life. A Thriving Sustainable Economy is about delivering opportunities for business that will make the UK stronger and more sustainable. A World Worth Travelling is about ensuring that future generations can explore and enjoy our beautiful world. Tackling these challenges is critical to our licence to operate and to grow.

As a business and key provider of UK transport infrastructure, Heathrow has a responsibility to deliver on certain key priorities as we grow and deliver our vision to give passengers the best airport service in the world. These include meeting our regulated obligations, transforming customer service, delivering a competitive return to our shareholders and ensuring our plans are affordable. While we are confident in meeting these, we will only be truly successful if we achieve them while also improving the world around us: our growth must be sustainable.

During 2016, we consulted with our stakeholders to understand their needs and expectations regarding sustainability, and the potential for Heathrow to deliver on them. It is crucial that we work with them to deliver our goals. As you'd expect, we heard that our sustainability strategy needs to be comprehensive, detailed and accountable. I believe we've met this standard – and will continue to meet it in the weeks, months and years ahead - but please read on and judge for yourself.



A handwritten signature in black ink that reads "John".

John Holland-Kaye,
Chief Executive Officer

HEATHROW 2.0



OUR PLAN FOR SUSTAINABLE GROWTH

HEATHROW 2.0

Heathrow 2.0 is our new sustainability strategy. It represents a step-change for our business and captures the momentum of an industry-wide shift towards a sustainable future for aviation.

By working with partners and stakeholders to devise solutions, and by investing in and implementing breakthrough technology, we can create a future where our business, our people, our communities, our country and our world can all thrive.

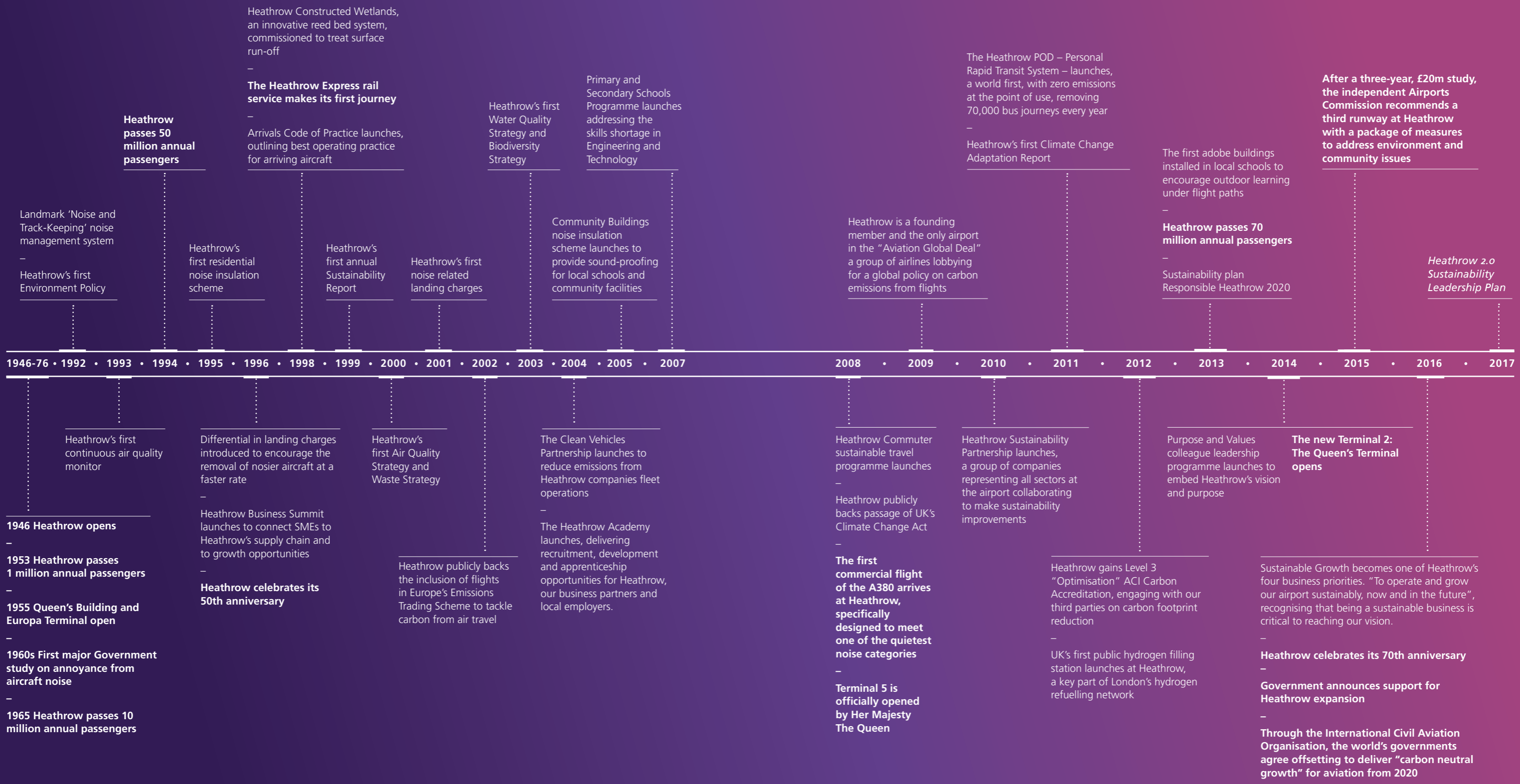
Through Heathrow 2.0, we will help our colleagues fulfil their potential by providing thousands of rewarding employment opportunities that offer purpose and progress. And we'll work with the people and communities around us to find ways to improve their quality of life.

We will support the UK economy by connecting it more closely to the rest of the world, and create opportunities for businesses that are helping deliver a stronger, more sustainable UK.

And finally, we will lead our industry towards overcoming some of the greatest challenges it faces. We will play our part in tackling carbon emissions so we can all stay within 2.0 degrees of climate change, and work hard to support efforts to achieve the aspiration of a 1.5 degree world.

Although we still have a long way to go to meet our sustainability goals, this strategy represents a big step forward for Heathrow – and the rest of our industry. It will allow us to meet today's needs while delivering fair, sustainable air travel for future generations to enjoy.

TIMELINE OF ACHIEVEMENTS



HEATHROW 2.0

OUR JOURNEY TO A THRIVING FUTURE

Flight brings so much to our world. The aviation industry adds trillions to the global economy², and employs millions of people. Beyond this, the advantages that flying creates through adventure, connection and progress are priceless. Heathrow's expansion, and the extra capacity it will provide, will help our country and our world experience even more of the benefits of flight.

However, as everyone reading this strategy will know, the impact of aviation is not all positive. We know airports can affect local quality of life and we have a responsibility to those around us to reduce the negative impacts we create. And anyone who cares about leaving a better planet for the next generation recognises we must take bold action on climate change.

INTRODUCING HEATHROW 2.0

Our response to this is a strategy for sustainability leadership that takes us beyond simply reducing negative impacts to delivering positive impact in a way that enables others to thrive as we grow. It sets out a series of goals that will guide the future of our business as an expanded Heathrow, and will also guide us in the eight years before we plan to open a new northwest runway. Some of our ambitions for the future are only possible because of the extra revenue and opportunity that expansion creates. For example, many of the goals that are linked to the period after 2025 can only be delivered in the context of our new runway. Of course, we will continue to engage our stakeholders as we roll out Heathrow 2.0, evolving our strategy as we will gain more input and better insight into solving our challenges.

We've structured Heathrow 2.0 around four key stakeholder groups.

- A Great Place to Work is about helping our people fulfil their potential
- A Great Place to Live is about working better with our neighbours to improve their quality of life
- A Thriving Sustainable Economy focuses on creating opportunities for business (including SMEs and sustainable business) to deliver a stronger future for the UK
- A World Worth Travelling is all about working with our industry and regulator to deliver fair and sustainable air travel for future generations to enjoy.

IMPLEMENTING HEATHROW 2.0

There is a convincing practical and financial business case for sustainability at Heathrow. Our strategy directly supports more efficient operation, the growth of the airport, and the development of our people, which will benefit both the airlines and the passengers we serve. To take advantage of this opportunity – for our passengers

and stakeholders as well as our business - we must implement our strategy as efficiently and cost-effectively as possible.

Heathrow is economically regulated by the Civil Aviation Authority (CAA). The CAA's statutory duty is to protect the interests of current and future passengers. In order to fulfil its duty, the CAA determines how much Heathrow is allowed to charge for using the airport and the expected level of service that Heathrow has to provide. The CAA, in deriving a charge, reviews how much we can invest in the airport and how efficiently we do it. We are halfway through our current 5 year regulatory period, which runs to the end of 2019.

In line with this, operational expenditure to support this plan before 2019 has been absorbed within our existing business plan. We will talk to airlines through the

appropriate engagement forums regarding affordability and any capital expenditure to support this plan. Over the next few years, we will build in gradual change as we replace assets and renew contracts. On top of this, following extensive stakeholder consultation, we have created a prioritised list of goals and strategies that will bring maximum value as soon as possible. Our Flagship Goals (on page 13) will give you a feel for how Heathrow 2.0 will address some of our key issues and you will see action on all of them in the next few years.

Looking further ahead, as we develop our business plan for the next regulatory cycle which starts in 2020, we will factor in our sustainability ambitions, and engage the airlines and CAA on those. We are also developing the tools that will help us better quantify the non-financial benefits of investment

in sustainability, to help develop a more sophisticated approach to evaluating how and where we can best spend our money.

*THIS IS A STRATEGY FOR
SUSTAINABILITY LEADERSHIP
THAT TAKES US BEYOND
SIMPLY REDUCING NEGATIVE
IMPACTS TO DELIVERING
POSITIVE IMPACT IN A WAY
THAT ENABLES OTHERS TO
THRIVE AS WE GROW*

WHAT HAPPENS NOW?

Sustainability is a big opportunity for Heathrow, and we're already taking steps to fulfil our potential. Heathrow 2.0 explicitly states that we will take a lead on climate change, with an aspiration to make growth from our new runway carbon neutral. We will push forward and work with airlines to reduce noise and we'll work to tackle air pollution, in part by working to increase the number of people travelling by public and sustainable transport. We'll partner with the other businesses that operate here to deliver a best-in-class, responsible and low-carbon supply chain. We'll help thousands of people begin and build their careers – near Heathrow and across the country. And we'll ensure that as we grow, we create opportunities for sustainable businesses to deliver a stronger future for the UK.

In this document, you will find detailed information on all our objectives so you can interrogate our strategy. You will also notice there are a few gaps and details to be confirmed. That's because sustainability demands a high level of ambition even if you don't have all the answers on how to deliver it. We expect to fill in these gaps with the help of our stakeholders as we go forward and hope that you will work with us to deliver sustainable and fair air travel for future generations to enjoy.

HEATHROW 2.0

STRATEGY OVERVIEW

A GREAT PLACE TO WORK

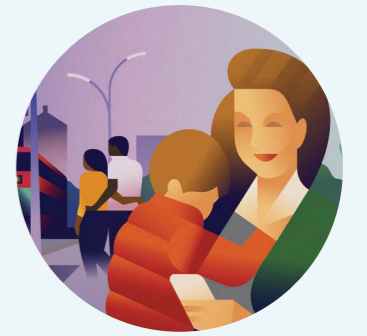
As we grow and are able to provide thousands of new opportunities, we will focus on helping people find the right work at Heathrow and nurturing them to fulfil their potential. We believe Heathrow is already a rewarding place to work, but we want to make it an employer of choice with a strong culture of sustainability.



- 1 **Safe and Well**
A place where everyone can get to their destination and return home, safe and well
- 2 **Careers, Not Just Jobs**
A place where anyone can reach their potential
- 3 **Culture of Sustainability**
A place that lives and breathes sustainability

A GREAT PLACE TO LIVE

We want the area around Heathrow to be a great place to live. By building relationships with local people and groups, we will better understand and meet their needs – particularly when it comes to noise and air quality. We are committed to helping local communities thrive and improving quality of life for all.



- 4 **Respite for Residents**
A place that's getting quieter
- 5 **Quality Air, Locally**
A place where local air improves
- 6 **Sustainable Communities**
A place where local people shape their future

A THRIVING SUSTAINABLE ECONOMY

As the UK's hub airport, Heathrow has an important role to play in helping the country's economy to thrive. As we expand, we will enable UK businesses of all sizes to take advantage of improved connections and the opportunities these create. In particular, we will focus on businesses that connect with the 'next economy' and businesses that help more people experience the benefits of sustainability in their lives and work.



- 7 **Connecting the UK,**
A place that provides a gateway for the UK to the world and the world to the UK
- 8 **The Next Economy**
A place that nurtures small and medium sized businesses and social enterprises
- 9 **Sustainable Supply Chain**
A place that drives change throughout our supply chain

A WORLD WORTH TRAVELLING

Our world is a joy to travel. But we must do more to protect it if we want to keep enjoying all it has to offer. As a major international airport, Heathrow has a responsibility and an opportunity to lead the way towards a more sustainable future of air travel for the next generation to enjoy.

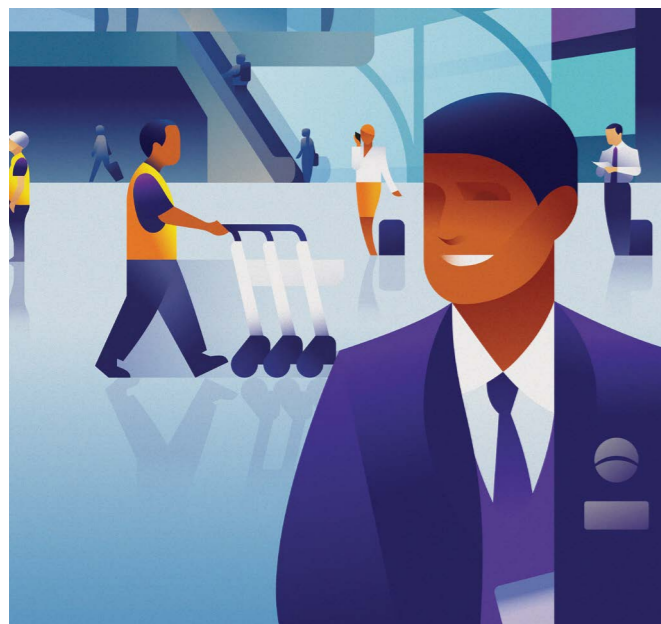


- 10 **Zero Carbon Airport**
A place that is run on renewable energy and that delivers zero waste
- 11 **Accelerating the Era of Sustainable Flight**
A place where innovators work together to deliver carbon neutral growth
- 12 **A Responsible Gateway**
A place that strives to end trafficking of people and wildlife

HEATHROW 2.0

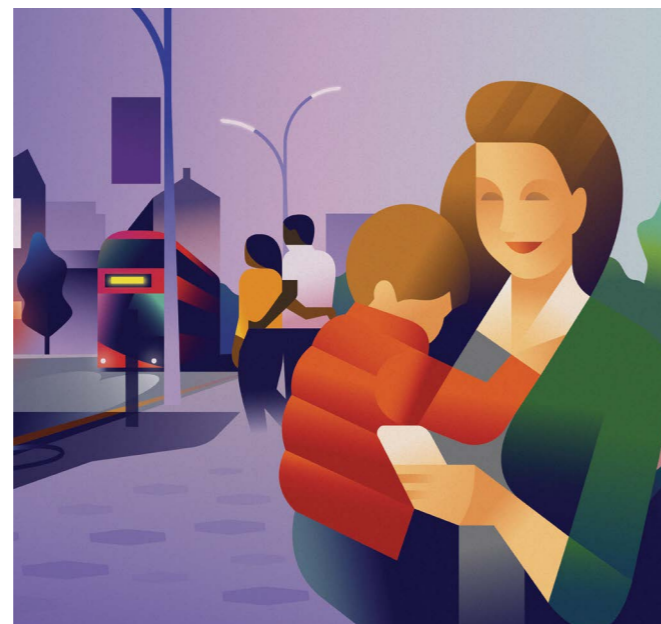
FLAGSHIP GOALS

Heathrow 2.0 is made up of many goals, strategies and targets. In case you don't have time to read through them all now, here are the highlights. You will find further supporting information on each of these in the plan.



A GREAT PLACE TO WORK

- ★ **10,000 apprenticeships by 2030** to help people develop skilled and sustainable careers
- ★ **Reflect local diversity at every level by 2025** so that we can become a truly great place to work whilst helping local people find careers that can fulfil their potential



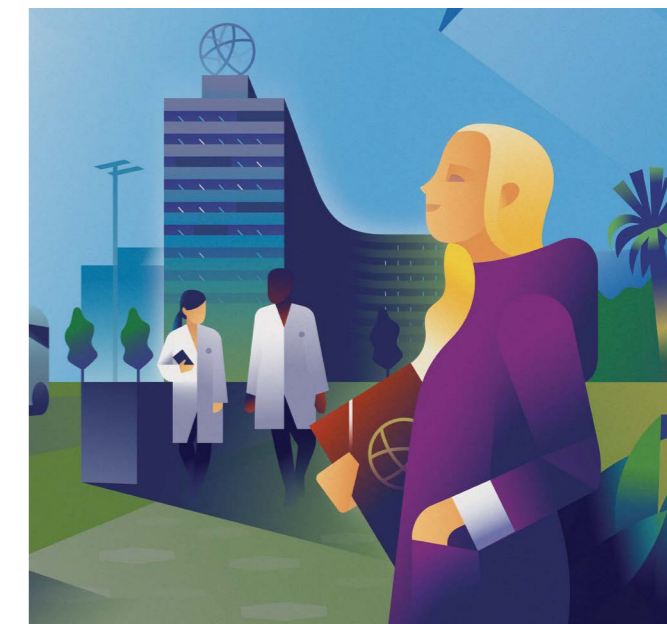
A GREAT PLACE TO LIVE

- ★ As part of our voluntary Quiet Night Charter, by 2022 **we will seek to at least halve the number of flights on non-disrupted days that operate late after 1130pm**
- ★ **Airside ultra-low emissions zone by 2025** to improve quality of life through cleaner air
- ★ **50% airport passenger journeys made by public and sustainable transport by 2030**, supporting no more airport-related cars on the road, so local areas can thrive without increased congestion



A THRIVING SUSTAINABLE ECONOMY

- ★ **Largest 100 towns and cities connected to Heathrow by 2030** to create opportunities all over the country and deliver a stronger UK
- ★ We will publish a roadmap in 2017 that sets out how we can help transition our supply chain employees working at Heathrow Airport to be paid the **London Living Wage**



A WORLD WORTH TRAVELLING

- ★ **An aspiration to make growth from our new runway carbon neutral** so that we can protect the planet for future generations to discover and enjoy
- ★ **Establish a Centre of Excellence** for sustainability at airports and in the wider aviation sector
- ★ **Power Heathrow with 100% renewable electricity** from April 2017, as our first step to operate a zero carbon airport

OUR APPROACH TO ADDRESSING CARBON

A BREAKTHROUGH FOR CARBON NEUTRAL GROWTH

As Heathrow grows to meet demand, we will provide more flights to more people. However, our aspiration is to make growth from our new runway carbon neutral. In effect, we will attempt to 'decouple' aviation growth from climate change.

THE CHALLENGE FOR AVIATION

Each sector has its own challenges to overcome on the journey to a decarbonised economy, but aviation has some particularly tough ones. We have outlined these below.

FOSSIL FUELS: The combustion of aviation fuel creates greenhouse gases and, unlike cars or buses, there are no completely carbon-free alternatives on the horizon. We are focused on promoting the best technology as well as sustainable alternative fuels but must also prioritise what we can do to start cutting carbon right away.

FAIR FLIGHTS: The cost of potential climate solutions like global carbon trading means our industry must explore policies which ensure that passengers are paying the carbon costs of their journey while also contributing to the goal of fair and equitable access to air travel for all.

PARTNERSHIP: Heathrow neither designs aircraft, flies planes or makes aviation fuel – nor do we control the businesses that do. We must work with these partners to find scalable and practical solutions, and advocate change within our sector.

THE CARBON PLAN

Most of our work to tackle the carbon challenge is in Pillar 4: Objective 11 of this strategy. However, there is work to do across all four pillars, as outlined below.

- Tackling carbon from aviation in **Objective 11**

- Operate a zero carbon airport in **Objective 10**
- Reducing carbon in our supply chain in **Objective 9**
- Increasing UK access to Heathrow via sustainable means in **Objective 7**
- Addressing the challenges of passenger transportation and vehicles in **Objective 5**
- Empowering our colleagues to deliver change in **Objective 3**

THE OPPORTUNITY AHEAD

Heathrow 2.0 is a robust and realistic plan for attempting to decouple aviation growth from climate change at Heathrow, and delivering our aspiration to make growth from our new runway carbon neutral. However, it will only be truly successful if it inspires and enables others to follow our lead.

In the years ahead, we will need brave new ideas, innovative partnerships and a clear shared vision of what we can achieve. We can't do this alone. To take full advantage of the opportunity of a future of sustainable air travel, we need others to join us – within Heathrow, across our industry, and beyond.

A GREAT PLACE TO WORK



Creating careers, not just jobs - so that the people who work at Heathrow can fulfil their potential

1 Safe and Well

A place where everyone can get to their destination and return home, safe and well

2 Careers, Not Just Jobs

A place where anyone can reach their potential

3 Culture of Sustainability

A place that lives and breathes sustainability

Good, local jobs are essential to people's wellbeing, to strong, thriving communities and – of course – to the economy. As we look to the future of the UK economy, the more high quality jobs we can provide, the better.

Heathrow currently employs 76,000 people, 16,500 of whom live within five kilometres of the airport. Our Heathrow 2.0 strategy ensures this will continue, with a strong focus on enabling local people to work at the airport. Heathrow expansion will create up to 180,000 further opportunities across the country, and we plan to create 10,000 apprenticeships.

Of course, getting a job is one thing, but most people are looking for the chance to build a career and do work they can be proud of. Heathrow 2.0 has a strong focus on helping people find the right work at Heathrow and nurturing them so they can fulfil their potential. Our strategy expands the training and support we provide for our employees to become leaders in safety and wellbeing, and to adopt a proactive, innovative and sustainable approach to their daily work.

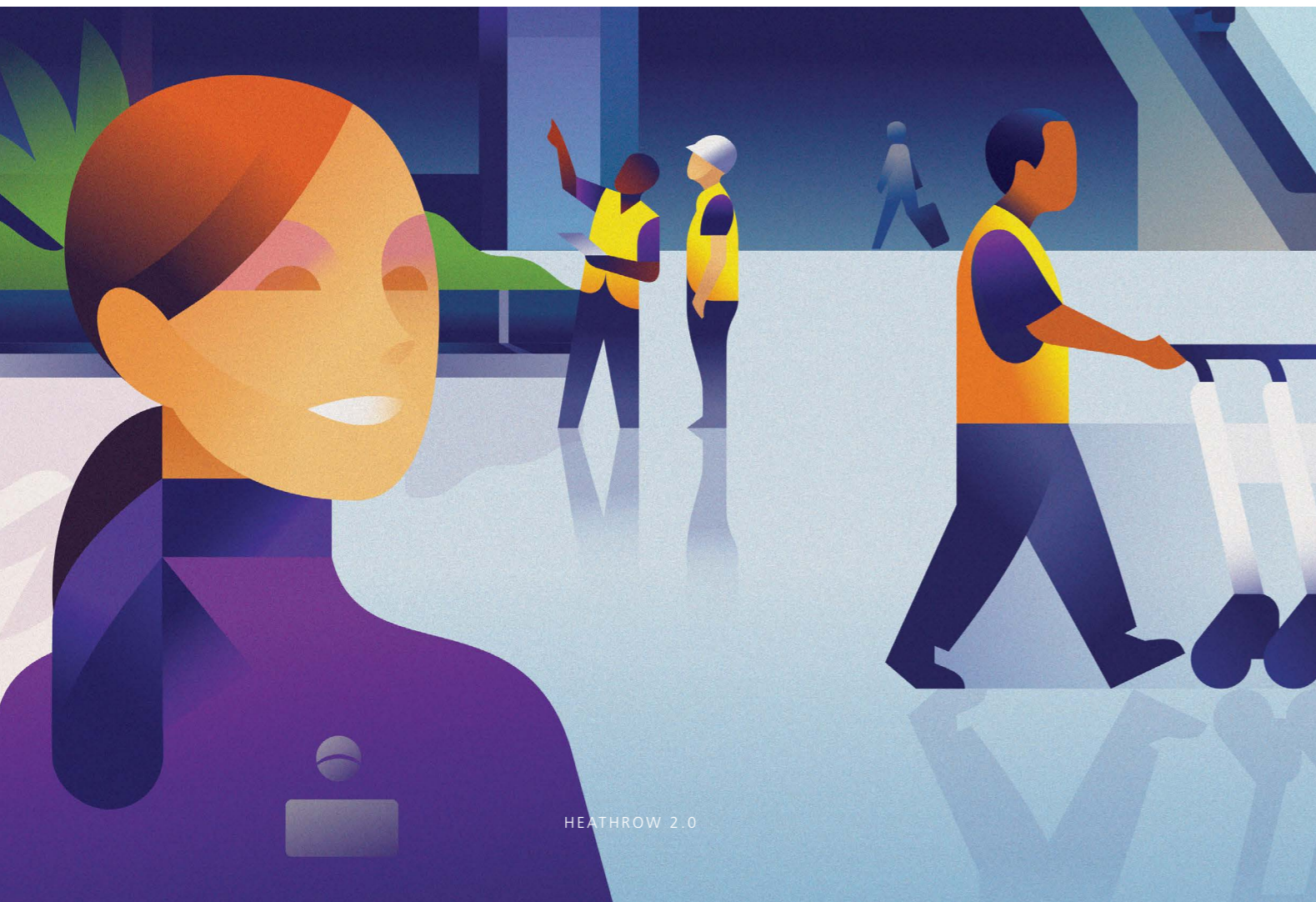
Safe and Well

A place where everyone can get to their destination and return home, safe and well

Health and safety is fundamental to the success of every modern business. At Heathrow, 'keeping everyone safe' is one of our values and we recognise that to deliver the best passenger experience we have a responsibility for the health and safety of everyone who visits and works across Heathrow.

To become leaders in health and safety, we will go beyond physical health to support the wellbeing of everyone working at Heathrow. We are creating an environment in which everyone feels encouraged and empowered to be proactive about their safety, and the safety of others. We will help everyone who works at Heathrow make healthy lifestyle choices, and we will ensure our assets, places of work and public areas support a safe and healthy environment.

1



GOAL

1.1

Enable Team Heathrow colleagues to be visible and passionate leaders in health, safety and wellbeing

STRATEGIES	INDICATORS	TARGETS
<p>Establish a Team Heathrow Safety Network to exploit innovation and share learning</p>		<p>Establish a Team Heathrow Safety Network by the end of 2017, bringing together safety, health and fire safety professionals</p>
<p>Team Heathrow 'Community Who Cares' safety cultural survey. We will undertake a Health, Safety and Wellbeing safety culture survey and data collection exercise across our key business partners to understand the interventions required to develop and deliver a positive culture that supports our vision of everyone home safe and well every day</p>	<p>Safety cultural survey results, as measured by neutral or positive responses</p>	<p>Team Heathrow safety cultural survey conducted by of 2018 to develop a plan agreed with the Team Heathrow Safety Network</p> <p>Year on year improvement in safety cultural survey results</p>
<p>Team Heathrow 'Community Who Cares' safety cultural programme builds on the need for everyone who works at Heathrow to care about each other and the passengers they serve to ensure that everyone goes home safe and well.</p> <p>It will be designed based on the results of the survey It will articulate what 'caring' means in terms of our expectations for working at Heathrow</p>	<p>Safety cultural survey results, as measured by neutral or positive responses</p> <p>Internal staff survey responses</p>	<p>Work with the Team Heathrow Safety Network to establish Team Heathrow 'Community Who Cares' cultural programme by 2018</p> <p>For Team Heathrow colleagues - Year on year improvement in survey results</p> <p>For Heathrow colleagues - Year on year improvement in scores on key questions:</p> <p>'My health is suffering because of my work';</p> <p>'My manager takes an active interest in my wellbeing';</p> <p>'Heathrow is a great place to work'</p>

GOAL

1.2

Provide world class tools and training that empower Team Heathrow colleagues to be proactive about their own safety

STRATEGIES	INDICATORS	TARGETS
<p>Safety, health and wellbeing innovation fund. Investing in innovative ideas from colleagues or business partners that improve our safety, health and wellbeing performance</p>		Develop business case for an innovation fund by 2018. The plan will include timescales for when the fund will commence
<p>Develop an interactive balanced scorecard For adoption across Team Heathrow that provides leading and lagging measures for safety, health, wellbeing and fire safety</p>		Work with the Team Heathrow Safety Network to develop a sharing platform to collate and disseminate data relating to health and safety, learning and operational requirements by 2018
		Collate and share a Team Heathrow Performance Dashboard by 2019
	<p>For Team Heathrow colleagues: lost time injuries and reportable injuries</p> <p>For Heathrow colleagues: colleague home safe measure</p>	<p>For Team Heathrow colleagues: Year on Year improvement in lost time injury and reportable injuries</p> <p>For Heathrow colleagues: Year on year improvement in our colleague home safe measure</p>
	Passenger incidents	Year on year reduction in our passenger incidents

GOAL

1.3

Create safe and healthy spaces

STRATEGIES	INDICATORS	TARGETS
<p>Provide a centralised health and wellbeing centre for Heathrow. Investigate the need for health and wellbeing services across the airport community, e.g. occupational health, counselling and wellbeing interventions</p>		Complete a feasibility study by 2018 with recommendations, including costs, for a centralised health and wellbeing centre

A GREAT PLACE TO WORK

Careers, Not Just Jobs

A place where anyone can reach their potential

Heathrow already employs thousands of people, and an expanding Heathrow will provide new opportunities to thousands more. Good jobs are an essential component of wellbeing, which means providing the kind of work that offers a real sense of purpose and progress.

We believe that jobs should enable people to fulfil their potential and pursue a career towards achieving the quality of life they desire. Through our focus on careers rather than jobs, we offer the potential for professional development and fulfilment at Heathrow. We will create a progressive and inclusive culture that values diversity and empowers everyone to produce their best work and fulfil their potential.



2.1

Establish ourselves as the best community employer in the UK.

STRATEGIES	INDICATORS	TARGETS
<p>Increase the breadth and depth of the Heathrow Academy offer</p> <p>1. Increase involvement across Team Heathrow engaging with employers to encourage more apprenticeships, including degree level equivalent qualifications, and diversity of candidates</p> <p>2. Grow apprenticeship offer across all Heathrow roles</p> <p>3. Increasing our focus on future-proofed skills to help people develop portfolio careers at the airport</p>	% Team Heathrow employers engaged in recruiting through the Heathrow Academy	Increase proportion of Team Heathrow employers engaged in recruiting through the Heathrow Academy from 15% in 2016 to 40% by 2020
	Number of local people completing Heathrow Academy's accredited employability programme	Increase number of local people completing accredited employability programme to 1,600 by 2020
	Number of people helped by the Heathrow Academy into employment at Heathrow	Increase people helped by the Heathrow Academy into employment at Heathrow to 2,000, of which 80% secure sustained employment (over six months) by 2020
	Number of people in sustained employment (over six months)	
	Number of apprenticeships Number of job outcomes	<p>★ Facilitate 10,000 apprenticeships by 2030 across Heathrow's direct operations, supply chain and Team Heathrow companies to help people develop skilled and sustainable careers</p> <p>Increase the number of apprenticeships to 200 by 2017</p> <p>Increase the number of job outcomes to 740 by 2017</p>
Number of apprenticeships Number of job outcomes	<p>Facilitate 10,000 apprenticeships by 2030 across Heathrow's direct operations, supply chain and Team Heathrow companies to help people develop skilled and sustainable careers</p> <p>Increase the number of apprenticeships to 200 by 2017</p> <p>Increase the number of job outcomes to 740 by 2017</p>	
% new recruits from the local community % senior managers from the local community		
<p>Deliver an Employment and Skills Task Force. Independent taskforce to provide strategic advice and guidance on developing employment and skills strategy for the Heathrow local community and supply chain, and ensure Heathrow has the skills to build and operate an expanded airport</p>		Employment and skills strategy developed by 2018
<p>Develop an integrated careers engagement strategy which includes: encouraging Heathrow colleagues to be local education governors; careers resources for teachers; supporting local universities; extensive work experience and internship programmes; web platform showcasing airport career opportunities; engagement with our supply chain and airport community across all education, employment and skills programmes</p>	<p>Number of local schools supported by Heathrow colleagues as governors</p> <p>Number of young people engaged by Heathrow</p>	<p>Develop an integrated careers engagement strategy, which is informed by the outcome of the employment and skills task force by 2018</p> <p>Establish a process to measure the conversion rates of young people engaged in schools' programmes making applications to Heathrow employment opportunities by 2018</p> <p>Develop a measure for understanding the impact of Heathrow colleagues as governors by 2018</p> <p>Increase the number of young people engaged by Heathrow to 15,000 by 2017</p>

2.2

★ Reflect local diversity at every level by 2025 so that we can become a truly great place to work whilst helping local people find careers that can fulfil their potential

STRATEGIES	INDICATORS	TARGETS
<p>Involve colleagues and partners through network groups focusing on; gender, ethnicity, LGBT, disability and generations</p> <p>Strong governance through executive level sponsorship</p> <p>Targeted diversity research to support the development of our strategy</p>	<p>Number of people involved in the Heathrow colleague diversity networks</p> <p>% of Heathrow colleagues that agree or strongly agree to the statement "Heathrow provides opportunities to people from diverse backgrounds to succeed" (measured by internal staff survey)</p>	Increase the % of colleagues who feel that people from diverse backgrounds can succeed at Heathrow from 71% (2016) to 74% in 2017
	% Heathrow leaders (Heathrow Bands A and B) trained in inclusive leadership and unconscious bias	100% Heathrow leaders trained by 2018
<p>Develop our colleagues to work inclusively through leadership development programme including coaching, mentoring and sponsorship framework</p>	% of Heathrow colleagues that agree or strongly agree to the statement "my manager treats me fairly" (measured by internal staff survey)	Establish a baseline and set improvement targets for these measures by 2017
<p>Diversity and inclusion is part of everything we do by fast tracking development programmes, embedding agile working policies and mentoring and coaching</p>		Establish an indicator to be able to track the diversity profile of high potential leadership candidates amongst our Heathrow colleagues
	Diversity profile of Heathrow leaders (Bands A and B)	Start measuring the diversity profile of our Heathrow leaders (Bands A and B) by 2017
		<p>Start measuring return to work and retention rates after parental leave by 2018</p> <p>Conduct equal pay audit in 2017</p> <p>Measure and publish pay gender gap in 2018</p>
<p>Improve the diversity of Heathrow by working with our local community through outreach programmes, focusing on future generations, developing social mobility plans and working collaboratively with our supply chain</p>	% new recruits from the local community % senior managers from local community	
	% strategic suppliers that meet our diversity and inclusion requirements	100% strategic suppliers meet our diversity and inclusion requirements by 2020
<p>Build our brand as a leader in diversity and inclusion</p>	Number of awards won and shortlisted per year which reflect external recognition for our efforts in diversity and inclusion	
	Number of Heathrow companies actively contributing to the Team Heathrow diversity and inclusion network	

2.3

Become a top 10, 3-star accredited Best Company by 2023

STRATEGIES

INDICATORS

TARGETS

Develop and deliver a leading colleague engagement strategy focused on building trust and increasing colleague involvement in organisational priorities. Demonstrate a direct connection between passenger data and colleague involvement

Provide real time feedback to managers and create greater transparency between managers and colleagues

% of Heathrow colleagues that agree or strongly agree with the statements (measured by our internal staff surveys):
 "Heathrow is a great place to work"
 "I feel involved in influencing business priorities"
 "I can see how I am making every journey better"

80% Heathrow colleagues agree that "Heathrow is a great place to work" in 2017

Deliver a collaborative, motivating and engaging 'mojo' plan across the whole organisation connecting Heathrow's direction and the day to day responsibilities of colleagues

% of Heathrow colleagues that agree or strongly agree to the statements (measured by our internal staff surveys):
 "I understand how my performance is measured"
 "I understand how my department is measured"
 "I understand the priorities of the business"

Year-on-year improvement in internal staff survey responses to:
 "I understand how my performance is measured"
 "I understand how my department is measured"
 "I understand the priorities of the business"
 Achieve Top 10, 3-star accredited Best Company by the end of 2023

Culture of sustainability A place that lives and breathes sustainability

At Heathrow, we have been making steady progress on sustainability for many years. However, to succeed in our new ambition, we must make our strategy a part of everyone's daily decision making – rather than being driven just by those who have sustainability as one of their formal responsibilities.

Our business priority – sustainable growth – is delivered by Heathrow 2.0, which puts sustainability at the heart of our business. It will help us embed a sustainability mindset across Heathrow, and empower everyone who works here to make choices that align with our strategy. We know we need to support our colleagues and we're investing in training and tools that will help them to rise to the challenge.

3



GOAL

3.1

Everyone working at Heathrow understands and values our sustainability plan

STRATEGIES	INDICATORS	TARGETS
Embed sustainability values and behaviours		Fully integrate sustainability into our colleague recruitment and development programmes by 2018
Support work-related sustainable behaviours of our Heathrow colleagues through our employee benefits package		Embed sustainability within our Total Rewards package by 2018
Encourage our Heathrow colleagues to participate in our sustainability programme and recognise excellence		Implement a Heathrow colleague sustainability suggestion scheme linked to our colleague recognition scheme 'Heathrow Star' by 2017
Monitor and review progress in building the Sustainability Culture of Team Heathrow	Heathrow colleagues rating 'Sustainability Culture' positively (measured by our internal colleague surveys)	<p>Establish a baseline for Sustainability Culture indicator by 2017</p> <p>100% of Heathrow colleagues rating 'Sustainability Culture' positively by 2020</p> <p>Establish a process to monitor the Sustainability Culture of Team Heathrow (using a sample of our key on-airport business partners) by 2020</p>

GOAL

3.2

All Heathrow colleagues have the right skills, knowledge and tools to deliver sustainability improvements in their job

STRATEGIES	INDICATORS	TARGETS
Develop and deliver appropriate training interventions to support the embedding of our sustainability agenda	% Heathrow senior managers (Bands A and B) that have a development objective related to sustainability	
	% Heathrow colleagues that have access to relevant sustainability information and training interventions	100% Heathrow colleagues to have access to relevant sustainability information and training interventions by 2017
		Identify Team Heathrow sustainability awareness needs and delivery mechanism by 2019
Use health, safety and environmental management systems to drive operational embedding		<p>Achieve certification to ISO 14001 and ISO 45001 by 2020 for Heathrow Airport Holdings Ltd.</p> <p>Maintain certification to ISO50001</p>

GOAL

3.3

Our colleagues are supported to make sustainable personal choices and give back to the community

STRATEGIES	INDICATORS	TARGETS
Develop and launch a tool for Heathrow colleagues to encourage and support sustainable lifestyle choices	% of Heathrow colleagues that are registered users of the sustainable lifestyle tool	20% of Heathrow colleagues registered users of the sustainable lifestyle tool by 2025
Design and launch an engagement tool for Team Heathrow business partners to incentivise them to engage with our sustainability agenda		Design and launch engagement tool to our key on-airport business partners by 2025
Provide Heathrow colleagues with opportunities to develop through a volunteering programme aligned to our Community Investment Strategy (see objective 6)	% of Heathrow managers (Band A-D) participating in our volunteering programme	<p>Establish systems and processes to support and measure colleague volunteering by 2017</p> <p>100% of Heathrow managers participating in our volunteering programme by 2020</p>

A GREAT PLACE TO LIVE



Working better with our neighbours to improve quality of life

4
Respite for Residents
A place that's getting quieter

5
Quality Air, Locally
A place where local air improves

6
Sustainable Communities
A place where local people shape their future

We want the area surrounding Heathrow to be a great place to live. Our proximity to London is a great advantage for flyers, but also means we are located close to many homes and local communities. We recognise that our local impact is significant, and we want to make sure it's as positive as possible.

We have been working to reduce our negative impact for many years. For example, Heathrow is one of the world's leading airports in noise management: even though the number of flights has increased significantly since the 1970s, Heathrow's noise footprint has continuously reduced. Thanks to technological improvements and improvements in public transport, monitoring stations in the immediate vicinity of Heathrow meet air quality standards.

While we recognise this progress, we also see the need for a step-change in how we improve local quality of life. Heathrow 2.0 is our plan for achieving this. It is grounded in the principle that we can only make a real difference by listening and talking to local people, and understanding their needs. That will allow us to build the long-term productive relationships that help local communities thrive and improve quality of life for all.

We know from previous stakeholder consultations just how important noise and air quality issues are, and – as you'll see in Objectives 4 and 5 below - these are priorities in our strategy. However, we also want to go beyond these key issues to support and enhance local communities in other ways, for example, by investing in community facilities, transport and green spaces.

Respite for Residents A place that's getting quieter

4

At the time of its review, the Airports Commission confirmed that it is possible to expand Heathrow while reducing the number of people affected by noise compared to today. We understand that noise can impact people's quality of life in different ways, and is a more complex issue than first appears. When we experience noise, everything from its volume and our attitude towards it, to whether we are able to control it, impacts how it affects us.

Our Respite for Residents objective outlines how we will work with local groups to manage our noise impact. For example, the airspace around London is still operating based on designs developed in the 1950's. By reforming airspace in consultation with local residents, we can explore options like alternating flight paths, reducing the effects of noise and providing increased predictability of relief. We will also find new ways to incentivise airlines to use the quietest planes and work with them to take off and land in ways that minimise noise at key times. Heathrow operates at close to capacity most of the time; the majority of days are 'routine', while some are 'disrupted'. During disrupted days, we are allowed special dispensations to help faster recovery to normal operation and some of these – such as late flights – have a greater noise impact.

As well as minimising the noise we create and extending the period without scheduled night flights as part of our expansion, we will continue to help residents insulate their homes –through the new runway project we will deliver around a further £700m for noise insulation to cover 160,000 homes

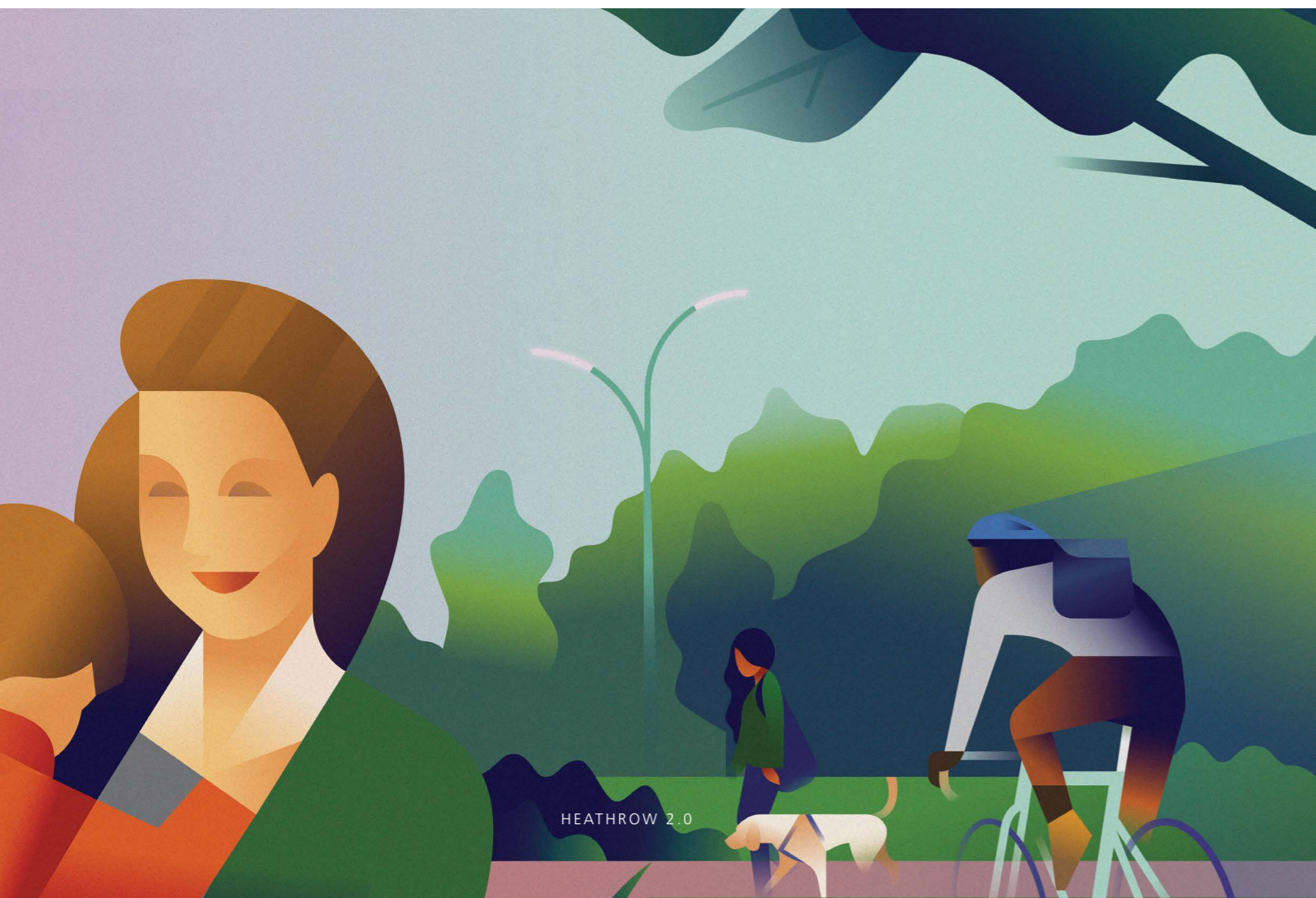
For more detail on our approach to noise, see Heathrow's Noise Action Plan³.

GOAL

4.1

Encourage the use of the quietest aircraft available, operated with the least noise impact practicable, within an agreed noise envelope

STRATEGIES	INDICATORS	TARGETS
Continue to encourage airlines to use the Quietest Planes available through our Noise Action Plan (NAP), using noise landing charges and encouraging airlines to retrofit A320 aircraft with noise reduction modifications.	% Chapter 3 aircraft	0% Chapter 3 aircraft by 2020
	% Chapter 4 aircraft	At least 60% Chapter 14 aircraft by 2020
Ensure the robustness of our Aircraft Database by conducting data verification covering issues such as the noise performance of new and existing aircraft types on scheduled operations, auditing our noise certification database and the Noise and Track-Keeping (NTK) system	% Chapter 14 aircraft	0% Chapter 4 by 2045
	% A320 aircraft movements by retrofitted aircraft	At least 80% A320 aircraft movements by retrofitted aircraft by 2017
	% of aircraft database independently verified	Conduct studies of the noise performance of retrofitted A320 aircraft by 2018, and of each new aircraft type within 2 years of its first scheduled service Verify 20% of the certification database by 2018
Review airline Standard Operational Procedures (SOP) and develop minimum operational noise abatement performance standards		Commission an independent NTK system verification study every 5 years
		Launch the Fly Quiet & Clean programme in 2017
	(From 2019) % of airlines meeting minimum standards	Publish a report on the survey of airline Standard Operational Procedures (SOP) every 2 years
Campaign for quiet approaches will reduce noise impacts during approach and landing. This will cover many issues such as landing gear deployment, Continuous Descent Approach (CDA), Independent parallel approaches (IPA), Runway Alternation, Slightly Steeper Approaches (SSA) and Displaced Thresholds		Develop and implement minimum flight operations standards for airlines by 2018
	Average landing gear deployment point	Scope out solutions and viability of automating the monitoring of landing gear deployment during our next regulatory period (H7) and establish target
	% operations using Continuous Decent Approach	88% of operations on CDA by of 2020 and 100% by 2025 (subject to implementation of Performance Based Navigation (PBN) technology and other than in exceptional circumstances)
		Subject to CAA/CAO approvals implement second phase of Slightly Steeper Approach (SSA) trials in 2017 Introduce a SSA PBN procedure by 2019 Introduce a Ground Based Augmentation System using satellite navigation SSA by 2025



4.1 Continued

STRATEGIES	INDICATORS	TARGETS
Campaign for quiet approaches (continued)	% of operations on a Slightly Steeper Approach	100% of operations on a Slightly Steeper Approach by 2030
	% of operations on Displaced Thresholds	100% of operations on Displaced Thresholds by 2030
	% of operations adhering to runway alternation	
Campaign for quiet departures will seek to reduce noise impacts from departure procedures taking into account variables such as climb gradients, departure profiles, load factors and vectoring		Publish report on a Departure Profile noise study by 2019
	% of aircraft adhering to Heathrow's Aeronautical Information Publication (AIP) 4% noise abatement climb gradient	Implement a new automated 4% noise abatement procedure monitoring tool in 2017 and, based on 6 months' data, establish targets for 2018 onwards
		Based on the findings from the Departure Profile study, incorporate outcomes in Minimum Performance Standards by 2019 In 2018, begin work to determine the feasibility and options for introducing an improved noise performance Standard Instrument Departure (SID) for Narrow and Wide Body aircraft
★ As part of our voluntary Quiet Night Charter, by 2022, we will seek to at least halve the number of flights on non-disrupted days that operate late after 1130pm	Number of arrivals pre 04:30	No pre 04:30 arrivals and continued compliance with the night restrictions regime from 2017 onwards
		Implement a Voluntary Quiet Night Charter by 2018
	Total Quota Count (QC) points between 23:00-07:00	Develop a new voluntary QC points target (23:00-07:00) by 2018 for achievement by 2025
	Number of late running aircraft post 23:30	Reduce the number of late running aircraft post 23:30 from 330 in 2016 to 270 in 2017
We will develop a Noise Envelope that balances growth opportunity with improving noise performance		Collaborate with all stakeholders to agree on a noise envelope for our new runway to be secured through Heathrow's "Development Consent Order
We will develop a new Ground Noise Management programme including expanding noise and aircraft activity monitoring and evaluating compliance with Operational Safety Instruction (OSI)		Develop and agree a Ground Noise Management strategy by 2017

4.2 Influence national and international policy and engage with local planning authorities to ensure more effective land planning processes in noise affected areas, and to improve our noise mitigation

STRATEGIES	INDICATORS	TARGETS
Land-use Planning Work in close collaboration with Local Authorities to help them develop clear noise criteria for planning policy and request that they provide annual data on residential and noise sensitive developments within the noise contour	Number of local authorities within the 55dB Lden with clear noise criteria in relation to new noise sensitive developments	
		Annual noise metrics report, and, at least every 5 years, provide local authority officers with a forecast noise contour to help inform their future planning policy Progress and complete the Adobe building programme for all signed up schools by 2018 Regularly survey recipients of noise insulation schemes
Undertake airspace design and consultation and work in collaboration with industry and community stakeholders to achieve safety, efficiency and minimum impact		Work with industry and community stakeholders to define airspace design principles in preparation for wider consultation in 2017 Publish a programme identifying opportunities to develop quieter procedures in-line with airspace modernisation

4.3

Continue to improve the relationship with our local community by working more transparently and collaboratively to develop noise action plans, by improving our communications, monitoring, measuring and research capability

STRATEGIES	INDICATORS	TARGETS
Work with the Heathrow Community Noise Forum (HCNF) and other stakeholder forums to improve communications , respond to complaints and fund community projects		Complete the Noise & Track Keeping tools (NTK) upgrade by 2018
	Number of complainants	
Develop Noise Metrics that enhance transparency and understanding		Annual publication list of community projects funded by monies raised by noise infringements
		Complete a study on respite in 2017 and publish Respite report for the next available international noise conference 'Internoise'
Monitor our performance using annual polling of residents on airport performance, audits of the Noise Action Plan and its performance measures. Our Flight Performance group will continue publishing its annual report and we will support the establishment of Independent Commission on Civil Aviation Noise (ICCAN)		Publication of an enhanced annual noise contour report from 2017
		During 2017 gather baseline data and develop a target for the percentage of residents agreeing or strongly agreeing with statement that "we are doing all we can to manage noise"
		Invite and encourage the independent benchmarking of our Noise Action Plan, such as verifying monitoring systems and climb gradients, against other airports at least every 5 years
		Annually undertake a NAP audit report and present findings to stakeholder forums
		Annual publication of the Flight Performance report
		Observations presented to Heathrow Community Noise Forum as part of the strategic noise mapping and action planning review process at least every 5 years
Develop and implement a new Noise Monitoring Strategy in collaboration with our industry and community stakeholders by making use of an additional 50 new noise monitoring terminals		Produce joint response with community groups to Government on scope of an ICCAN by 2017
		Annually agreed deployment strategy based on availability of our monitors

4.3

Continued

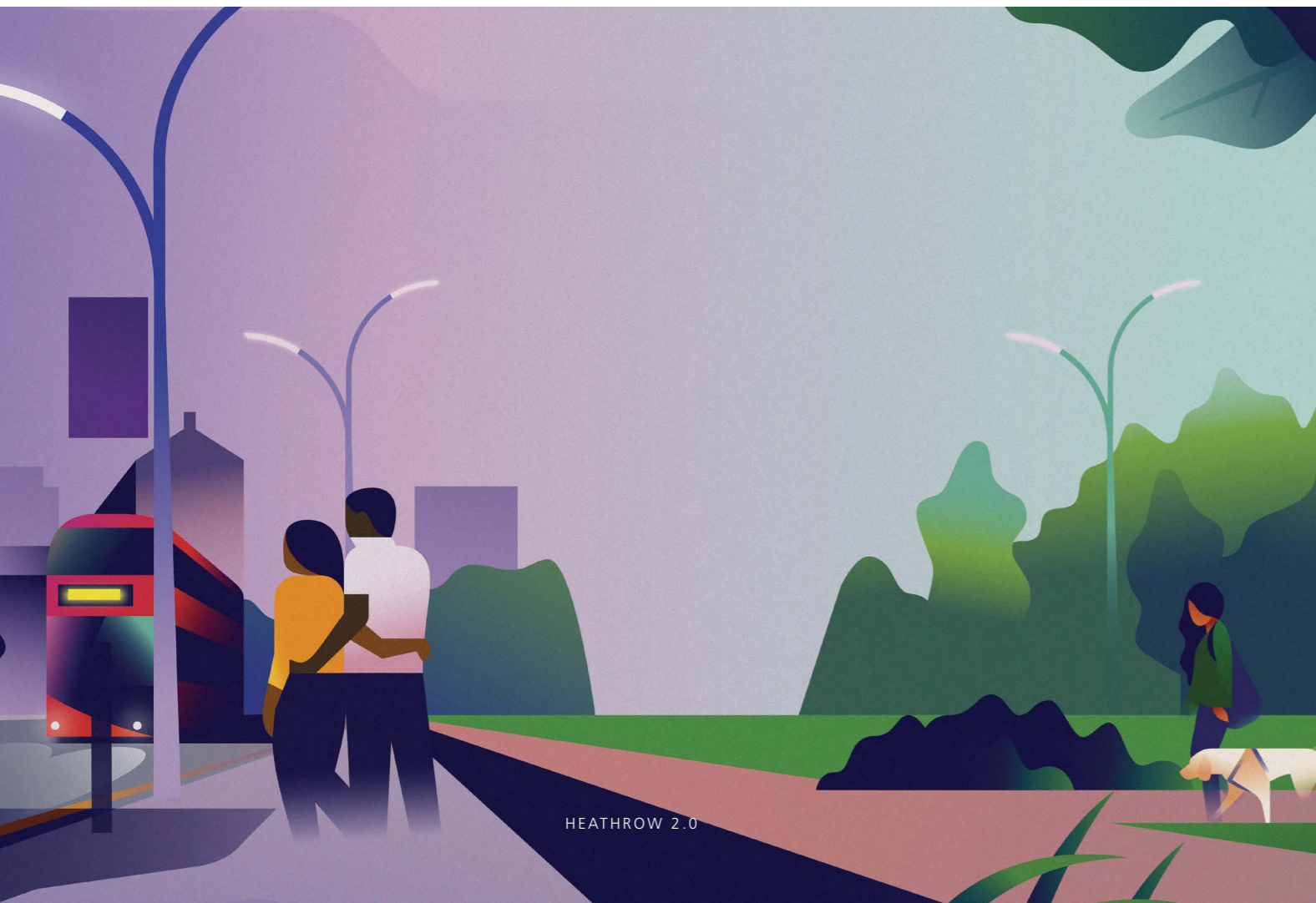
STRATEGIES	INDICATORS	TARGETS
Keep up-to-date on the latest research on the impacts of noise and the effectiveness of noise interventions		Provide quarterly reports on current noise and health related research to HCNF
		As part of the proposals for a Centre of Excellence (See Objective 11), support and seek funding for noise research where knowledge gaps exist
Engage with the HCNF and other stakeholders to collaboratively compile the draft new Noise Action Plan for public consultation		Develop Departure analysis module for the SoundLab demonstrator facility by 2018
		Publication of the draft new noise action plan for consultation in 2018

Quality Air, Locally
A place where local air improves

Air quality in our cities is a major focus in the UK and around the world. We have reduced ground-based NOx emissions from airport activity by 16% over 5 years between 2008 -2013. Air quality monitors right next to the airport already meet air quality standards, but those next to the M4 motorway a couple of kilometres away do not. This illustrates that road traffic rather than aircraft is the main contributor to local air pollution. Although most of the traffic on the motorways around Heathrow is not related to the airport (and is already improving thanks to the government and Mayor's focus on reducing pollution), we still have a role to play.

Heathrow 2.0 aims to establish Heathrow as a world-leading airport in reducing emissions from all sources of activity, both on and off airport. We're taking various measures to encourage our stakeholders to reduce emissions, such as incentivising suppliers to 'green' their delivery fleets. We're also targeting the conversion of our entire fleet of cars and vans to electric or plug-in hybrid by 2020, with ultra-low emission standards for all airside vehicles to follow by 2025. We currently subsidise local public transport, run the largest car sharing scheme in the world and promote new direct rail links. To take us to the next level, we want at least half of our passengers to arrive by public and sustainable transport by 2030.

5



GOAL

5.1 Reduce emissions from road transport by working with partners

STRATEGIES	INDICATORS	TARGETS
Reduce emissions from road transport by working with partners	NOx emissions for airport-related traffic	Overall: Reduce NOx emissions from airport-related traffic by at least 40% by 2020 and 60% by 2025 (from 2013 baseline)
Develop and consult on plans for a low emissions zone for surface transport to/from Heathrow as part of the planning process for our expansion	% of vehicles entering Heathrow that are Euro 6 or better	
Develop infrastructure for Electric Vehicles (EVs) driven by passengers and colleagues.	Number of EV charging points available to passengers, colleagues, taxis, private hire vehicles, and commercial vehicles	Year-on-year increase in EV charging points
Develop incentives to encourage the use of low emission and EVs driven by passengers and colleagues	kWh consumed at landside EV charging points	Year-on-year increase in kWh consumed at landside EV charging points
		Launch a salary sacrifice scheme for Heathrow colleagues to facilitate purchase of low emission vehicles and EVs by 2017
		Launch a car club for Heathrow passengers that promotes EVs by 2017
Utilise Heathrow's logistics consolidation centre as a gateway to minimise trips and emissions from construction vehicles	% of vehicles using logistics centre that are Euro VI or better Consolidation factor of delivery trips	Establish baseline and set 2020 and 2025 targets by 2017
Establish a Heathrow Sustainable freight group	% of vehicles using logistics centre that are Euro VI or better	Establish Heathrow sustainable freight group by 2017
	% of low emission/Euro VI freight trips in Heathrow area	Year-on-year increase in percent of low emission/Euro VI freight trips in Heathrow area
Ensure continued access and use of the Heathrow hydrogen fuelling station	kg of H ₂ filled at Heathrow hydrogen filling station	Year-on-year increase in kg of H ₂ filled at Heathrow hydrogen filling station
	Number of vehicles using Heathrow hydrogen filling station	Year-on-year increase in number of vehicles using station

GOAL

5.2

Reduce emissions from airside vehicles by working with partners

STRATEGIES	INDICATORS	TARGETS
Reduce emissions from airside vehicles by working with partners	NOx emissions from airside vehicles	Overall: Reduce NOx emissions from airside vehicles by at least 50% by 2020 and 70% by 2025 (from 2013 baseline)
★ Develop an ultra-low emissions zone for airside vehicles by 2025 to improve quality of life through cleaner air with the highest possible % of electric and other clean fuel vehicles	% airside vehicles meeting emission standard	Develop a roadmap for the transition of all airside vehicles to ultra-low emissions standards developed by 2017 100% airside vehicles meet latest and most stringent, relevant emission standards (Euro 6/VI, Stage V, etc.) by 2025
Develop EV charging infrastructure to support the operational needs of airside vehicles and encourage the uptake of EVs	£ invested in charging infrastructure across the airport	Invest £5M in EV charging infrastructure throughout the airport by 2018
	kWh consumed at airside EV charging points	
Monitor the effectiveness of the restructured airside vehicle pass fees to influence the uptake of zero and low emission airside vehicles	% airside vehicles that are low emission and electric	
Implement standards for airside vehicles in line with the London ULEZ	% airside vehicles that meet latest and most stringent, relevant emission standards (Euro 6/VI, Stage V, etc.)	100% of airside vehicles meet latest and most stringent, relevant emission standards (Euro 6/VI, Stage V, etc.) by 2025
Replace all Heathrow cars and small vans with electric vehicles to lead the way for the rest of the fleet	% Heathrow's cars and small vans that are electric or plug-in hybrid	100% Heathrow's cars and small vans electric or plug-in hybrid by 2020
	Number of Heathrow's cars and small vans that are converted to electric or plug-in hybrid	50 Heathrow cars and small vans converted to electric or plug-in hybrid by 2017

GOAL

5.3

★ 50% of airport passenger journeys made by public and sustainable transport by 2030, supporting no more airport-related cars on the road, so local areas can thrive without increased congestion and halve today's colleague car journeys

STRATEGIES	INDICATORS	TARGETS
Work with rail partners to ensure they prioritise major rail projects that access Heathrow from the north, south, east and west	% passengers using public and sustainable transport	At least 45% of passengers to use public and sustainable transport by 2019 and 50% by 2030 42.3% passengers using public and sustainable transport by 2017
Develop incentives for mode shift away from private car use such as discounted local bus services for colleagues	Number of trains per hour arriving at Heathrow (including London Underground)	An increase in the number trains arriving at Heathrow from 18/hr in 2017 to 36/hr by 2030
		Major rail projects (Crossrail, Western Rail, Southern Rail) delivered by our rail partners by 2030
Work with local partners to deliver public transportation priorities and establish safe cycle routes from/to local boroughs	Number of single occupancy colleague car journeys	Reduce the number of single occupancy colleague car journeys by 25% by 2030 and 50% by 2040

GOAL

5.4

Become the world leader in delivering the cleanest aircraft and operations possible

STRATEGIES	INDICATORS	TARGETS
Engage at senior levels with airline partners to encourage the early phase-out of the oldest and dirtiest aircraft whilst bringing in the newest and cleanest aircraft in class	% of flights by pre-CAEP standard aircraft	0% of flights by pre-CAEP standard aircraft by 2020 3.7% of flights by pre-CAEP standard aircraft by 2017
	% of flights by CAEP 6 or newer aircraft	At least 60% of flights by CAEP 6 or newer aircraft by 2020
Add emissions performance to create a combined Fly Quiet and Clean League Table of airlines		Emission-based metric added to create our Fly Quiet and Clean League Table by 2017
Work in partnership with airlines and ground handlers to increase the use and performance of pre-conditioned air (PCA) at aircraft stands in order to reduce APU emissions by aircraft parked at gate	kWh of PCA consumption	Increase annual PCA consumption by 20% in 2017 compared to 2016 Set 2020 PCA improvement target by 2017
Work in partnership with airlines and ground handlers to address emissions during the landing and take-off cycle	% aircraft using electric towing or single engine taxiing	Set a stretch target by of 2017 to increase the percentage of aircraft using electric towing or single engine taxiing by 2020
Implement new landing charges to incentivise cleaner aircraft. Review and revise regularly		Revise our landing charges to nearly double the price per kg of NOx per flight in 2017

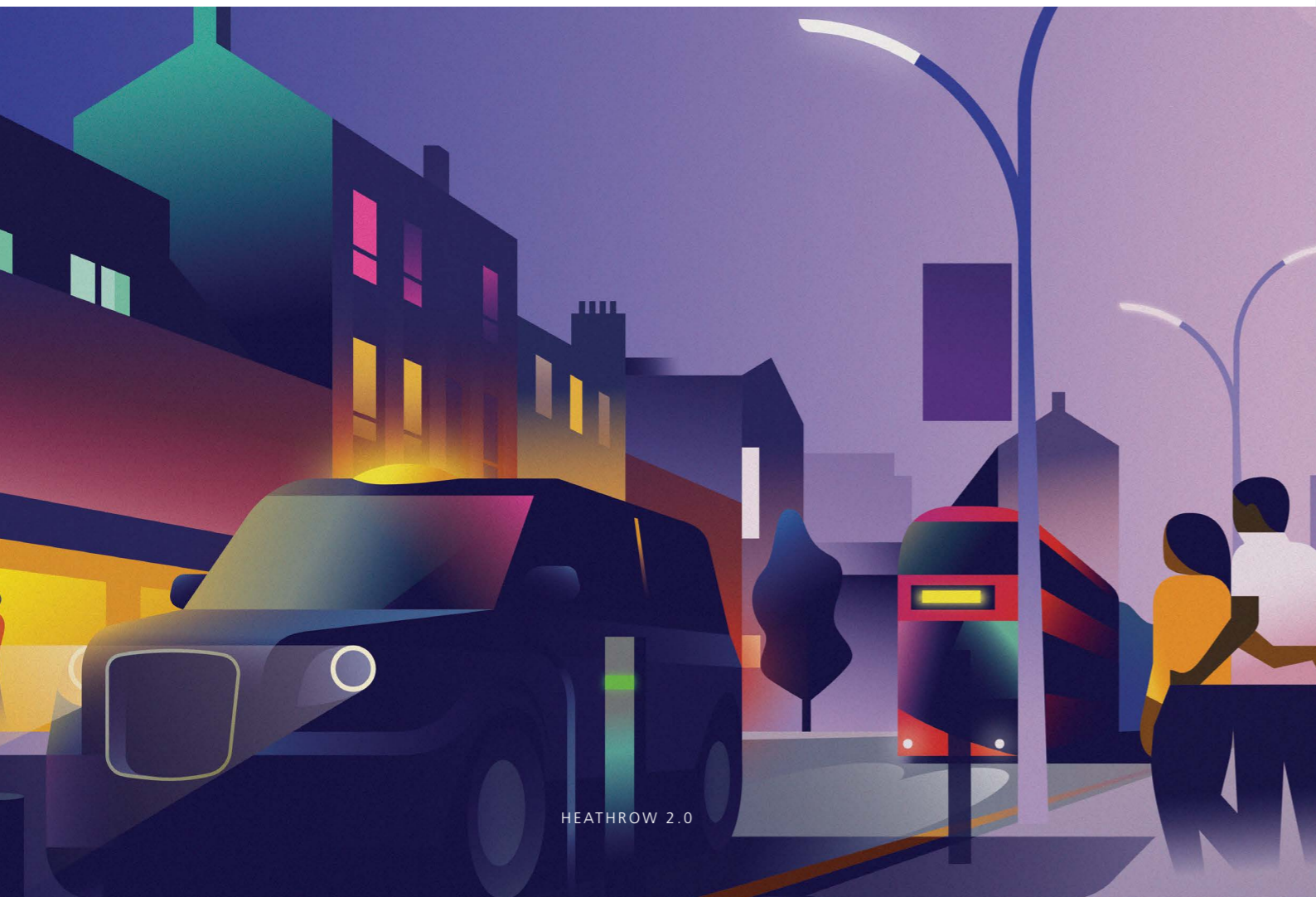
Sustainable Communities

A place where local people shape their future

Heathrow recognises we are part of communities much greater than ourselves, and we want to be a good neighbour. Our goal is that our presence creates many more positive impacts than negative ones in our local area.

We know many factors affect quality of life, and have learned that one of the most important is being able to influence decisions made in your community. Working collaboratively with local people and partners, we will enhance the area around Heathrow for the benefit of everyone who lives there. This long-term project is intended to improve quality of life by providing better employment and community facilities, transport and green spaces, for people and wildlife.

6



GOAL

6.1 Support the Heathrow Strategic Planning Group in developing and implementing a joint sustainability vision for the local community around Heathrow

STRATEGIES	INDICATORS	TARGETS
Work with the Heathrow Strategic Planning Group (HSPG) and other stakeholders, aligning Heathrow's masterplan for development and growth with the objectives of the Local Authorities wherever possible		Provide management support, expertise and company resources to help progress the vision Develop an implementation plan by 2018 As part of the planning process for a new runway develop an airport landscape strategic brief and, when appropriate, implement enhancements identified
Work collaboratively with local stakeholders, including the HSPG, to understand the drivers of quality of life in the local area and to take action on local priorities to improve it		Develop a baseline for local quality of life as part of the planning process for a new runway, and publish accompanying strategies to improve quality of life
Work collaboratively with the local authorities to understand the social and economic challenges faced by the local communities and update Heathrow's community investment strategy to respond to local priority issues		Develop and publish updated community investment strategy

GOAL

6.2 Promote and enable active travel in and around the airport, enhancing health and connectivity benefits

STRATEGIES	INDICATORS	TARGETS
Enable active travel options , in partnership with local authorities and communities citizens' groups and communities to remove barriers and deliver accessible routes	Number of Heathrow Cycle Hub members	Working with recognised cycling organisation, launch cycling strategy and action plan that identifies and tackles the biggest barriers to cycling in 2017 Work with local partners and TfL to develop cycle infrastructure plan in 2017 that connects Heathrow to the local area Deliver new cycling infrastructure into the central terminal area and wayfinding plan in 2017 Upgrade cycle parking facilities in T5 and T4 in 2018
Through ongoing management of our landholdings, and in partnership with local and regional partners, improve connectivity between green spaces around the airport, protect and enhance biodiversity		Work with partners to retain The Wildlife Trust Biodiversity Benchmark
Incorporate habitat features in new developments wherever possible whilst seeking to avoid, reduce, mitigate and compensate for adverse impacts on wildlife		Develop biodiversity assessment guidance and support for key project managers by 2018



A THRIVING SUSTAINABLE ECONOMY

Creating opportunities for sustainable business to deliver a stronger future for the UK

7 Connecting the UK

A place that provides a gateway for the UK to the world and the world to the UK

8 The Next Economy

A place that nurtures innovative small and medium sized businesses and social enterprises

9 Sustainable Supply Chain

A place that drives change throughout our supply chain

As the UK's hub airport, Heathrow has an important role to play in helping the country's economy to thrive - our expansion will create up to £211bn in growth and up to 180,000 jobs across the UK.

With the rise of emerging markets, connecting the UK to the world and the world to the UK is more important than ever. Through expansion, we will serve up to 120 direct long haul destinations, making the UK the best-connected nation in the world. We will help people around the UK access these flights by supporting connections to Heathrow from the rest of the country, with a focus on reliable, low-carbon choices.

To step up to the challenge of a resilient and sustainable UK, it makes good sense to support the right kind of business growth. The sustainable economy is an exciting, creative, innovative and forward-looking space – and it's growing fast, nationally and globally. Our Heathrow 2.0 strategy proactively supports the 'next economy', growing SMEs and social enterprises, driving change through our supply chain and encouraging all those who service the airport to become more sustainable too.

Connecting the UK

A place that provides a gateway hub for the UK to the world and the world to the UK

Heathrow is the UK's hub airport, with nearly 76 million passengers travelling through our airport each year. Being near our capital city is a great strength for Heathrow, but we're here to serve the whole of the UK. As demand for air travel grows, we want to make sure people from across the UK can travel from their homes to their destination as sustainably and easily as possible.

For that reason, our goal is to increase our connectivity with the rest of the UK, through sustainable and reliable routes. We aim to balance the increase in short haul UK flights with high quality train and coach connections. Our goal is to increase choices for accessing the airport, ensure greater resilience in times of disruption and preserve essential connections to regional UK airports.

7



GOAL

7.1

Supporting sustainable surface connections to Heathrow for the 100 largest towns and cities while preserving essential domestic air routes

STRATEGIES

Develop a strategic plan to connect Heathrow to the 100 largest towns and cities in the UK by the most sustainable means. Identify those cities for which an air link is a necessary connection from the point of view of UK national and regional economies. Support our rail partners to promote direct and one-change rail connections to Heathrow as a sustainable mode of transport, including process and technology improvements to make rail-air transfers as seamless as air-air transfers. Support and promote ultra-low emissions coaches

Work in partnership with UK airports, regional governments and chambers of commerce to jointly approach airlines to operate new or improved domestic routes at an expanded Heathrow and provide financial support to airlines operating new domestic routes not initially served after expansion

Take proactive steps to ensure our airport landing charges protect and promote domestic connectivity as far as possible

INDICATORS

Number of connections from Heathrow to UK cities, by air (direct), rail (max one change), and bus and coach (direct)

TARGETS

★ **Largest 100 towns and cities in UK connected to Heathrow by 2030 to create opportunities all over the country and deliver a stronger UK**

Provide £10M investment through a Heathrow Route Development Fund to support up to 5 newly established domestic routes for 3 years each after expansion

Provide discount to landing fees to UK domestic flights from 2017

GOAL

7.2

Ensure Heathrow's operations and surface connections are resilient to potential weather-related disruption

STRATEGIES

Regular review of climate change adaptation risks, monitoring progress against actions, assessing risk status and identifying new risks posed by climate change

INDICATORS

% actions in climate change adaptation report on track or complete

TARGETS

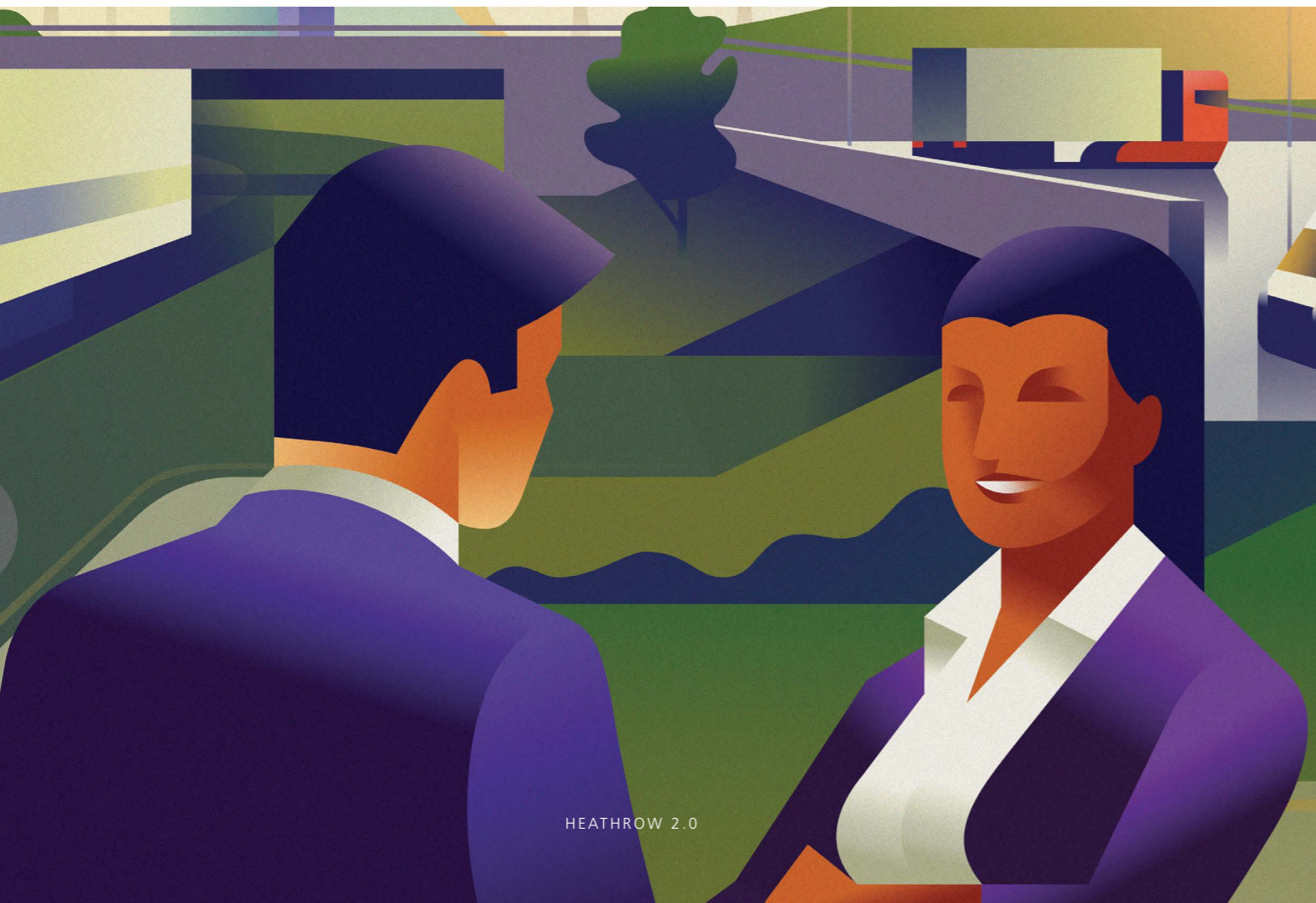
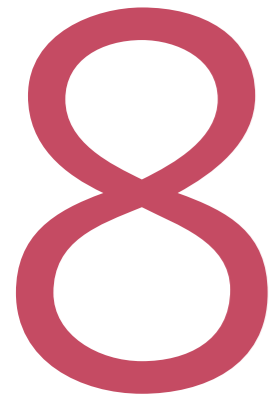
Climate change adaptation report prepared every 5 years and 90% of identified actions on track or complete annually

The Next Economy

A place that nurtures small and medium sized businesses and social enterprises

Heathrow provides a world of opportunities for all types of business in the UK. There are great opportunities for us to further support small and medium enterprises (SMEs) to take better advantage of all that Heathrow can offer.

Heathrow 2.0 enables us to nurture SMEs and social enterprises, helping them thrive as we expand. For example, we have an enormous captive audience going through our airport – we will start showcasing the best of British products to add value to our customer experience while helping new brands establish themselves. Beyond this, our strategy also recognises the need for the technologies, products and services that will create a sustainable UK. Our 'Next Economy' objective means supporting the SMEs and social enterprises that are the job-creating engine of our economy, and encouraging growth of sustainable businesses that are bringing new solutions and services that we all need.



GOAL

8.1

Support the growth of small and medium sized businesses (SMEs) and social enterprises across UK

STRATEGIES	INDICATORS	TARGETS
<p>Develop our successful Heathrow Business Summits across the UK. The Heathrow Business Summit provides British SMEs access to Heathrow's procurement team and wider supply-chain</p>	<p>Number of UK regions where a Heathrow Business Summit has been held each year</p>	<p>Establish Heathrow Business Summits in all 12 regions of the UK by 2025 (2016 baseline of 4 regions hosted a Heathrow Business Summit)</p>
<p>Offer SMEs and SEs access to the millions of international passengers at Heathrow, by brokering deals between stockists, World Duty Free and other retail business partners to include SMEs and SEs that offer sustainable products and services</p>	<p>Number of SMEs and SEs securing access to a retail business partner per year</p> <p>Number of sustainable products (including ingredients) on offer to passengers per year</p>	<p>Develop a programme to enable SMEs and SEs access to the Heathrow retail offer by the end of 2018</p> <p>Establish a process to promote sustainable products (including ingredients) and services to our retail business partners by the end of 2018. (supporting our goal to enhance the ethical and sustainable consumer experience at the airport (9.3))</p>
<p>Establish a grants programme offering awards up to £2k for SMEs to spend on travel and trade missions to help SMEs reach new markets. The grant for trade missions has a maximum spend of £50k per annum. It will be reviewed on an annual basis.</p>	<p>Total number of SMEs and SEs awarded a grant each year</p> <p>Number of SMEs and SEs awarded a grant each year per UK region</p>	

Sustainable Supply Chain

A place that drives change throughout our supply chain

We recognise that Heathrow's influence stretches far beyond our boundary. We're not only a hub for passengers, we are also a home for hundreds of businesses who either work on site or supply the airport with goods and services. This vast network gives us another great opportunity to lead.

Heathrow 2.0 outlines how we will deliver the most ethical, sustainable and low-carbon procurement and sourcing possible across Heathrow, both through our supply chain and via collaboration across Team Heathrow. We will incentivise sustainable strategies among our suppliers, monitor their performance and drive change wherever we can. As a further result of this objective, we will also enhance our customer service by delivering a more ethical and sustainable retail experience across the airport.

9



GOAL

9.1

Implement best practice sustainable procurement practices across Heathrow

STRATEGIES	INDICATORS	TARGETS
Further integrate sustainability into procurement processes		Roll out the Supply Chain Sustainability School to all of our strategic suppliers by 2018 Develop a plan by of 2018 to rollout the Supply Chain Sustainability School to all suppliers
	% supplier invoices by volume paid on time % strategic suppliers signed up to the Prompt Payment Code	As a signatory to the Prompt Payment Code, ensure that: 97% of our supplier invoices by volume are paid on time by 2018 100% of our strategic suppliers are signed up to the Prompt Payment Code by 2018
Establish a new Innovation Networking Forum, to reach out to SMEs and start-up organisations in the innovation and technology sectors		New Innovation Networking Forum delivered by 2020
Establish supply chain consolidation hubs in strategic locations across the UK Work with our Tier 1 suppliers to manufacture, preassemble and consolidate construction components critical to the expansion project		Open supply chain hubs in strategic locations across the UK from 2020
Prioritise sustainable products and services within our supply chain that lead to more sustainable outcomes		Audit strategic suppliers to identify opportunities to increase our focus on sustainable products and services, publishing a progress update in 2018
		Embed circular economy principles in our procurement processes by publishing internal guidance during 2017 to focus on repair, recovery, reuse and leasing models

GOAL

9.2

Become a London Living Wage employer

STRATEGIES	INDICATORS	TARGETS
Deliver Living Wage Strategy		<p>Heathrow Airport Ltd. to achieve London Living Wage employer accreditation in 2017</p> <p>★ We will publish a roadmap in 2017 that sets out how we can help transition our supply chain employees working at Heathrow Airport to be paid the London Living Wage</p>

GOAL

9.3

Enhance the ethical and sustainable passenger experience at the airport

STRATEGIES	INDICATORS	TARGETS
Collaborate with our business partners and the Heathrow Sustainability Partnership to identify and prioritise opportunities to deliver a more ethical and sustainable retail experience across the airport		<p>Complete a study to map the main products sold at Heathrow and their sustainability impacts by the end of 2017</p> <p>Develop a plan by the end of 2018 to improve the sustainability profile of retail across Heathrow</p>

GOAL

9.4

Reduce carbon emissions throughout our supply chain, and support our suppliers to prepare for future changes in climate

STRATEGIES	INDICATORS	TARGETS
Understand our carbon impact from our supply chain and set quantitative reduction targets		<p>Achieve Level 3 Carbon Trust Supply Chain Accreditation by 2020</p> <p>Set ambitious long-term carbon reduction targets for our supply chain carbon emissions by 2020</p> <p>Support our suppliers through a phased approach to identify and reduce their emissions</p>
Support supplier development on carbon reduction and adaptation		Provide support on energy efficiency to our first tier strategic suppliers by 2020
	% of strategic suppliers that have undertaken an assessment of climate change vulnerability and action on adaptation	90% of strategic suppliers to undertake an assessment of climate change vulnerability and action on adaptation by 2020

GOAL

9.5

Work with our supply chain and Team Heathrow to tackle anti-slavery and human trafficking in all its forms

STRATEGIES	INDICATORS	TARGETS
Deliver anti-slavery and human trafficking supply chain strategy	% suppliers / strategic suppliers registered on external auditing software tool	<p>Conduct a risk assessment of our supply chain to identify categories and countries of high risk and identify an effective audit process by of 2017</p> <p>All assessed strategic suppliers registered on external auditing software tool by of 2017, all suppliers by of 2018</p>
		Develop and deliver anti-slavery training to key stakeholders in 2017

A WORLD WORTH TRAVELLING



Delivering fair and sustainable air travel for future generations to enjoy

10
Zero Carbon Airport
 A place that is run on renewable energy and that delivers zero waste

11
Accelerating the Era of Sustainable Flight
 A place where innovators work together to deliver carbon neutral growth

12
A Responsible Gateway
 A place that strives to end trafficking of people and wildlife

Our world is a joy to travel. But we must do more to protect it if we want to keep enjoying all it has to offer. First and foremost, we have to address carbon; air travel is a growing contributor to global greenhouse gas emissions and therefore to climate change. As demand for flights grows, we must innovate and collaborate to find solutions to some of the problems our industry faces. As well as protecting our environment, Heathrow also has a responsibility to strive to end human and wildlife trafficking.

To rise to the challenge of climate change, Heathrow has set an ambitious aspiration: carbon neutral growth from our new runway. We've also set objectives to operate a zero-carbon airport and strive to end trafficking of people and wildlife. Heathrow 2.0 outlines how we plan to fulfil these goals and, wherever possible, drive similar progress across our industry.

Zero Carbon Airport

A place that is run on renewable energy and that delivers zero waste

Because Heathrow is a single-site business, we can think long-term about how to reduce our carbon impact. We know we are going to be operating from the same place for years to come, which means we can take a long term view when planning how and what we build and renovate, and how we best power and heat our buildings and other fixed assets.

Over time, we have been continuously reducing the carbon emissions and waste of our built environment, including pioneering, innovative ways of improving the quality of our water discharges into local rivers and lakes. In this objective, we set out a collection of zero impact targets and to explore and engage a 'circular' way of thinking for resources. In this way, we will go beyond expectations to make Heathrow's buildings and infrastructure an inspiring example of zero carbon performance.

10



GOAL

10.1

Operate zero carbon airport infrastructure (buildings and other fixed assets) by 2050 with clear interim targets

STRATEGIES	INDICATORS	TARGETS
Operate zero carbon airport infrastructure (buildings and other fixed assets) by 2050 with clear interim targets	Carbon emissions generated from energy used in fixed infrastructure, as measured by tonnes CO ₂	Zero carbon emissions generated from energy used in fixed infrastructure by 2050 Our 2020 milestone target is: 34% reduction in carbon emissions by 2020 against a 1990 baseline Further milestone targets will be developed by 2017
Embed leading edge energy efficiency thinking into the design of new infrastructure	Operational electricity demand (kWh/pax)	
Invest in improvements to the energy efficiency of existing buildings, assets and other infrastructure	Operational electricity demand (kWh/pax)	Our 2017 energy efficiency target is: Reduce operational electricity demand to 6.3 kWh/pax by the end of 2017
Proactively influence business partners' operations and growth to improve energy efficiency		Develop an appropriate measure of energy efficiency for business partner operations at Heathrow by 2018.
Maximise the proportion of energy generated from on-airport or local renewable sources	Proportion of energy generated from on-airport or local renewable sources (%)	
Purchase renewable energy from off-site sources	Proportion of energy sourced from off-site renewable sources (%)	★ Power Heathrow with 100% renewable electricity from April 2017 as our first step to operate a zero carbon airport
Develop carbon offsetting as the final step in our hierarchy of measures for residual emissions from energy used in fixed infrastructure		Covered by our plans in Objective 11

10.2

All the water Heathrow uses will come from sustainable sources by 2050 and we will work to enhance our local water catchment

STRATEGIES	INDICATORS	TARGETS
Embed leading edge water efficiency thinking in the design of new infrastructure	Total water consumption per passenger (litres/pax)	
Invest in new approaches and technology to eliminate water demand and improve overall water efficiency	Total water consumption per passenger (litres/pax)	10% reduction in total water consumption by 2020 (2010 baseline) 20% reduction in total water consumption per passenger by 2020 (2010 baseline)
Achieve a best in class leakage rate		Baseline an accurate leakage rate at Heathrow and set a reduction target by 2020
Proactively influence business partners' development and operations and growth to improve water efficiency		Develop an appropriate measure of water efficiency for business partner operations at Heathrow by 2018
All non-potable demand to be met from sustainable non-potable sources	Proportion of total water from non-potable sources (%)	30% reduction in potable water consumption by 2020 (2010 baseline) 40% reduction in potable water consumption per passenger by 2020 (2010 baseline)
Where we discharge water runoff, provide sustainable good quality water to support receiving water bodies		Complete a water quality study in 2017, that will inform how we meet these strategies, including future measures and targets
Link our discharge into wider macro-scale enhancement of receiving water bodies		

10.3

Deliver a resource efficient, zero waste airport and support a circular economy

STRATEGIES	INDICATORS	TARGETS
Deliver a resource efficient, zero waste airport and support a circular economy	Total waste generated (tonnes waste)	Zero waste generated by 2050 (tonnes waste)
Change airport wide culture to value resources and dis-incentivise waste, including the promotion of 'sharing' models to make better use of our resources	Total operational waste per passenger (kg/ passenger) sustain operational waste per passenger at 2014 levels through to 2020	Sustain operational waste per passenger at 2014 levels through to 2020 and consider measures that could deliver further reductions Complete an assessment of the potential for adopting circular resource principles at Heathrow and produce an implementation roadmap by 2018
All tenders for works or products will include a circular economy opportunities assessment		Complete an assessment of the potential for adopting circular resource principles at Heathrow and produce an implementation roadmap by 2018
Proactively influence our business partners' operations and growth to encourage better outcomes for resource management and the elimination of waste		Complete a study of packaging waste generated by business partners at Heathrow by 2017
Develop the infrastructure and behaviours to re-use, re-purpose and recycle resources and prevent waste	Proportion of operational waste recycled (%)	Increase recycling of operational waste to 58% by 2017 Recycle 70% of our operational waste by 2020
Develop forward-looking partnerships to transfer chain of custody for resources - returning value locally as a priority		Investigate and report on the potential for future resource partnerships by 2018
Obtain most beneficial use from organic resources		Investigate and report on the potential for the use of organic material at Heathrow by 2020

Accelerating the Era of Sustainable Flight

A place where innovators work together for carbon neutral growth

As we look to expand Heathrow with our new runway, we must tackle our impact on global climate change. We will need radical innovation to develop solutions that allow us to meet our aspiration to make growth from our new runway carbon neutral. Although we don't have all these solutions yet we have a strong history of innovation and we're confident that the next ten years will hold even more exciting breakthroughs than the last. Through investment in new technology, UK airlines are already starting to reduce emissions where possible, and meaningfully offset where not.

Thanks to the work of ICAO, there is already an agreed global offsetting scheme for international aviation. Many member states are signed up. This scheme should cover much – but not all - of the impact from the growth in flights after our new runway opens. We will work with our airline partners to develop solutions, support technological advances and advocate strongly for the right policies to tackle any gap.

Beyond the impact of flights, we also need to find ways to reduce and offset the embodied carbon that will come from building our new runway. In this way, Heathrow 2.0 will allow us to play our part in tackling carbon emissions so we can all stay within 2.0 degrees of climate change, and work hard to support efforts to achieve the aspiration of a 1.5 degree world. That's why we plan to set up a Centre of Excellence, which will facilitate the research and development of innovative solutions to this challenge.

We believe we can achieve our goals by proactively working in partnership and advocating for change. This objective will elevate our role so that we can use our unique position and influence to lead the conversation on these multi-stakeholder issues, locally, nationally and globally.

11



HEATHROW 2.0

GOAL

11.1

★ An aspiration to make growth from our new runway carbon neutral

STRATEGIES

Provide support to the UK Government and airlines, to implement the ICAO agreement for growth in air traffic from 2020 to be carbon neutral

Develop a strategy to assess the potential mix of advocacy and direct action to support the aspiration for our new runway growth to be carbon neutral

Take a lead in restoring ecosystem carbon sinks in the UK to contribute to offsetting Heathrow's own emissions and to explore an innovative opportunity for the aviation industry to deliver its goal of carbon neutral growth from 2020

Based on learning from practical action, **advocate for wider adoption of direct ecosystem restoration** as a means for aviation to contribute to the ICAO goal of Carbon Neutral Growth 2020

INDICATORS

TARGETS

Report annually on steps taken

Roadmap for carbon neutral new runway growth aspiration developed

Publish Heathrow's plans for peatland restoration and planned partnerships

As part of our carbon roadmap, publish and disseminate initial results from UK peatland restoration programmes

GOAL

11.2

Take the lead in incentivising lower carbon flights

STRATEGIES

Provide incentives to fuel-efficient and lower carbon planes, by developing proposals for 'green slots' for our new runway, to incentivise the cleanest aircraft to use new capacity

Help accelerate adoption of sustainable fuels by building competence at Heathrow, including through work with our airline partners and the Sustainable Aviation Fuels working group to better understand their alternative fuels strategy

Ensure sustainable aviation fuels are considered in all relevant infrastructure projects

INDICATORS

TARGETS

Develop a proposal for 'green slots' as part of development plans for our new runway project

Build competence on Sustainable Aviation Fuels within Heathrow by working with airlines and other business partners

% Heathrow infrastructure projects that have given due consideration to sustainable aviation fuels

Establish a process that provides for relevant infrastructure projects to give due consideration to sustainable aviation fuels in 2018

GOAL

11.3

★ Establish a Centre of Excellence for sustainability at airports and in the wider aviation sector

STRATEGIES	INDICATORS	TARGETS
Work collaboratively, with leading experts and practitioners to identify an initial participant group and priority series of challenges		Carry out expert consultation and publish plans for a new Centre of Excellence by 2017
Develop and activate funding strategy		Identify first funding source(s) by 2018
Develop launch and development plan		Launch new Centre of Excellence by 2019

GOAL

11.4

Advocate policies that price carbon effectively and contribute to fair and equitable access to air travel for all

STRATEGIES	INDICATORS	TARGETS
Study and consider measures that ensure that the carbon cost of flights are paid while also contributing to the goal of fair and equitable access to travel for all		Complete carbon costs and equity study

A WORLD WORTH TRAVELLING

A Responsible Gateway
A place that strives to end trafficking of people and wildlife

As an international travel hub, Heathrow has a responsibility to take the best possible care of everyone and everything that passes through its gates. Unfortunately, we live in a world in which animal and human trafficking still takes place. Many endangered species are a target for poachers and illegal trafficking, and some of our passengers are forced to travel against their will – whether illegally or not. Intervening to help them is a responsibility we take extremely seriously.

We are already alert to travellers vulnerable to trafficking and are scrutinising our supply chain in line with our zero-tolerance approach to modern slavery. We will build new partnerships and continue to lead this fight against human rights abuse. We will also take further action to help curb the illegal trade in endangered species, and therefore protect the world's most precious wildlife.

12



12.1

No people trafficking occurs through Heathrow

STRATEGIES	INDICATORS	TARGETS
Through the Responsible Gateway Forum , work in partnership with colleagues from across Team Heathrow, including Met Police and Border Force, to devise and roll out awareness raising campaigns aimed at the detection of vulnerable travellers	Levels of awareness of people trafficking (measured by annual Team Heathrow surveys)	Hold one awareness campaign per annum until 2020, then review
	Work with Border Force to identify reportable metric for detections of vulnerable people	Increase the percentage of detections of vulnerable travellers per annum until 2020, then review

12.2

No illegal wildlife or animal products pass through Heathrow

STRATEGIES	INDICATORS	TARGETS
As a signatory to the Buckingham Palace Declaration, raise awareness with passengers about the impacts of the trade in endangered wildlife . Highlight the issues of wildlife crime through targeted communications with specific passengers	Levels of awareness of wildlife trafficking (measured by annual passenger surveys)	Passenger surveys show increased levels of awareness
		Hold one awareness campaign on wildlife trafficking per annum until review in 2020
Work with the cargo and NGO communities on protocols, training, data sharing and intelligence to improve the detection of illegal wildlife		Set protocols for collaboration during 2017
		Establish data sharing mechanism during 2017
		Set up co-ordinated training programme for Team Heathrow during 2017

THE PLAN

Heathrow 2.0 is based on our expansion from a two-runway airport to a future three-runway airport. Some of the investments required to fulfil this strategy depend on us securing permission to expand. Many of the goals will only be delivered in the context of our new runway.

Any goal with the target date of a year (e.g. by 2020), means targeted completion by 31 December of that year.

In our plan we have split out Indicators and Targets. Not every strategy has a Target and an Indicator.

We have highlighted where our flagship goals fit into our plan with a star (★).

REGULATION

Heathrow is subject to economic regulation by the Civil Aviation Authority (CAA). As the economic regulator for UK airports, the CAA assesses the market power of airports and if an airport passes the market power test(s) set out in the Civil Aviation Act 2012, the airport is regulated by means of a Licence. Heathrow has been determined to hold substantial market power (SMP) and therefore operates under a Licence granted by the CAA. The Licence includes a condition imposing a price cap on Heathrow's airport charges. More information is available on our website: <http://www.heathrow.com/company/company-news-and-information/economic-regulation>

As a regulated airport, Heathrow engages and consults airport stakeholders on the business plan for each regulatory period. More information on our investment during our current regulatory period (April 2014 – December 2019) is available in our Strategic Capital Business Plan: http://www.heathrow.com/file_source/Company/Static/PDF/Investorcentre/strategic-capital-business-plan-2016.pdf

Heathrow has begun the planning process for our next regulatory period (2020-2024). As part of this planning process, Heathrow is developing the business case for sustainability investment to support Heathrow 2.0. A fundamental part of this process is formal consultation with the airlines and approval from the CAA.

ONGOING REVIEW OF THE PLAN

The plan is long-term in nature and it is not possible to predict all of the factors that will shape its implementation. Understanding of needs, barriers and opportunities will progress. Partnerships will evolve and grow. As we come to better understand the impacts of expansion and consult with the local community and other stakeholders our priorities and objectives may have to evolve to respond. We will continue to keep our plan under review in order to meet our goals in the optimum way and to ensure that we maintain the overall ambition set out in this plan.

HEATHROW 2.0

GLOSSARY OF TERMS

55dB Lden	The 55 Lden noise contour is the metric used in the EU Environmental Noise Directive. The “den” equates to day, evening and night noise events, which are weighted differently to reflect the different sensitivity of the time periods. For example, the same sound level in the day will have 5dB added if it occurs in the evening and 10dB at night.
Adobe building programme	These outdoor learning spaces in primary schools are eco-friendly domes made from long tubes of soil.
Aeronautical Information Publication (AIP)	Every airport has an AIP. It sets out all the necessary information for pilots and airlines for that airport, including any noise abatement procedures or conditions.
Aircraft Database	Where we record the noise certification information for individual aircraft.
Bands A-D	Represents all Heathrow Airport Limited managers and above.
Bands A&B	Represents all Heathrow Airport Ltd Senior Management (Director and Head of level)
Best Company	Best Companies Accreditation Standard is an external employee engagement benchmark. Based on colleague feedback, organisations receive a star rating – ‘one to watch’ is good, one star is very good, two stars are outstanding and three stars are extraordinary.
CAA	The Civil Aviation Authority is responsible for the safety regulation of British aviation and economic regulation of Heathrow.
Chapter 3, 4 & 14	This refers to aircraft that meet the noise certification standard set out in the relevant chapter of ICAO Annex 16 Volume 1. Chapter 3 is the oldest standard and Chapter 14 in the most recent (it came into effect in 2017).
Circular economy	An industrial economy that promotes greater resource productivity and aims to reduce waste and avoid pollution.
Continuous Descent Approach (CDA)	CDA is an arrival operating procedure that aims to keep aircraft higher for longer and avoid periods of level flight as they descend from 6000ft to intercept the runway centreline and the final approach phase of flight.
Development Consent Order	This is the means of obtaining permission for developments categorised as Nationally Significant Infrastructure Projects, under Planning Act 2008.

Development Objective	This is an element of Heathrow’s performance management system for colleagues - it represents personal growth.
Displaced Thresholds	Different aircraft require different landing distances after touchdown on the runway. Because the actual runway length may be longer than this, it is possible to inset the point at which the aircraft touches down while maintaining the landing distance required. This is known as a displaced threshold.
Ground Based Augmentation System (GBAS)	This is a flexible aircraft landing system that uses satellite navigation.
H7	Heathrow 7 is a business planning term used to describe a 5-year regulatory period. H7 is the 7th regulatory period since the privatisation of Heathrow and is due to run from 2020 to 2024.
Heathrow	In this document Heathrow refers to Heathrow Airport Holdings Limited (formerly BAA), the company that owns Heathrow Airport Ltd which runs London Heathrow Airport, Britain’s aviation hub.
Heathrow Academy	The Heathrow Academy works alongside Heathrow Airport Limited to deliver its promise of new jobs and apprenticeships. The Academy works within local communities to provide a range of bespoke services to help employers attract, retain and develop their colleagues.
Heathrow area	Major road network within the 11x11km area around Heathrow
Heathrow colleagues	People employed by Heathrow Airport Ltd
Heathrow Community Noise Forum (HCNF)	A group made up of local councillors and residents from 12 boroughs around Heathrow affected by noise from the airport.
Heathrow Star	A colleague recognition scheme that celebrates those who make Heathrow ‘A great place to work across’ under the Heathrow’s values framework.
Heathrow Strategic Planning Group	The Heathrow Strategic Planning Group comprises of several Local Authorities and stakeholders. It was formed to enable collaborative working across the sub region, and lead to better spatial planning and the management of impacts and maximisation of benefits that will result from the development of the airport
Heathrow Sustainability Partnership	A group of the largest companies at the airport representing all areas of activity, led by a CEO board
ICAO	The International Civil Aviation Organisation works on international standards and policies that support a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector.
Independent Parallel Approaches (IPA)	This is a procedure that allows aircraft to land on parallel runways at the same time without adding separation time or distance as a result of arrivals on that parallel runway
ISO 14001	International Standards Organisation (ISO) specification for an organisation’s environmental management system.
ISO 45001	International Standards Organisation (ISO) specification for an occupational health and safety management system, currently under development.
ISO 50001	International Standards Organisation (ISO) specification for an organisation’s energy management system.

Local schools	This includes primary and secondary schools in Heathrow's 14 neighbouring boroughs, with a specific focus on the five closest boroughs (Ealing, Hillingdon, Hounslow, Slough and Spelthorne).
Lost time injuries (LTI)	A lost time injury is an injury that leads to the loss of productive work time, either through employee delays or absenteeism.
London ULEZ	Ultra Low Emissions Zone – An area within which all cars, motorcycles, vans, minibuses, buses, coaches and heavy goods vehicles will need to meet exhaust emission standards or pay a daily charge to travel.
Mojo	One of Heathrow's four business priorities: to be a great place to work, we will help our people fulfill their potential and work together to lead change across Heathrow with energy and pride.
NGO	Non-governmental Organisation
NOx	NOx is a collective term for two oxides of nitrogen – nitric oxide (NO) and nitrogen dioxide (NO ₂). NOx is created by combustion.
NTK	A Noise and Track keeping system is used to match noise events from mobile and permanent noise monitors with radar flight tracks of individual aircraft. They are used to monitor compliance and trends in flight patterns.
Operational Safety Instruction (OSI)	This is the mechanism by which the operating rules set by Heathrow are communicated.
Portfolio careers	Colleagues gain a breadth and depth of skills and experience that enable them to develop a career across the Heathrow campus.
Pre-CAEP	As with Euro standards for cars, aircraft are also subject to international emissions standards for NOx – these are known as CAEP.
Precision Based Navigation (PBN)	This is a type of satellite navigation that enables a much more predictable and consistent flight path. At present, airlines use different flight management system suppliers to code the published routes. Every supplier may code the route in a slightly different way, which leads to a spread in the flight tracks. In the future, all suppliers will code routes in the same way, which will improve consistency of flight paths and flexibility in route design.
Prompt Payment Code	Administered by the Chartered Institute of Credit Management, this sets standards for payment practices and best practice.
Quota count (QC)	A points system to quantify the noise characteristics of specific aircraft. This varies according to aircraft type, maximum operating weight, engine fit and whether the aircraft is arriving or departing. The higher the QC the higher the noise level of the aircraft. The scale is geometric i.e. 0,0.25,0.5,1,2,4,8 and 16.
Reportable injuries	As defined by Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)
Runway Alternation	The runway used for arriving and departing aircraft are switched at set times to provide predictable periods of relief/respice from overflight.
Soundlab	A facility developed by Arup that provides an auralisation of noise exposure levels and potential management interventions.

Standard Instrument Departure (SID)	This sets out the procedure requirements (in the AIP) for a specific departure route. It will inform the pilot/airline/flight management system supplier of the flight path to be followed.
Standard operational procedures (SOP)	Airlines issue standard arrival and departure procedures for particular aircraft types that must be followed by flight crews.
Slightly Steeper Approaches (SSA)	The international standard approach angle is 3 degrees and variation from this is only usually permitted to avoid obstacles and not for environmental reasons. In this context, Slightly Steeper Approaches would be a final approach angle of between 3.0 and 3.2 degrees
Strategic suppliers	Key suppliers by spend and criticality to Heathrow's business
Supply Chain Sustainability School	A membership initiative that provides free practical support on addressing sustainability within supply chains.
Surface Access	Surface access refers to how passengers get to and from Heathrow airport, other than flying. For example, via Heathrow Express Train.
Sustainable economy	An economy that is economically viable, environmentally sound and socially responsible.
Team Heathrow	Informal description for a group of companies affiliated with the airport including Heathrow Airport Ltd, companies operating on the Heathrow campus and Heathrow supply chain companies.
Tier 1 Suppliers	Suppliers that Heathrow deals directly with – there is no 'middleman'.
Vectoring	A navigation service provided to aircraft by air traffic control.
Voluntary Quiet Night Charter	This will identify what voluntary steps could be taken to reduce the impact of night flights whilst operating in compliance with the night flight restrictions set by the Department for Transport.

REFERENCES

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Page 09	2 http://www.atag.org/our-activities/social-a-economic-benefits-of-aviation.html
Page 31	3 http://www.heathrow.com/noise

HEATHROW 2.0



Contact us

Please let us know what you think about our plan.
This document is available on our website.
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