



Welcome to our 2020 Corporate Social Responsibility Strategy

WORKING TOGETHER FOR A BRIGHTER FUTURE

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

CHARLIE CORNISH
GROUP CHIEF EXECUTIVE,
MAG

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

At MAG, we believe that the continued and sustainable growth of the aviation sector will be a positive force for the UK economy; providing access to international markets and creating thousands of jobs, both directly and throughout the supply chain. This activity is vital if we are going to successfully develop some of the most dynamic regions of the UK which especially rely on being able to do business globally – regions like those that surround our airports. A healthy aviation sector, which continues to offer new connections and opportunities, will help continue to re-balance and grow the national economy whilst allowing the communities and regions around our airports to thrive.

At the same time, we recognise the challenges associated with growing our business in a sustainable way. We also understand the need for our airports to work hard to demonstrate to our stakeholders – both locally and nationally – that we are committed to operating and growing our airports in a responsible and sustainable way.

To be sustainable also means we need to work hard to mitigate the environmental impacts of our growth and embrace new ways of creating jobs, value and wealth for a wider range of people.

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

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

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

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

With the first of these principles in mind, Our MAG Connect initiative is already Defining a new Strategy as widea core element of our new Strategy is reaching as this, focused on the long benefiting the people in communities a commitment to achieving 'net zero around each of our airports by making term, makes us a safer, more secure and more rounded operator of airports. carbon' emissions from our airport it easier for them to access education, We recognise that aviation will operations by 2038 at the latest. training and good employment It demonstrates that we are committed Our airports have already been opportunities at our airports. It also to working for all, in our regions, our improves MAG and other employers' be one of the hardest industries carbon neutral for some years, but this communities and for our passengers. new commitment goes even further. It ability to recruit locally, particularly We know that it will be important will see us achieve 'net zero carbon' in communities where jobs are most to decarbonise. A core element of that we share our experience significantly ahead of the Government's needed but may be under-represented and we commit to regular and at airports. Building on this platform, national target. our new Strategy is a commitment transparent reporting, so that we can our new commitment to establish an We recognise that aviation will be one understand and respond to changing Employment Charter to ensure we are to achieving 'net zero carbon' of the hardest industries to decarbonise circumstances. I look forward to sharing helping every current and prospective and that everyone will need to play news of our progress in implementing employee reach their potential, and emissions from our airport their part. By committing our airports the new Strategy over the years contribute to our sustainable growth, to be 'net zero', we are setting ourselves will be another big step forwards. on a path to achieve this goal ahead operations by 2038 at the of the 2050 national target. We believe The third core element of the new this demonstrates our commitment to Strategy focuses on "local voices" as latest, ahead of the 2050 a way of ensuring that our airports work delivering a meaningful contribution, well for those living closest to them. reducing the number of carbon offsets national target. we require by cutting our remaining This approach recognises the importance of local impacts. We are carbon emissions. committing to be good neighbours **CHARLIE CORNISH** Sustainability means more than **GROUP CHIEF EXECUTIVE** by engaging with local communities, reducing emissions. A second core improving transport links in their areas element of the new Strategy is a and reviewing how we work with them. commitment to providing "opportunity for all" through a range of good You will see from our updated Strategy employment practices. The last five that we are setting ourselves a clear years has seen society refocus on and ambitious programme of work over what forward-thinking employment the next five years that will challenge practices can achieve and highlight us to continue to play our part in how important it is to provide stable, building a brighter future. meaningful jobs with decent conditions.

Our vision

To be the premier airport management and services company.

Our mission

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

Our CSR promise

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



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

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

This document follows our CSR journey. It sets out the progress we have made since we launched our last CSR Strategy in 2015 and the results of the materiality assessment which identified the issues that are most important to our

stakeholders. Finally, it sets out our plan of action – the commitments which make up our new CSR Strategy: Working together for a brighter future.

MAG 2020 CSR STRATEGY

regions we serve.

STRATEGIC PRIORITY 1: ZERO CARBON AIRPORTS

MAG airports to be net zero carbon by no later than 2038

Transition to a fleet of ultra-low emission vehicles by 2030

ZERO CARBON

STRATEGIC PRIORITY 2: OPPORTUNITY FOR ALL

An Employment Charter to ensure all colleagues can achieve their full potential

Airport Academies will support a minimum of 7,500 people over the next five years



STRATEGIC PRIORITY 3: LOCAL VOICES

New methods of consultation including youth forums at every airport

30% of colleagues to participate in local volunteering programmes



BUILDING ON OUR 2015 CSR STRATEGY

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

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

On **climate change**, we set ourselves the target of saving over 16GWh of energy and making all our airports carbon neutral. All three of our airports have now achieved the highest level of Airport Carbon Accreditation. Over the last five years Manchester and London Stansted joined East Midlands as carbon neutral airports. Contributing to this, our energy efficiency programmes have saved 16.6GWh of energy, the same amount used each year by more than 750 homes.

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

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

In 2018 we consulted on new **Noise Action Plans** for each of our airports.

These have now been adopted by

Government and will guide our efforts to minimise the impacts of noise on local communities.

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

On **employment and education**, we set ourselves the target of supporting the education of 50,000 young people by 2020. By the end of the fourth year of our Strategy we had already supported 102,000 young people. We have now welcomed over 25,000 young people to our Aerozone on-site education centres at East Midlands and Stansted, inspiring local school children about the world of aviation and introducing them to the skills that will unlock future employment opportunities for them. We will shortly open a further Aerozone at Manchester Airport.

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

The opening of the **Stansted Airport College** in September 2018 was also a pivotal moment – with Stansted becoming the only major UK airport to offer an on-site technical further education college. Stansted Airport College provides relevant qualifications to over 500 students each year.

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

We have also improved the **support we offer passengers** who need additional
help as they pass through our airports—
we've introduced the sunflower lanyard
for those with hidden disabilities,

CENTRES

provided a calming space in the sunflower room at Manchester Airport – as well as introducing new quiet seating at Stansted. Over recent years the number of passengers with reduced mobility has increased; enabling them to travel with confidence is a key priority for MAG. Our programme of investment and focus on improving service levels now sees us serve over 99% of passengers with reduced mobility within agreed target times.

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

We understand that our airports have important roles to play in their regions and local communities. Over the last five years we have delivered over £3.4m in **community funding** and support to arts projects around our airports. We have held more than 350 outreach sessions,

listening to our neighbours and providing information about our airports and the support they offer.

Nearly one in five of our staff have joined **volunteering programmes**, investing over 52,000 hours of their time in community projects and we have fostered international links by hosting lessons on foreign language and culture with over 1,500 local school children at our airports.

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

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local groups supported by our community funds

To Reduce Plastic Waste

Water Refill Points Installed to Reduce Plastic Waste

Working together for a brighter future

PEOPLE EMPLOYED ACROSS

OUR SITES

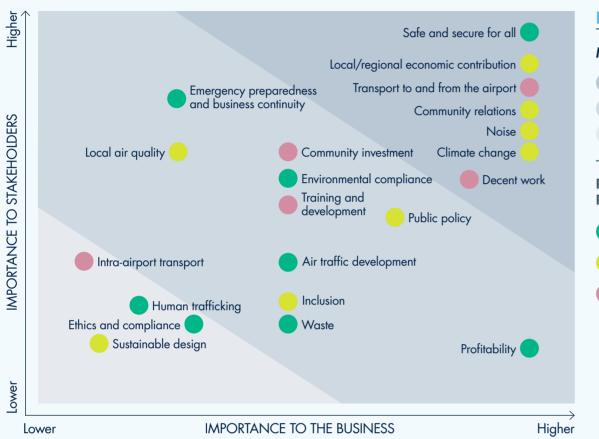
Focusing on our shared priorities

For our Strategy to make a difference, and to build upon our past successes, we must focus our CSR work programmes on the issues which are most important to our stakeholders and where our interventions are most needed. To ensure we have the right focus, our new Strategy is informed by an independent 'materiality assessment', which captures the views of a wide range of our stakeholders, including employees, local community partners and the wider public.

Stakeholders have told us which issues relating our airports are most important to them, and how they believe we are currently performing on these issues.

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

OUR MATERIALITY MATRIX



MATERIALITY Very high High Moderate PERCEIVED PERFORMANCE Performing relatively well Performing moderately well Performing below expectation



SETTING OUR AMBITIONS IN A GLOBAL CONTEXT

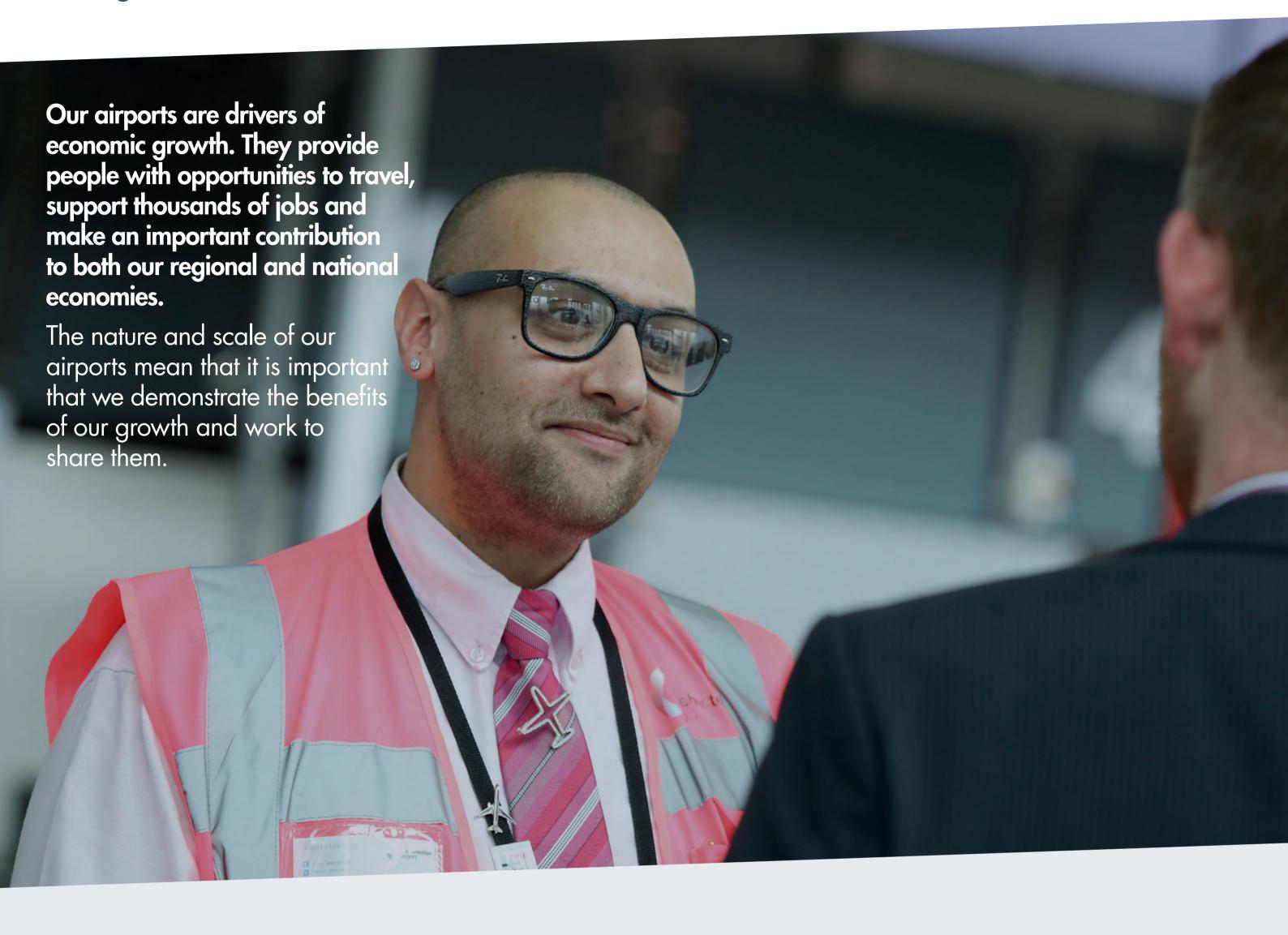
We embrace the vision set by the United Nations in its Sustainable Development Goals. Collectively the United Nations'
Goals address global challenges,
creating a pathway to a better
and more sustainable future.
Acting locally, the positive benefits
we can deliver regionally and
nationally, will enable us to play
our part in the global effort to build
a brighter future.

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



How MAG can contribute **UN SDG Explanation** 8 DECENT WORK AND ECONOMIC GROWTH With over 40,000 people working in Promote sustained, inclusive and sustainable economic growth, full and productive businesses across MAG's airports, we can employment and decent work for all. foster economic growth and productivity and support the creation of good jobs and quality employment, locally and regionally. 10 REDUCED INEQUALITIES Reduce inequality within and As major businesses in the regions in among countries. which they operate, our airports have the opportunity to help to reduce inequalities in our communities. We can do this by supporting people into work and investing in areas of deprivation. As a major employer, we can also reduce workplace inequalities by ensuring we are an inclusive and diverse place to work. 11 SUSTAINABLE CITIES AND COMMUNITIES Make cities and human settlements inclusive, We can work with the communities around our safe, resilient and sustainable. airports to be a positive force. Our businesses generate jobs, infrastructure, income, partnerships and investments and contribute to the sustainable development of the local area. 13 CLIMATE ACTION Take urgent action to combat climate change Our airports have a proven track record, and its impacts. reducing emissions from our operations and achieving carbon neutrality. Our airports can go further, reducing remaining emissions, improving the climate resilience and climate preparedness of our operations and cultivating collaborative approaches to reduce the impacts of the wider aviation industry.

Working together for a brighter future



Our objectives

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

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



WORKING TOGETHER FOR A BRIGHTER FUTURE

We want people to share the benefits of our growth, locally and regionally. Our airports provide opportunities to travel, employ thousands of people and make an important economic contribution regionally and nationally.

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

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

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

ZERO CARBON AIRPORTS

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

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

OPPORTUNITY FOR ALL

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

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



LOCAL VOICES

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

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

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



ZERO

Our plan of action



Highlights from our Strategy

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

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

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

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

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



low emission.



2030

2021 2020



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



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

777



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

2025



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



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



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

Our plan of action





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

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

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

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

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

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

OUR COMMITMENT	TARGET
A competition will be launched offering five years free landing fees to the first electric aircraft operating at one of our airports.	2020
We will target all new buildings to be certified to an 'Excellent' standard by BREEAM. Where the unique nature of some airport buildings makes this impractical to achieve our minimum standard will be 'Very Good'.	2020
A Sustainable Transport Fund will be operated at each of our airports to fund improvements in public transport, cycling and walking options. Our 'STFs' will be funded through a levy on car park and 'drop-off' charges.	2021
By 2021 we will send no waste to landfill.	2021
We will develop a methodology for assessing and reporting the embodied carbon of all large construction projects.	2021
We will develop and publish a new Conservation Strategy, delivering biodiversity improvements as part of all new developments.	2021
We will eradicate single use plastics in all of our Escape and 1903 executive lounges.	2021
We will publish information about emissions from aircraft operating at our airports and introduce a league table identifying the most efficient operators.	2021
We will publish new sustainable transport targets which will reduce the impacts of passenger and staff journeys to our airports.	2021
Environmental management at each of our airports will continue to be certified to the international standard ISO14001 and our energy management will be certified to ISO50001.	2022
We will introduce emission-based landing charges for airlines.	2023
Working with industry experts, we will apply our methodology for calculating embodied carbon to reduce the carbon intensity of a selection of our capital projects.	2024
All new and replacement airport infrastructure will run on renewable energy.	2025
We will invest £10m to improve public transport, cycling and walking facilities across our airports.	2025
We will work closely with our business partners to reduce emissions from other airport-based vehicles, regularly reporting progress.	2025
All of our airport infrastructure will operate on renewable energy.	2030
We will aim to transition to a fleet of ultra-low emission vehicles so that by 2030 our fleet will be 100% ultra-low emission.*	2030
All of MAG's airport operations will be net zero carbon by no later than 2038.	2038

^{*} Where suitable vehicles are available to meet operational requirements

OUR COMMITMENT





TARGET



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

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

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

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

That is why we are focused on engaging with our communities from the very start, with our popular Aerozones giving schoolchildren an opportunity to learn more about their local airport, and our on-site Airport Academies offering higher level skills and training. Our innovative Stansted Airport College, delivered in partnership with Harlow College, also cultivates the grassroots of the aviation industry - giving local young people an opportunity to study in an airport environment for relevant qualifications which allows them to work in aviation once they graduate.

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As a demonstration of our commitment, we will become a 'Committed' employer under the Government's 'Disability Confident' programme. 2020 Safety is an overarching priority. We will set out our Safety Plan – which will be framed by three pillars: Culture; Management; and, Performance 2020 - and regularly track and report progress. The inclusivity of our passenger facilities will be considered at the Design Stage of all projects. 2020 We will hold formal meet the buyer events annually at each of our airports. 2020 We will use our diversity forums to inform a broad-based programme of activity to ensure our service for passengers with reduced mobility 2020 responds to customer needs and achieves a minimum CAA rating of 'Good'. As a demonstration of our commitment, we will seek accreditation to the National Inclusion Standard. 2021 Our Sustainable Transport Funds will support sustainable commuting, including discounted travel for colleagues, facilities for cycling and walking 2021 and car share schemes. We aim to be a diverse and inclusive business. We will set out our ambitions and regularly track and report progress. 2021 We will publish a MAG Employment Charter to ensure we provide a safe, fair and supportive workplace where colleagues can achieve their full 2021 potential. We will review and enhance our retail opportunities to make them accessible to all our airports' users. 2021 We will review our policies to create a culture where flexible, agile working is encouraged and improve the flexible benefits we offer to encourage 2021 sustainable travel. We will work with Government to support the development of a pan-sector national standard for Inclusive Transport, achieving the highest rating 2021 We will encourage our business partners to adopt the principles in the MAG Employment Charter. 2022 We will work with the Slave Free Alliance to assess our approach to Modern Slavery and Human Trafficking, developing, publishing and 2023 delivering an action plan to implement best practice. 100% of people completing a MAG Connect Airport Academy programme will be offered an interview with MAG or an on-site partner. 2025 As a part of MAG Connect we will work with other partners to open an additional further education facility at Manchester Airport. 2025 As a part of MAG Connect, in 2020 we will open a new Aerozone education centre at Manchester Airport and continue to operate and develop 2025 Aerozones at our other airports. We will support at least 60,000 young people over the next five years. We will aim to ensure that at least 80% of people completing a MAG Connect Airport Academy programme will be successful in gaining 2025 employment with MAG or an on-site partner. Our Airport Academies will support everybody who approaches us, assisting a minimum of 7,500 people over the next five years. At least 10% of 2025 these people will be from groups defined as 'disadvantaged'. Over the next five years we will support at least 500 apprenticeships, developing our colleagues and preparing the next generation of airport 2025 colleagues for the world of work. We seek to provide an environment in which all colleagues can fulfil their potential. As a demonstration of our commitment we will ensure that at 2025 least 50% of leadership appointments are promotions or internal candidates. We will ensure that 40% of those attending MAG Connect Aerozones are from priority areas and priority schools. 2025 Working with our partner, Harlow College, we will maintain, develop and expand the MAG Connect Stansted Airport College. This will support at 2025 least 2,500 people in the next five years, including at least 130 apprenticeships.

Our plan of action





We are committed to addressing the issues which matter most to people living near us, by engaging with local voices, addressing noise and providing opportunities for local businesses.

Improving the local environment and addressing the issues that matter most to the people living nearest to us, by listening to local voices, addressing noise and providing opportunities for local businesses.

Our approach to CSR is clear that when our business prospers, the regions and communities we serve should prosper too. That can only happen if we work with our local residents and communities to ensure that the impacts that come with living near an airport are understood, controlled as far as possible, and mitigated against.

As well as working directly with neighbouring communities, we are committed to building upon the strong and lasting relationships we have with our local authorities.

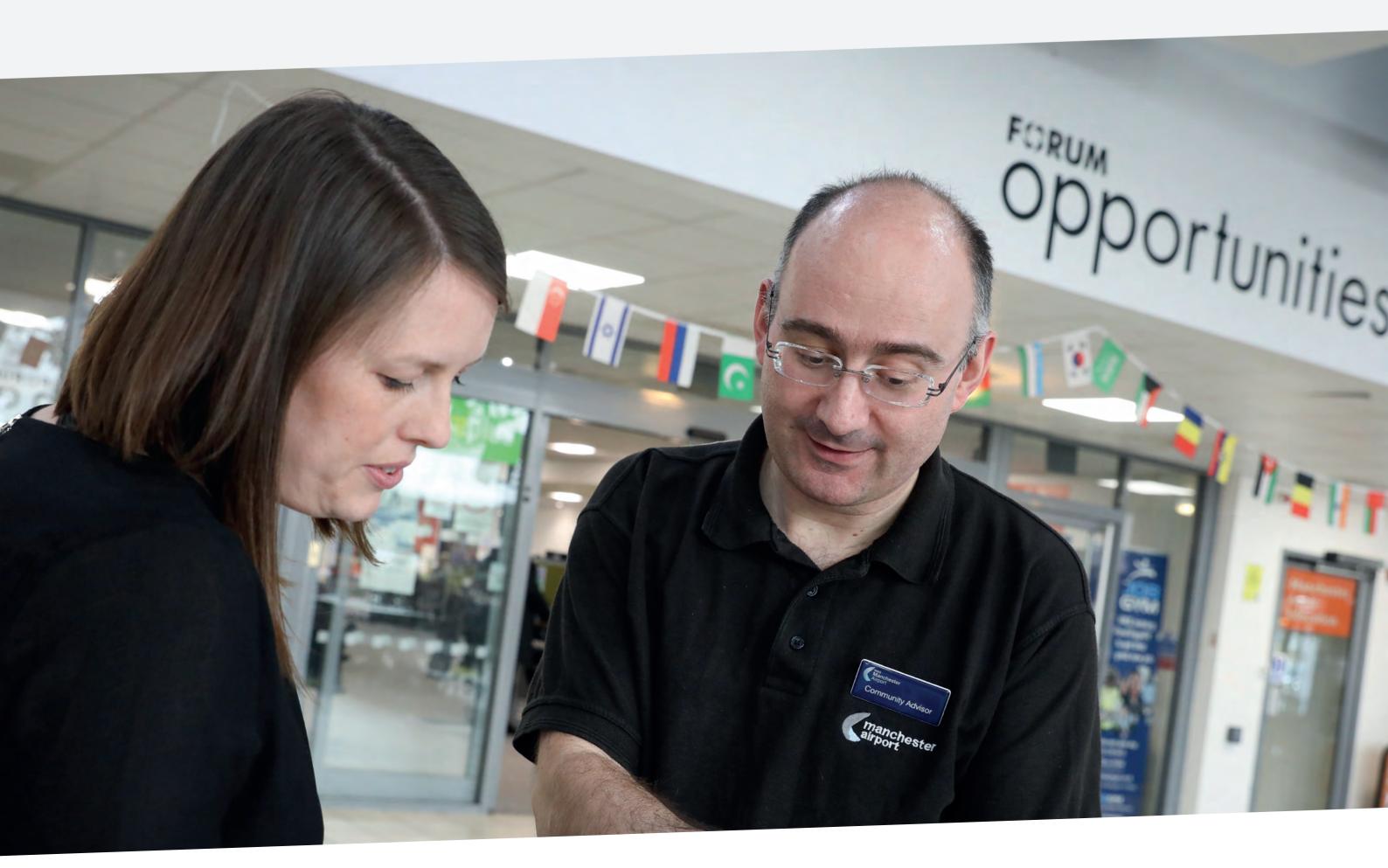
Our approach to CSR is dynamic and capable of responding to new and refreshed Government policy and the advice of the recently introduced Independent Commission on Civil Aviation Noise.

MAG airports are known to be good neighbours and we work hard to engage with residents near our airports on matters including public transport, noise management and air quality.

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

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

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



Governance and review

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

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

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

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





