



➔ Who does what at our airports

Running an airport is a complex business. While we control some aspects directly, other aspects rely on working closely with stakeholders.

BAA is responsible for planning and undertaking airport developments, operating the terminals, security, property management, retail facilities, fire services and cargo. The responsibilities of other organisations are illustrated below:

1 Airlines

Responsible for checking-in passengers and their luggage, delivering hold luggage to its final destination, cargo, providing and fuelling aircraft, boarding passengers, passenger safety and on-board catering

2 NATS

The National Air Traffic Services (NATS) looks after air traffic control and management, ensuring aircraft flying in UK airspace and over the eastern part of the North Atlantic are safely separated

3 Civil Aviation Authority (CAA)

Controls all aircraft routes at UK airports, regulates airlines, airports and NATS. The CAA also sets airport charges at the London airports

4 The UK Border Agency

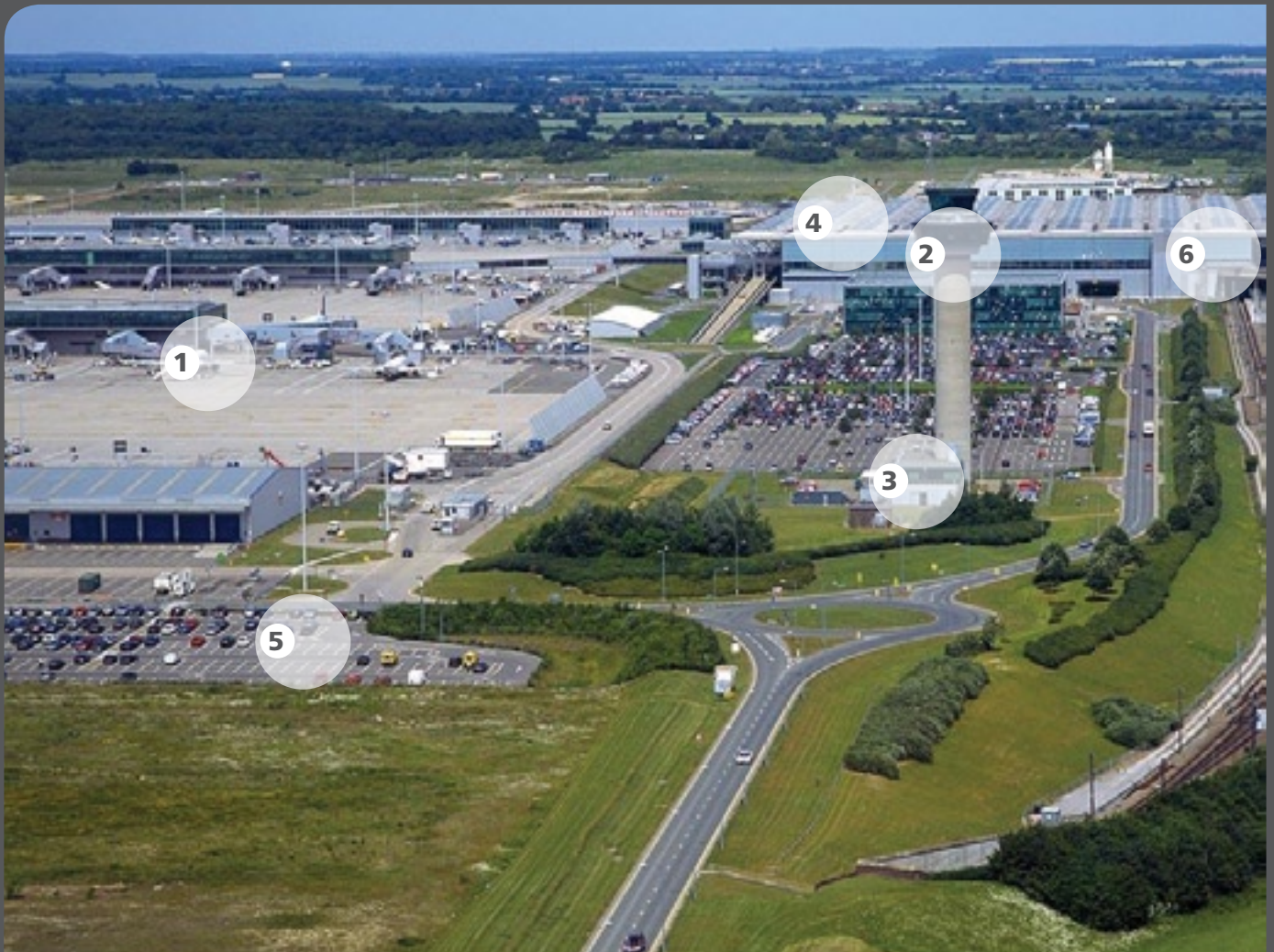
The UK Border Agency is responsible for securing the UK's borders and controlling migration in the UK. They manage border control for the UK, enforcing immigration and customs regulations

5 Commercial services

Individual businesses provide catering, shopping, car hire, car parking and banking services

6 Public transport operators

Many independently-run bus, coach, taxi and rail companies provide connections to and from our airports



→ About BAA London Stansted

London Stansted is the UK's third busiest airport and is located to the north-east of London, in a predominantly rural area on the Hertfordshire/Essex border.

About the airport

London Stansted developed from an airfield in World War II into the modern purpose-built airport that operates today. The current iconic terminal building was opened in 1991 and primarily serves the dynamic low-cost airline sector that has revolutionised air travel and brought affordable access to world destinations for millions of travellers.

The airport serves more scheduled destinations in Europe than any other airport in the world. We offer a total of more than 150 domestic, EU and international destinations, and handled around 23 million passengers in 2008.

4.25 million passengers visited London Stansted on business in 2008, which continues to demonstrate the airport's significance to the national and regional economy as a vital link for business travel, as well as for leisure and tourism.

London Stansted also boasts an impressive and growing range of transport links, benefiting from our close proximity to the M11 and A120, as well as regular, direct trains to London and Cambridge. We are proud that London Stansted is the UK's leading airport, and one of the best-performing in Europe, for the number of passengers who travel to and from the airport by public transport – currently 47%. We have over 630 bus and coach departures a day from London Stansted, to more than 55 destinations around the UK.

Our work away from the day-to-day operation of the airport has a strong focus on investment in infrastructure and the wider growth and development plans to help meet the predicted demand for air travel in the future. Two major projects are currently under consideration. First, is the permission we have received to grow from the current limit on our existing runway of 25 million passengers a year, to some 35 million. Second, is the planning application for a second runway development within an extended airport boundary which, if approved, would allow London Stansted to serve 68 million passengers a year by around 2030.

Stansted Airport Limited, known as 'STAL', is part of the BAA Group, which is owned by Airport Development and Investment (ADI), a consortium lead by Spanish company Ferrovial, one of the world's leading infrastructure groups. STAL is the 'landlord' of the site at Stansted, which is made up of over 180 different companies. 'London Stansted' is the name given in this Report to refer to the collective interests represented on the airport site.

Our reporting

This Corporate Responsibility Report explains our approach and performance at London Stansted to working responsibly in areas such as the environment, community work, people and economic issues.

By dividing the Report into different topics, we aim to show how we have worked in each area, explaining:

- The issues involved.
- Our approach to dealing with them.
- Our performance in that area.
- The work we have planned in 2009.

This Report covers the calendar year 1 January 2008 to 31 December 2008.

Annual targets are set and agreed by the managing director and Stansted Airport Limited Sustainability Board, taking into consideration issues such as past performance, stakeholder interests, long-term business objectives, our contribution to corporate objectives and any anticipated changes, for example new regulations and legislation. Agreed targets are then presented to BAA Limited for final agreement, and in some cases are set as business targets and incorporated into personal targets and bonus systems.

This process is then audited on our behalf by BAA, who consider the work we have undertaken and rate how effective this has been in meeting the health, safety and environmental targets set.

Additionally, Det Norske Veritas (DNV) were then asked to verify the process and outputs from the internal BAA audit.



DNV's assurance statement, including their key observations and recommendations for improvement, can be found in the 'Assurance Statement' section of this Report on page 6.

This Corporate Responsibility Report is also published on our website at: www.stanstedairport.com/corporateresponsibility

BAA Limited, our parent company, publishes a Corporate Responsibility Report, which details the Group approach and policies, and an Annual Review, which contains our operating and financial performance.



These reports are available online at: www.baa.com/corporateresponsibility and www.baa.com/annualreview

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→ Managing corporate responsibility

Exercising corporate responsibility means finding an effective balance between the environmental, social and economic performance of your business, and striving to implement ongoing improvements.

What is 'corporate responsibility'?

The World Business Council for Sustainable Development (WBCSD) defines 'corporate responsibility' as "business' contribution to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life".

One of the underlying principles of corporate responsibility is sustainability. Whilst this is a very broad-reaching concept, touching on all aspects of everyday life, it is defined at its simplest by the WBCSD as "a goal to be reached by working equally towards environment, society and economy". An ideal plan for sustainability would benefit the environment, improve people's lives, and make money at the same time. For further information on the WBCSD, visit their website at www.wbcsd.org

How is corporate responsibility managed at London Stansted?

Corporate responsibility is an integral part of running our business at London Stansted. It is built into our governance and driven by our senior leadership team, so that we have the right systems in place and set strategy and manage our business safely and responsibly.

At London Stansted, we have a robust process for setting priorities each year, with objectives and milestones clearly owned and communicated across our leadership team. This way, our people know what is expected of them, and we have a clear link between our day-to-day management and our more strategic, longer-term planning.

BAA's corporate responsibility policy guides the way we do business, so that we:

- Operate with integrity and honesty.
- Comply with all relevant legislation.
- Engage with our stakeholders to understand their priorities; progress cannot be made in isolation of others, and we are actively involved in a number of committees, consultation and working groups.
- Provide a safe and healthy work environment that is free from discrimination and harassment.
- Support the protection of human rights.
- Continue to seek to maximise the positive and minimise the negative impacts on local communities.
- Identify how our community activities can most benefit those adversely affected by our operations.
- Report on our corporate responsibility performance.
- Seek to minimise and prevent adverse environmental effects.

Management systems

We operate a 'Managing Responsibly' system, which encompasses health, safety, security and environment. This framework provides us with a systematic way of identifying and managing these issues, as well as setting performance improvement targets. It is a comprehensive approach to risk management, which includes establishing inspection audit cycles, as detailed below.

Figure 2: The corporate responsibility management structure at London Stansted



Plan

- Identify and evaluate risk.
- Managing the risk of change.
- Legal, statutory and other requirements.
- Objectives, targets and performance.

Figure 3: How HSE is managed at the airport



Do

- Training, awareness and competence.
- Consultation and communication.
- Documentation and record management.
- Operational controls.
- Emergency preparedness response.

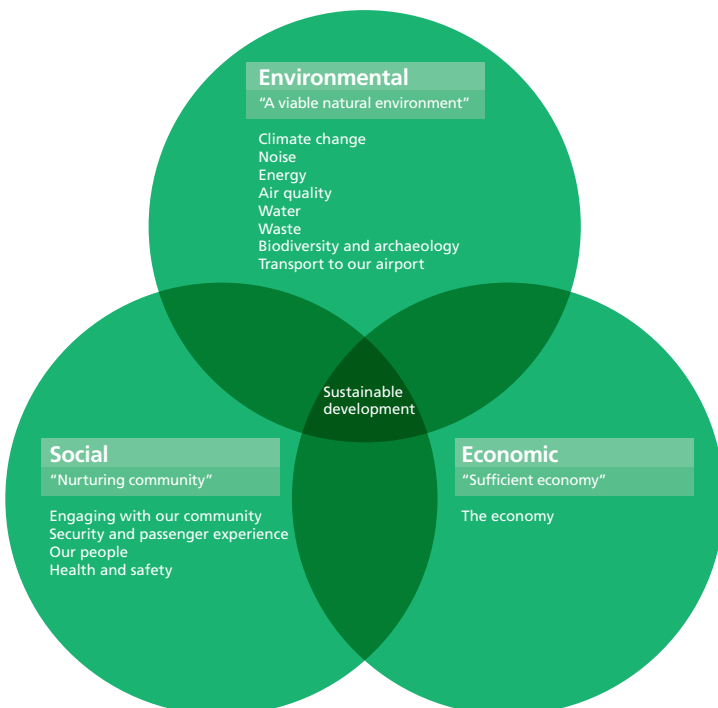
Check

- Incident reporting, investigation and follow-up.
- Performance measurement and monitoring.

Review

- Management reviews.

Figure 1: How corporate responsibility topics are grouped at London Stansted



→ Airport expansion

In December 2003, the Government's Air Transport White Paper was published, which set out a strategic framework for the development of airport capacity in the United Kingdom (UK) over the next 30 years.

For the South East of England, its main findings were that there is an urgent need for additional runway capacity, but that the first priority must be to make the best use of existing facilities.

Following this priority, the White Paper stated that the first new runway in the South East should be at London Stansted. In the words of the Department for Transport, "...to be delivered as soon as possible".

London Stansted's commitment to its role in the future of aviation in the South East and across the UK was endorsed by the Government decision in October 2008¹ that our proposals to increase the number of passengers we can handle – which would indeed make the best use of existing facilities – could go ahead.

To raise the cap from our current limit up to 35 million passengers a year was a vote of confidence in the future of our airport and the future of aviation in our country.

The permission for this application – called 'Generation 1' – was welcomed across the region, especially by business and industry groups.

Richard Tunnicliffe, Regional Director of the CBI in the East of England, said:

"...airports are drivers of economic growth and to see the cap lifted to 35 million is good news."

Throughout 2008, we spent considerable time meeting, discussing and presenting our plans for further expansion to community and stakeholder groups. Our plans for a second runway – called 'Generation 2' – continue to receive support, and thousands of letters of support have been received by Uttlesford District Council.²



¹ The Government decision to grant planning permission, which followed a Public Inquiry, was challenged by local opponents in the High Court. This appeal was rejected by Judge Sir Thayne Forbes in March 2009, who said that the case opposing Generation 1 was "unjustified and without substance".

² At the time of going to print, the Public Inquiry into the second runway proposals, which was due to get under way on 15 April 2009, has been postponed by the Secretary of State, while the implications for the Inquiry of the future ownership of London Stansted are considered.

→ From the managing director

2008 was an exciting year at London Stansted.

We take our responsibility to our community seriously here. London Stansted is all about people, places and the community that we serve. As a growing airport, we hold a fundamental place in the national infrastructure of the UK, but of all the millions of people we serve, hundreds of thousands of them are from the London Stansted area.

In 2008, we continued to work hard at London Stansted to build on our existing corporate responsibility work. This work can, and does, involve anything from working with airlines to reduce the impact of aircraft noise on the local community, to hosting a further 'Meet the Buyers' – one of the biggest procurement events in the South East.

As a major international airport, our commitment covers an exceptionally wide range of areas, all of which are covered in this Report of our activities.

This Report provides a useful snapshot of our activities in 2008. My own and my staff's approach is that working responsibly is more than just meeting targets or writing a report – it is how we approach all our work at the airport.

Our dedicated environment team works all year round on issues like biodiversity, energy

and waste. We know from the regular meetings that I and the London Stansted team have with local individuals and groups that this is of key importance to them.

In 2008, a particular highlight of our efforts to minimise the environmental impact of our operations was the introduction of a state-of-the-art 2MW wood chip biomass boiler into our new £50-million terminal extension. The boiler, which replaced a gas-fired system, burns environmentally sustainable wood chips, resulting in a more efficient heating system. So efficient is the boiler, in fact, that it now serves as the airport's primary boiler, and indications are that it will help to reduce the predicted annual airport gas consumption by nearly 40%.

As our airport grows, with the welcome announcement that we can now move to handling 35 million passengers a year, so does our challenge. Our passengers and local businesses tell us that our role, both now and in the future, is vital to the success of the economy in the East of England.

We know that we have to continue to reduce the negative impacts that an airport can bring, balanced against the need to seek new and inventive ways to ensure that as many people as possible are able to share in the economic and social benefits to be gained from having

an international gateway airport at the heart of the local community and the region.

In 2009, we will continue that work as we look to build an airport fit for the purposes of today and capable of meeting the ambitions we have for tomorrow.

Thank you for taking the time to read this Report and I look forward to any feedback you have on our work.



Stewart Wingate
Managing director
BAA London Stansted



← Stewart Wingate,
managing director

→ Summary of target achievements

Summary of scoring criteria

The table below sets out the agreed criteria for scoring London Stansted's progress against its targets for 2008.

Score	Criteria
Target not achieved	The target actions have not been progressed at all, or performance is lower than last year.
Some progress made	The target has not been achieved, but actions have been carried out towards delivering the target Performance has not achieved the target, but is better than last year.
Target achieved	All the actions are completed and items delivered. Performance has reached the target level.
Target bettered	More actions have been completed than planned against the target. Performance is better than the target.

Summary of targets

The table below summarises our agreed target scores for London Stansted in 2008.

Issue	Target	Score
Social		
Engaging with our community	To open the London Stansted Airport Academy, now known as the London Stansted 'Employment and Skills Academy'.	Target achieved ²
Security and passenger experience	To manage the security operation to ensure the highest standards of security compliance, while delivering a target of no more than a ten-minute queuing time for 95% of our departing passengers.	Target achieved ²
Our people	Implement a clear engagement plan for our teams – specifically targeting front-line staff and management capability to involve, motivate and engage their people.	Target achieved ²
	Reduce levels of absenteeism – with an aim to achieve a 15% reduction in working days lost across the airport.	Some progress made ²
	Deliver more organisational change – to deliver improved efficiency and productivity.	Target achieved ²
Health and safety	To review all relevant airport local operating procedures and ensure compliance with all BAA Managing Responsibly System Performance Standards.	Some progress made ¹
Environmental		
Climate change	None set.	Not applicable
Noise	During 2008, we will consult on our draft Noise Action Plan and, subject to the date on which Defra guidelines are published, publish our final version by December 2008.	Some progress made ¹
Energy	To improve energy efficiency and reduce carbon dioxide (CO ₂) created as a result of the airport's energy use. Specifically, to achieve less than 56,177* tonnes of CO ₂ derived from energy use in 2008 (*recalibrated from 45,769 using revised Defra Grid Electricity CO ₂ Conversion Factors).	Target bettered ¹
Air quality	Publish the Stansted Airport Local Air Quality Strategy by 31 December 2008.	Some progress made ¹
	Review and improve management controls on airside emissions sources.	Some progress made ²
	Review and develop an airport-wide vehicle emissions policy.	Some progress made ²
Water	At least 97% of our discharges to meet Environment Agency standards for the quality of our surface water discharges.	Target achieved ²
	To construct and commission a new pumping station to improve the quality of surface water discharged at Balancing Pond D, by the end of November 2008.	Some progress made ²
Waste	To recycle at least 33% of airport waste between January 2008 and December 2008.	Some progress made ¹
Biodiversity & archaeology	None set.	Not applicable
Transport to our airport	To achieve a 37% share of air passengers using public transport by 2010 and 40% beyond.	Target achieved ²
	To reduce the number of staff driving to and from the airport by private car to no more than 80% by 2010.	Target achieved ²
Economic		
The economy	None set.	Not applicable

¹ Score audited by BAA internal audit.

² Score audited by Stansted Airport Limited.

DNV Assurance Statement

Det Norske Veritas (DNV) carried out an independent verification of BAA's internal audit process applied at BAA London Stansted Ltd ('Stansted Airport') in connection with its Corporate Responsibility ('CR') Report 2008 ('the Report').

The Management of Stansted Airport is responsible for all information provided in the Report as well as the processes for collecting, analysing and reporting that information. DNV's responsibility regarding this verification is to Stansted Airport only, in accordance with scope of work commissioned. DNV disclaims any liability or responsibility to a third party for decisions, whether investment or otherwise, based on this Assurance Statement.

Scope

DNV's scope of work included the verification of the adequacy of the process applied by BAA's Internal Audit personnel to verify the accuracy and completeness of data and assertions made in the Report in relation to the targets listed below. Those targets were selected by BAA Corporate and Stansted Airport CR management personnel, as part of a rolling programme for Internal Audit and External Assurance.

- To recycle at least 33% of airport waste between January 2008 and December 2008;
- To improve energy efficiency and reduce carbon dioxide (CO₂) created as a result of the airport's energy use. Specifically, to achieve less than 56,177 tonnes CO₂ derived from energy use in 2008;
- Publish the Stansted Airport Local Air Quality Strategy by 31 December 2008;
- During 2008, to consult on our draft Noise Action Plan and, subject to the date on which Defra guidelines are published, publish our final version by December 2008;
- To review all relevant airport local operating procedures and ensure compliance with all BAA Managing Responsibly System Performance Standards.

This verification focused solely on a review of the process, methods and deliverables from BAA's internal audit of Stansted Airport focusing on the above mentioned targets. The scope of DNV's verification did not include a detailed investigation of assertions, information or data presented in the Report through site visits or review of data at source. Moreover, it did not include an assessment of the adequacy, effectiveness or efficiency of Stansted Airport's strategy or management of CR issues. It also excluded the verification of CR management, performance or reporting practices by any of BAA's suppliers or any other third parties mentioned in the Report.

Methodology

This verification was carried out between January and June 2009 by a multi-

disciplinary team of suitably qualified and experienced professionals, in accordance with the DNV Protocol for Verification of Sustainability Reports.

The following methods were applied:

- Desktop review of the internal audit programme;
- Review of the internal audit scope and process, through an interview with the relevant BAA Internal Auditor;
- Review of documentation and data collected by the BAA Internal Auditor;
- Desktop review of the reports of the internal audits, in relation to the targets within the scope of this verification;
- Reporting of the external assurance findings to the BAA Internal Auditor and (via the auditor) to Stansted Airport data/target owners, enabling data to be corrected or provided, wherever errors or omissions were found;
- Review of relevant data and assertions made in the Report and assessment of the alignment with the findings of the Internal Audits.

Statement of Independence

DNV states its independence and impartiality with regards to this assurance engagement. In 2008, DNV did not work with Stansted Airport or any of its stakeholders on any engagements which could compromise the independence or impartiality of our findings, conclusions or recommendations. Moreover, DNV was not involved in the preparation of any text or data provided in the Report, in addition to this Assurance Statement.

Conclusions

Based on the scope of work carried out, DNV concludes that:

- The Report provides an appropriate representation of Stansted Airport's performance against the targets within the scope of this assurance engagement, in the 12-month period ending on 31 December 2008; and
- An appropriate internal audit process was applied, which was found to contribute to the improvement of the quality of data and information presented in the Report.

Recommendations

Based on the scope of work carried out, DNV provides the following main recommendations, which do not affect the above mentioned conclusions and are made to encourage continual improvement:

- The Report should clearly describe how the targets were selected for the purposes of the Internal Audit. Of particular interest would be to demonstrate how these relate to material issues, the processes for involving stakeholders in the selection of issues for the Report (inclusivity) and how the Report seeks to respond to

stakeholder interests and concerns (responsiveness); and

- BAA should ensure that the KPIs and targets selected for internal audit purposes in any one year are aligned with those stated in the previous Report. Should changes occur, these should be described and explained in the Report.

António Ribeiro

Lead Verifier

C. Lusk

Verifier

Det Norske Veritas, London, 16 July 2009

BAA London Stansted's response to DNV's recommendations

BAA London Stansted thanks DNV for their independent verification of the BAA internal audit process, and their contribution towards our corporate responsibility management.

We plan to respond positively to their recommendations as follows:

- Describe our process for selecting indicators used in the audit process with plans to improve our ongoing communications with stakeholders.
- Continue to review the annual alignment of targets.
- Review our approach to data management to increase the availability of 'actual' performance data.
- Ensure the KPI and annual targets selected for internal audits are fully aligned with those stated in previous reports with clear explanations given for any changes to KPI's during the year.

DNV is a global independent provider of certification, assurance and advisory services, focusing on sustainability, climate change, environmental and health and safety issues across a range of sectors, including aviation.



→ Engaging with our community

Target 2008

To open the London Stansted Airport Academy, now known as the London Stansted 'Employment and Skills Academy'.

→ Target achieved

The issue

London Stansted is at the heart of the vibrant local community that surrounds the airport. We take seriously the responsibility we have to be a good neighbour, and this includes open and honest communications with local people about our day-to-day operations and plans for growth. Being involved in local activities across a wide range of subject areas, and investing time, money and ideas to support community good causes, is therefore regarded as a very important part of our work.

Many thousands of local people work at the airport, and a large number of local businesses trade with airport companies and travellers. In addition, hundreds of thousands of local people travel through the airport each year, which further emphasises the strength of the link between London Stansted and those who live and work locally.

Our approach

For all concerned, we want to ensure that the community benefits as much as possible from its proximity to London Stansted as a major international airport.

We work with the community, in schools, education, sport, employment, skills training and other local projects that have a real impact on people's lives. We do this by working through the BAA Communities Trust, the Passenger Community Fund, the Stansted Airport Community Trust Fund and the Community Project Board.

In addition to the work that we do to provide direct support to local good causes, we are also proud of the strong relationships that

we have built over the years with our wide range of stakeholders and interested parties.

It is important that we take the time to talk – and listen – to those who live and work in the local community and in the wider area, to gain a better understanding of people's issues and concerns. We do this by providing regular updates on issues like expansion, aircraft noise and plans for transport links within the region, and the feedback that we receive can be used to inform our decision-making.

Our performance

We were involved in a wide range of community projects throughout 2008. Here are some of the initiatives that are typical of our approach:

Employment and Skills Academy

The London Stansted Employment and Skills Academy was officially opened by Regional Minister for the East of England, Barbara Follett MP, in October 2008.

The new Employment and Skills Academy is the first of its kind at any BAA airport. BAA is to invest £250,000 over the next four years in a trailblazing partnership with Urban Futures, a regeneration company, to bring a 'one-stop-shop' employment agency to the heart of the airport operation. The Academy will ensure that the airport continues to do all it can to provide the best skills and employment training to local people and help to develop a highly-qualified and motivated talent pool to meet future recruitment demand.

Fulcrum Challenge

In 2008, six local students took part in the 'Fulcrum Challenge', a two-week project, supported by the BAA Communities Trust, to renovate a derelict school in a remote area of India.

The students, from Bishop's Stortford and Saffron Walden, were selected for the

'Fulcrum Challenge' as they had shown leadership and team-working skills both in their schools and in the community.

Global Exchange 2008

This project, supported by the BAA Communities Trust, saw students from Indonesia and the UK working together in the community in 2008, as part of an international volunteering exchange programme.

BAA Youth Adventure Challenge

Students from eight Essex secondary schools took part in the inaugural 'BAA Youth Adventure Challenge' in September 2008.

The event took place at Great Notley Country Park, and was organised by sportsex and supported by London Stansted. Nearly 400 Year 10 students competed in eight fun-packed adventure sports, including mountain biking and kayaking, to give them a taste of the outdoors.

London Stansted committed £30,000 to the games and, in the run-up to the event, 20 volunteers from the airport transformed parts of the park in readiness for the challenge, including tree trimming, woodland clearing and pontoon building.

Employee volunteering

BAA encourages its employees to volunteer and fundraise in the local community, particularly in support of those areas in which they have a personal community interest.

As part of this commitment, BAA allows staff to take 48 working hours a year as paid leave to devote to this work. Each year, BAA celebrates the work of these staff at its 'i-Volunteer' awards, and extra funding is donated to recognise particular achievements.

Stakeholder communications

Our major stakeholder communications in 2008 are summarised below:

'Plane Talk'

Plane Talk is our community newsletter, distributed to over 180,000 homes within 15 miles of the airport. During 2008, we published two editions that covered issues including airport expansion, proposed improvements to local road and rail links, as well as information about London Stansted's work within the local community.

Figure 4: London Stansted charitable funding in 2008

BAA Communities Trust	£280,166.00
Stansted Airport Community Trust	£114,938.00
Passenger Community Fund	£50,813.07
Community Project Board	£182,494.07
Total	£628,411.14

➔ Case study 1
'Insight' programme



London Stansted has given £50,000 to the Harlow Education Consortium to develop a work placement scheme – the 'Insight' Programme – with a variety of airport companies through the Harlow Education and Employer Partnership (HEEP).

Whereas traditional work placement schemes restrict students to the same company for one or two weeks, HEEP allows them to trial different sectors of the airport, e.g. a day in Engineering, Customer Service, Retail, Catering, etc.

Engaging with our community

continued

'Meaning Business' e-newsletter

Our *Meaning Business* e-mail newsletter is sent to over 9,000 local and regional businesses, community leaders, other key stakeholders and the media. Circulated every four weeks, it contains the latest news about airport operations, information on our growth plans, airline news and business-related articles. The focus is on helping the business community, both locally and regionally, to make the most of travel opportunities through London Stansted.

Property Pack

Our Property Pack is made available to those who are moving into the London Stansted area, or who wish to relocate here. It contains information on flight paths, travel advice, and our noise information helpline and website.

Copies of the pack are available on our website and are also sent to local estate agents, libraries, banks, building societies and solicitors, with the offer of unrestricted additional copies subject to client demand.

Web and e-mail

Web and e-mail play an ever-increasing role in our communications; not only do they allow us to get our message across and engage people in a number of ways, but they also reduce our commitment to paper publications and the associated environmental impact.

www.stanstedairport.com

Our passenger-focussed website, www.stanstedairport.com, is viewed by millions of travellers throughout the year. The website is constantly updated and provides a focal point for the latest news and developments at London Stansted, as well as within the aviation industry as a whole, including security information.

www.stanstedairport.com/future

Our 'Stansted Future' website, www.stanstedairport.com/future, provides information on all of our expansion plans, both on our existing runway and the planned second runway development. The site is a complete repository for the many hundreds of planning documents associated with our growth plans, and we also explain the key issues in jargon-free language so that everyone has the opportunity to understand the detail of our plans. Where possible, we also use interactive features, such as interactive maps and video content, to help people gain a better understanding of the key issues.

Our plans

We will continue to provide direct support to a wide range of local charities and good causes throughout 2009, and we will look for ways in which we can improve and enrich the lives of those around us.

We also remain committed to engaging with our stakeholders and business partners, ensuring that they are kept as informed as possible on our news and future plans.

London Stansted 'Learning Zone'

One of our top priorities for 2009 will be to further our commitment to helping people into careers at the airport by continuing the good work of the London Stansted Employment and Skills Academy, in partnership with Urban Futures.

This important gateway for recruitment, training and skills support at the airport will be complemented by the development of a 'Learning Zone'. This concept will be based on the model launched at Gatwick Airport in 2005, and is intended to provide a centre of learning excellence for airport staff.

The 'Learning Zone' will be developed in consultation with the 180 companies on the airport site, and the region's key business and learning organisations.

Global Exchange 2009

As well as a range of other community projects, we will also continue our support for the Global Exchange project, which in 2009 will involve working with students in Kazakhstan.

Targets 2009

- To open the London Stansted 'Learning Zone'.
- To relaunch the Property Pack with the latest information and updates on the airport.

Where can I find out more?



Further details on all of these initiatives can be found on our community website: www.stanstedairport.com/communitymatters

The Property Pack is available on our website at: www.stanstedairport.com/noise

→ Security and passenger experience

Target 2008

To manage the security operation to ensure the highest standards of security compliance, whilst delivering a target of no more than a ten-minute queuing time for 95% of our departing passengers.

→ Target achieved

The issue

The safe passage of passengers, staff and visitors as they travel through the airport is always our first priority. We also know that, whilst security is very important to them – and us – what is also important is that the security procedures that we have in place are as efficient and stress-free as possible, allowing people to get on with their journeys with the minimum of disruption.

We are also committed to providing passengers with an efficient and enjoyable experience of our airport. We are continually seeking improvements to ensure that our visitors, whether inbound or travelling to foreign destinations, are provided with the best and most modern facilities so that they are able to spend their time with us in comfort.

Our approach

In all that we do, our main priorities are twofold: to further increase the already high standards of security at London Stansted, whilst at the same time improving the passenger experience wherever possible.

In 2008, we completed a multi-million-pound investment in enhanced security systems at London Stansted, with the replacement of all X-ray machines with 'Advanced Threat Identification X-ray', or 'aTiX' as it is more commonly known, which is designed to further combat terrorism and speed up journey times for passengers through the airport.

We are constantly striving to improve our recruitment and training process to ensure that our security officers are of the highest standard. The introduction of automated document checking procedures in 2008 has helped to further enhance the screening of all candidates.

Importantly, in 2008, we also chose to focus our efforts on improving the experience for passengers arriving at the airport.

On the arrivals side, we are working with the UK Border Agency to look at ways of

reducing the queuing times for passengers arriving in the UK, for example by trialling an electronic passport clearance process.

We completed our £50-million extension to the terminal building in 2008, which has provided a significant upgrade in passenger facilities. The expansion has created nearly 6,000 square metres of additional space for arriving passengers, including a sixth baggage reclaim belt and extra desk spaces for immigration control, managed by the UK Border Agency.

In addition, new shops have been created, along with more comfortable waiting areas for friends and relatives and new transport facilities for those requiring onward travel by bus, coach, train or taxi.

In 2008, we made a considerable investment in improving the environment in the departures security area by upgrading signs, introducing automated passenger announcements and creating 'coloured' zones (on floors and walls) to simplify and differentiate the various stages of security.

This bright, welcoming environment is an important upgrade for passengers, and has also created a more pleasant day-to-day working environment for security officers, which we hope will lead to a heightened sense of morale and well-being.

Our performance

Our first priority is to ensure the safety of everyone using the airport, but beyond this we want to ensure that people's passage through security is as fast and stress-free as possible. That is why our target is for at least 95% of our departing passengers to queue for ten minutes or less at our security search area. Our performance for 2008 was 99.4%.

Passenger insight

We regularly review and initiate surveys and research to help us improve our understanding of passenger expectations and views. We use this information to develop and invest in the right services, products and facilities at London Stansted.

Quality of Service Monitor

Feedback from passengers on our performance is hugely important to us. Our main measure is the Quality of Service Monitor (QSM), which was established in 1990. It provides us with a measure of passenger satisfaction on a scale of 1 to 5 (1 = Extremely Poor / 2 = Poor / 3 = Average / 4 = Good / 5 = Excellent), and we use this information to inform our service/facility strategy.

→ Case study 2 UK Border Agency 'ABC' trials



BAA and the UK Border Agency have been working in partnership to trial an Automation-Assisted Border Control (ABC) system at London Stansted. The trial is being used to test how facial recognition, e-Passport and gate technology can assist in managing passengers arriving in the UK.

The trial is part of the UK Border Agency's commitment to modernise the management of the border by using new technology to drive a more secure, more efficient border environment.

Security and passenger experience continued

The QSM covers many aspects of passenger service, some of which are not within our direct control (see Figure 5).

We also value the detailed passenger comments that we receive from our feedback cards, website and correspondence.

The information collated from this is used in many ways, not just to inform our day-to-day operations, management activities and investment choices, but also to set our own performance targets to improve the quality of our facilities and service levels.

Our regulator, the Civil Aviation Authority, uses the QSM to set targets as part of the service quality rebate (SQR) scheme, which also measures the availability and performance of our key passenger service assets (e.g. stands, jetties, lifts, escalators, moving walkways, baggage reclaim belts, fixed electrical ground power for aircraft on stands, and the inter-terminal transit), pier service, security queuing levels and aircraft congestion on the airfield. If we fail to meet the targets set by the CAA, we are required to pay back the airlines a percentage of their passenger charges.

Airport Service Quality Survey

London Stansted also participates in the Airport Service Quality (ASQ) Survey, which is owned and directed by Airports Council International (ACI). ACI is the first worldwide association to represent the common interests and foster co-operation with partners throughout the air transport industry, and was created in 1991 by airport operators around the world. Through ACI, the airport community now speaks with a single voice on key issues and concerns and, despite regional diversity, can move forward as a united industry. Further information on ACI can be found on their website at www.airports.org.

ASQ is designed to be a bias-free, statistically-accurate reflection of service levels in an airport, as experienced by the passenger.

The ASQ Survey is used by over 120 airports around the world, and provides a secure and consistent set of management information for taking business decisions, recognised by governments, regulatory authorities and airport management teams globally.

Unlike BAA's monthly QSM, the ASQ is a self-completed questionnaire, conducted quarterly. The results, collated by an independent company working for ACI, are derived from ratings covering 34 service areas.

The questionnaires are handed to some 350 passengers at their departure gate. Although a similar 1 – 5 ranking is used to the QSM, the scoring scale varies slightly to the QSM (1 = Poor, 2 = Fair, 3 = Good, 4 = Very Good, 5 = Excellent).

In the 2008 ASQ, London Stansted saw improvements in almost every category of satisfaction by the fourth quarter. Work will continue throughout 2009 to improve upon the performance in all areas, but with a specific focus on those areas that are under-performing.

'Professional, friendly and efficient'

We are committed to continuing our customer-service training programme, which focuses on the key concepts of professionalism, friendliness and efficiency.

This training was delivered to security officers throughout 2008, and looked at encouraging these front-line staff to consider what customer service is, what it means to their

role and how it can be implemented on a day-to-day basis.

Security awareness training

Security awareness training is undertaken by everyone who requires airside access. We are keen to ensure that we are complying with our mandatory training requirements at all times, and we constantly review the training services that we offer to ensure that they continue to meet the diverse needs of our business partners.

Our plans

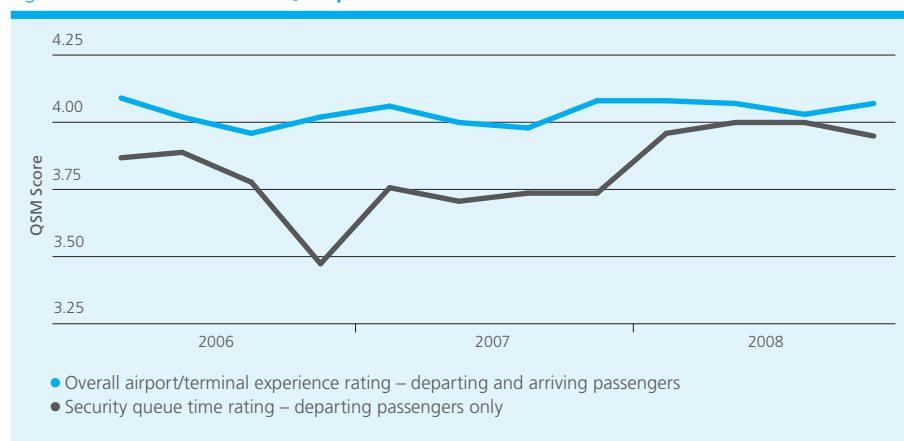
Following the significant programme of investment to improve security facilities that took place in 2008, we will be concentrating our efforts on embedding these changes throughout 2009.

In particular, we will be looking at how we can maximise the use of our resources, both in terms of people and infrastructure, and ensuring that we continue to identify ways

Figure 5: Some of the aspects covered by the Quality of Service Monitor

Departures	Arrivals
Way-finding	Way-finding
Washroom cleanliness	Baggage reclaim waiting time
Flight information	Washroom cleanliness
Check-in waiting time	Concourse crowding
Security waiting time	Trolley availability
Departure lounge crowding	Immigration waiting time
Departure lounge seating	
Loudspeaker announcements	
Trolley availability	

Figure 6: London Stansted's QSM performance



Security and passenger experience continued

Figure 7: London Stansted's Airport Service Quality Survey performance



in which we can implement improvements to standards and efficiency on a daily basis.

In 2009, we will continue to deliver our 'Professional, Friendly and Efficient' customer-service training programme. It is intended that the main focus for this will be managers and supervisors, to ensure that they are able to provide the highest standards of leadership to their teams.

We will also be looking at ways in which we can increase the satisfaction levels of passengers using our airport, and we will be using the valuable feedback that we receive from our customers to direct these efforts to improve our standards.

In 2009, we will be looking to run a number of passenger focus groups, whereby airport senior managers will hold face-to-face sessions with passengers to listen to their recent airport experiences and also to hear suggestions for improving service.



Target 2009

To manage the security operation to ensure the highest standards of security compliance, whilst delivering a target of no more than a 15-minute queuing time for 98% of our departing passengers. 0% of departing passengers will queue for 30 minutes or more.

→ Our people

Targets 2008

To implement a clear engagement plan for our teams – specifically targeting front-line staff and management capability to involve, motivate and engage their people.

→ Target achieved

To reduce levels of absenteeism – with an aim to achieve a 15% reduction in working days lost across the airport.

→ Some progress made

To deliver more organisational change – to deliver improved efficiency and productivity.

→ Target achieved

The issue

Our people are key to delivering a safe, customer-focused travel experience through our airport. We strive to foster a working environment where people are treated fairly, have the opportunity to learn and grow and feel engaged to continually improve standards at London Stansted.

To meet both our regulatory and commercial challenges, there was a focus in 2008 to deliver improved efficiency and productivity through organisational change.

Our approach

In 2008, we focused on implementing organisational change to ensure that we have the right people, with the right skills, doing the right jobs at London Stansted, and the right numbers of people to ensure that we continue to perform in an

increasingly competitive regulatory, economic and political environment.

With considerable change in the organisation, it remains a high priority to develop our current people to make the most of their potential. We continue to invest in our people and encourage them to make personal progress through training and career development opportunities.

Whilst we value employee loyalty highly and continue to reward long-serving employees, we have also focused on continually improving our business through attracting people with new skills and varied industry knowledge. All of our employees are rewarded for the work they do through the provision of excellent benefits and highly competitive pay packages.

Our performance

Focusing on attendance

Following significant investment in 2007 to equip our managers with the necessary tools, skills and confidence to manage attendance effectively in their teams, the focus in 2008 was to apply our Attendance Management Scheme rigorously and consistently.

We improved our processes for supporting people in returning to work, including an increase in our return-to-work interview rate on day one to 98% across the business, and implementing flexible methods to encourage 'planned absence', which covers annual leave, maternity, paternity and parental leave, religious holidays, career breaks, sabbaticals, time off for training and study, trade union duties, time off for civic duties and for involvement in various voluntary and community activities.

Attendance forums have been established to share best practice across London Stansted departments, encourage process development and ensure accountability is maintained. The result has been a decrease in our levels of unplanned absence.

Organisational change

In 2008, the review to simplify BAA's organisational structure continued. The review aimed to build a leaner, simplified company, with clear accountabilities, less duplication and an even greater focus on putting the passenger first.

At London Stansted, we continued to communicate and consult with employees

→ Case study 3 'Awards for Excellence'



In 2008, our recognition scheme for staff – 'Awards for Excellence' – became an integral part of the company culture, with significantly increased numbers of nominations from all London Stansted staff and other employees at the airport.

The feedback from staff demonstrates that this scheme is viewed as an engaging tool, which encourages good performance and is a highly visible way of celebrating excellence. The business benefits from highlighting these desired organisational behaviours and the facilitation of a stronger affinity of our people towards the company.

In 2008, over 20% of our staff were rewarded through the formal element of the 'Awards for Excellence' scheme, and the informal element touched nearly 50% of our people.

This team was presented with an 'Award for Excellence' in October 2008 to commend the contribution of each individual member towards the successful departure and arrival of a number of the UK Beijing Olympics Equestrian Team's horses through the airport. The feedback from the International Olympic Committee and Beijing Committee was that the airport facilitated the best transfer that the team had experienced.

Our people continued

to ensure this restructure achieved its efficiency aims, whilst retaining and developing our people.

During 2008, we also focused on restructuring the management tier to our customer service activity. This change will allow us to drive true accountability and streamline operational structures for both internal efficiency and our customers.

Employee engagement

We are committed to ensuring that our staff are truly engaged with our business and, in 2008, we focused on improving employee communications at all levels. A monthly forum has been established to share business information and encourage a 'two-way' communications culture at the senior managerial level. This process is cascaded to departmental team meetings and through various sources to front-line staff. A priority for 2009 is to ensure that front-line briefings are all conducted face-to-face.

In 2008, we devised a front-line review scheme, which encourages two-way feedback on both individual performance and general business issues. All of our terminal security officers undertook this review, which equated to approximately 750 staff. The feedback about how it feels to work at London Stansted and what improvements could be made have been incorporated into our Engagement Strategy for 2009.

Trade unions

Across BAA, we are committed to working co-operatively with the unions that represent our employees and, at London Stansted, we value the constructive working relationships that are maintained.

In 2008, London Stansted supported the establishment of Union Learning Representatives, and has worked closely with them to establish a pro-active learning culture.

Our plans

In 2009, we will continue to work with our staff to ensure that they feel an important and valued part of our business.

One of the key priorities for 2009 is to continue to focus on employee engagement at all levels, and to encourage, yet further, the development of a 'two-way' communications culture. We will monitor



the effectiveness of front-line briefings, and will ensure that they are all conducted face-to-face.

We will continue to seek feedback from staff about how it feels to work at London Stansted and what improvements could be made, and we will make this an ongoing part of our employee Engagement Strategy.

The focus on attendance will continue throughout 2009, as we seek to develop the most dedicated and 'fit for purpose' workforce that we possibly can to meet the challenging economic conditions ahead. As such, we will continue to focus on reducing levels of absenteeism – with an aim to achieve a further 15% reduction in working days lost across the airport.

Additionally we will ensure that our Learning and Development and Talent Management plans deliver targeted development for our people – including the roll out of front-line leadership and commercial training.

Target 2009

To carry out diversity awareness training for at least 85% of BAA staff by 31 December 2009.

Target 2008

To review all relevant airport local operating procedures and ensure compliance with all BAA Managing Responsibly System Performance Standards.

→ Some progress made

The issue

Ensuring the health and safety of employees is an obligation of any responsible business. For us, as well as ensuring the health, safety and security of our employees, we are responsible for the well-being of everyone using London Stansted, including passengers, contractors and our business partners.

Health and safety risks in our airport range from potential slips and falls in public areas to risks associated with complex procedures, such as moving aircraft, fuel and heavy equipment. Construction work during airport developments also creates significant safety risks.

Our approach

For these health and safety issues to be effectively managed at London Stansted, it is essential that everyone understands what is expected of them. To achieve this seemingly simple goal requires an approach that takes account of the capabilities of those undertaking safety-related tasks, and addresses the operational pressures that always compete for time in this key area.

As an airport, we strive for the highest standards of health and safety, and to do this we have tailored our policies and procedures to ensure that any safety-critical activities are subject to the direct scrutiny of senior management.

Despite high levels of compliance and a commitment from management, inconsistent approaches to managing risks can become a challenge as the company has grown. In the last year, London Stansted has moved to review its management arrangements in the light of changes in BAA Group Performance Standards. Whilst 2008 saw a continuing positive trend in the reduction of passenger and staff accidents, the airport management team have made a commitment to a 'step change' in London Stansted's Health and Safety Management System, through certification to OHSAS 18001 – Occupational Health and Safety Management System Arrangements Specification (2007).

London Stansted took the first step towards this goal in October 2008, when it submitted to an OHSAS 18001 pre-assessment. This assessment was undertaken independently to provide external assurances and confirmed many of the strengths and weaknesses known to the management team, and these were highlighted by our review of compliance with Group standards.

Given the challenging economic and regulatory environment that London Stansted faces, we feel that the move to external assurance of our health and safety management systems is the right thing to do to gain the highest levels of trust and confidence from our passengers, staff, and business partners.

Our performance

During 2008, some of our key achievements were:

- London Stansted achieved the lowest passenger injury rate in the BAA Group, and met its year-end target.
- Staff lost-time injuries reduced by 32% and met the airport's year-end target.
- The London Stansted 'Health, Safety and Environment Policy' was revised and issued to all staff, as part of a London Stansted Health, Safety and Environment Handbook.
- The London Stansted management team carried out a total of 68 senior management tours across the business.
- The external auditor's report on the health of our safety management systems, revealed many positives, such as:
 - A clear sense of operation as a team and mutual support to enable achievement at the highest level.
 - Management and maintenance of fixed assets, such as the baggage handling system, and Terminal Transfer System (TTS).
 - Positive relationship with the main trade union body.
 - High levels of technical capability of engineering and operations managers and staff.
 - Provision of emergency response capability.
 - An active senior management tour programme used to enhance engagement and provide commitment.
 - A developing framework of London Stansted-specific health, safety and environmental procedures and guidance to complement BAA Group provisions.

Additionally, our external assurance company helped focus the business on some areas for improvement, particularly the consistency of risk assessments in the business, lack

of clarity around assurance activities, and the management of some types of safety documentation.

Our plans

In 2009, London Stansted's principal goal in health and safety is certification to OHSAS 18001. We had our first audit in April 2009, and by the second audit in October 2009, the airport hopes to demonstrate its commitment to high standards and continuing improvement by achieving certification.

Targets 2009

- Achieve certification to OHSAS 18001 by 31 December 2009.
- Deliver at least two environmental compliance training courses for BAA staff and third parties by 31 December 2009, that meet the training needs identified through a review of London Stansted training plans and materials.



→ Case study 4

Airport staff get 'Fit for Business'

London Stansted is also working as part of the 'Fit for Business' programme to improve staff health and fitness.

By investing in the health of its staff through provision of free fitness classes, opportunities to try new sports, and the sponsorship of staff on various challenge events, the business hopes to add value to the experience of coming to work at London Stansted, and have a positive impact on staff absenteeism.

Under 'Fit for Business' (a Lottery and Local Authority-funded scheme), the airport has been able to access funding to offer staff the opportunity to exercise during the working day.

London Stansted is also offering staff the chance to take advantage of free spinning classes, the original indoor cycling programme. In addition, the airport planned a programme of PT-type fitness sessions to be run by Essex Boot Camp for six weeks starting in May 2009.

Target 2008

No target was set.

The issue

Scientists agree that human activity is having a measurable effect on the earth's climate, with significant impacts on global temperatures and weather patterns. The main cause is proven to be the emission of carbon dioxide, (CO₂), associated with the burning of fossil fuels.

Aviation has been identified as one of the contributors towards climate change. Specifically, the Intergovernmental Panel on Climate Change (IPCC) estimates aviation's total impact to be around 3.5% of the total human contribution to climate change. By 2050, the IPCC estimates that aviation could account for 5%, although scenarios range from 3.5% to 15%.

In the UK, the Department for Transport (DfT) estimates that UK aviation comprised 6.4% of the UK's total CO₂ emissions in 2006 (37.5 million tonnes of CO₂). In January 2009, the DfT forecast that UK aviation emissions will rise to around 60 million tonnes of CO₂ by 2050. As the UK reduces its emissions to meet its 80% reduction target by 2050, the proportion of aviation's contribution is forecast to rise.

The aviation industry contributes to global warming in a number of ways. It is the burning of fossil fuel in flight that is the aviation industry's biggest impact on the climate, but ground emissions from airport vehicles and the vehicles used by passengers and staff to get to and from the airport also contribute. Finally, greenhouse gas emissions are generated by the production of the energy used in airport buildings.

At London Stansted, we clearly recognise the significance of this important issue and we are committed to reducing carbon emissions at the airport. We are also involved in industry groups seeking to address emissions from aviation in general, and this is considered within a wider national and international framework.

Our approach

To effectively manage carbon emissions at London Stansted, we are taking a number of actions:

- To understand and quantify the impact of our business and the wider airport by means of an airport carbon footprint.

- To determine which sources of carbon emissions Stansted Airport Limited (STAL) directly controls and take actions to reduce these.
- To understand which sources of carbon emissions we do not directly control and work with our business partners to find ways to reduce them.
- To continue to explore new operational and technology developments which offer the potential to reduce carbon emissions.
- To work with the aviation industry and local and national governments to agree targets and action plans to address carbon emissions.
- To promote aviation's inclusion in the EU Emissions Trading Scheme (ETS).

We are currently working to support BAA's target to reduce by 30% the combined airport group's CO₂ emissions by 2020 compared to 1990. Clearly, any expansion of London Stansted needs to responsibly manage any future carbon emissions in relation to these targets. Consequently, in the 2008 planning application for London Stansted's 'Generation 2' development plans, the following commitment was made:

- By 2030, London Stansted's CO₂ emissions from energy use will not exceed those in 2006.
- A threefold reduction in CO₂ per passenger at London Stansted by 2030, when compared to 2006. Achieved by ground-breaking renewable energy technologies.

Our performance

In 2008, we focused on producing an accurate carbon footprint for London Stansted. The results of this are shown in the carbon footprint box.

During 2008 at London Stansted, we continued to focus on working to achieve emission reductions from aircraft on the ground and from ground transport.

Achievements in 2008 include:

- Continued success with the use of fixed electrical ground power (FEGP) by aircraft on stand (see the 'Air quality' section of this Report).
- Continuing to encourage passengers using the airport to take public transport (see the 'Transport to our airport' section of this Report).
- Continuing to set targets for managing our emissions from energy (see the 'Energy' section of this Report).

Climate change work on a national and international scale

The following list details work undertaken by our parent company BAA on the wider climate change agenda.

UK Sustainable Aviation initiative

In December 2008, industry group Sustainable Aviation issued a CO₂ reduction roadmap. This demonstrates that CO₂ emissions from UK aviation can be reduced to 2000 levels by 2050, through new technologies, operational efficiencies and low carbon fuels. View the roadmap at www.sustainableaviation.co.uk.

Emissions trading

Emissions trading means that part of the industry's climate impact will be offset by reductions in other industries, but paid for by the aviation industry.

The European Commission completed legislation during 2008, which means that EU flights will be part of the EU ETS from 2012. We view the European level as an interim step towards a global aviation climate policy framework. We are a founder of the 'Aviation Global Deal' (AGD) group, which is promoting aviation's inclusion in the global climate agreement to be negotiated in Copenhagen in 2009.

Working in partnership

BAA participates in the Climate Leaders Group. In 2008, we were signatories to two high-profile initiatives in the form of an open letter to UK party leaders as well as to policy makers taking part in the Poznan negotiations.

Our plans

Following the publication of the 2008 airport carbon footprint we will be establishing stakeholder groups to drive reductions in emissions in three key areas:

- Energy consumption.
- Emissions from vehicles.
- Emissions from aircraft.

These groups will be tasked with verifying the assumptions made in the production of the carbon footprint and exploring operational and technological opportunities to enable further emission reductions. Additionally, we will continue our work on refining our carbon footprint calculation and produce a carbon footprint for 2009 in next

Carbon footprint

Stansted Airport Limited's carbon footprint



Creating the environment for business

Stansted Airport Limited (STAL) commissioned Entec to develop a methodology for calculating the 2008 carbon footprint for the airport.¹

To produce the footprint, we drew on best practice guidelines such as the 'Greenhouse Gas Protocol on Corporate Accounting and Reporting' (see the website www.ghgprotocol.org for further details). These define emissions over which an organisation has direct control, as well as other emissions that can be reported voluntarily.

STAL's direct carbon emissions

STAL has calculated its carbon emissions for activities over which it has direct control. These emissions sources include fuels and energy used in operating the airport (where STAL pays the bills) and include electricity and natural gas; fuel used in the airport's own vehicles and company cars and emissions from refrigeration systems maintained by STAL.

STAL's direct carbon emissions for 2008 are calculated as 54,825 tonnes of CO₂. A breakdown is shown in Figure 8, which illustrates that emissions from electricity generated dominate, followed by emissions from the use of natural gas on site. Taken together, these two activities account for 98% of STAL's direct emissions.

Other emissions

In addition to the activities included in STAL's direct carbon footprint, the activities of London Stansted's staff, business partners, customers and passengers also result in carbon emissions, and STAL recognises the need to understand these impacts and play a role in influencing behaviour.

¹ Full details of BAA's carbon footprinting methodology are due to be published in a separate report in mid-2009 on the BAA website at www.baa.com

In choosing which emissions to include, STAL has sought to be as comprehensive as possible, including those sources that would be expected to be associated with an airport. Specifically, it includes calculations for carbon emissions from:

- Aircraft movements on the ground and close to the airport, up to a height of 3,000 feet on arrival and departure.
- All passenger and staff journeys to London Stansted (door-to-door).
- Water treatment and waste management.
- Airport vehicles used by third parties.
- Business travel by STAL employees, by road, rail and air (not using company cars).

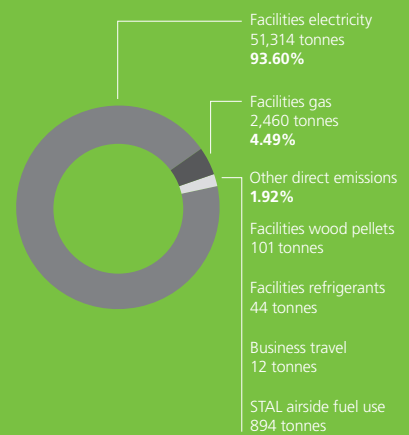
Figure 9 summarises the carbon emissions from other airport sources and illustrates the significant contribution from aircraft emissions both on the ground and in the departing and arrival phase of flights. To provide context with STAL's direct emissions, these are shown as a separate bar.

Taken together, other airport emissions amounted to just under 400,000 tonnes in 2008.

This carbon footprint has consciously not sought to calculate emissions from aircraft beyond those discussed; as the ability of STAL to make significant changes to the emissions is low, with responsibility lying with airlines and air traffic control bodies.

To help provide further context it is useful to note that the Department for Transport (DfT) has calculated that carbon emissions

Figure 8: Stansted Airport Limited's 2008 direct emissions carbon footprint

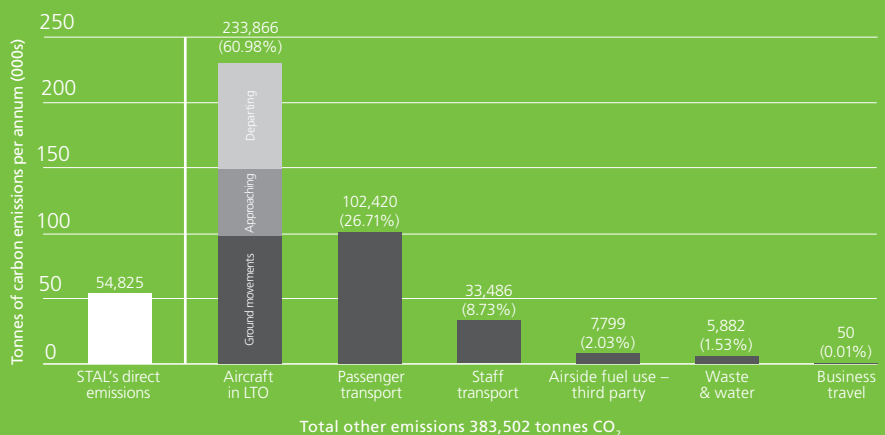


Total carbon emissions direct sources 54,825 tonnes CO₂

for departing flights from London Stansted were 1.3 million tonnes in 2005 (the most recent year for which calculations are published). Emissions from aircraft in the landing and take-off cycle are therefore less than 20% of the emissions from all flights departing from London Stansted and less than 0.7% of the emissions from UK aviation.²

² Total CO₂ emissions from UK aviation in 2005 is 37.4M tonnes (DfT, 2009).

Figure 9: Other carbon emissions





year's Report, highlighting key changes from the information reported this year.

Finally, we will continue our wider national and international work on the climate change agenda focusing on developing and enabling policies and tools to assist the aviation industry reduce its climate change emissions.

Target 2009

To publish a 2009 carbon footprint in the 2009 Corporate Responsibility Report, together with an outline CO₂ emission reduction programme.

Where can I find out more?



For more information on BAA's approach to climate change, and the national and international efforts that are being made to tackle this issue, please see the 'Climate change' section of the BAA Corporate Responsibility Report at:
www.baa.com/corporateresponsibility

Target 2008

During 2008, to consult on our draft Noise Action Plan and, subject to the date on which Defra guidelines are published, publish our final version by December 2008.

➔ Some progress made

As of 31 December 2008, although awaiting Defra guidelines, initial preparation of the Noise Action Plan commenced.

The issue

We know that aircraft noise is one of the biggest issues for our local communities. People are concerned about aircraft heights, the amount of noise planes make and the operation of night flights, and expect to know what we are doing about it and how we are helping to improve the situation.

Our approach

Our strategy is to minimise existing noise impacts wherever we can and to

communicate with the local community so that they can better understand noise issues.

We monitor aircraft noise levels and departure tracks, and fine airlines that break these limits. We also handle noise-related public enquiries and complaints, and produce clear communications so that people can understand the different elements of aircraft noise.

To do this, we take a collaborative approach to noise mitigation and communication by working with airlines, local communities, elected representatives, NATS (the air traffic services provider), Government and aircraft manufacturers.

We report weekly to the Department for Transport (DfT) on night movements at London Stansted, in relation to the Government's night-flying restrictions regime of 2006 for London-designated airports.

Our performance

Performance against standards

- At least 98% of aircraft departures on track on the flight paths where they cannot leave below 4,000 feet. **Not achieved.**

96% of aircraft were on track on these routes during 2008. The figure fell slightly short of our target due to issues with flights using the two Dover flight paths (from each end of the runway – 23 and 05).

Through previous work reported over the last few years, we know that the Dover routes are designed to be hand-flown principally by the use of ground-based navigation aids. Most modern aircraft now operating at London Stansted fly using a Flight Management System (FMS), incorporating sophisticated on-board navigation computers which utilise satellite navigation. FMS has proven to be highly accurate in enabling aircraft to fly noise preferential routes precisely. The case study on the left highlights this.

- A minimum of 99% of aircraft departures on track on the flight paths where they cannot leave below 3,000 feet. **Achieved**

99% achieved. The two routes that operate under these conditions are the most heavily utilised of all of London Stansted's flight paths, and we are very pleased to have achieved our target.

➔ **Case study 5**
Collaborative approach to improving Dover route performance



From August 2008, the Flight Analysis Unit undertook a study into the under-performing Dover routes. This involved collaborative work with Aegean Airlines, with support from easyJet and Germanwings.

The initial findings were presented at the 2008 Noise Seminar, along with some track data from our Noise and Track-Keeping System (NTK), clearly showing some initial improvement. Following on from the Noise Seminar, the procedures Aegean Airlines adopted to improve their track-keeping were further refined, until they were satisfied with the results.

Aegean's track-keeping performance on the Dover routes was initially under 50%. After the satisfactory completion of their trials, by making changes to their Flight Management System (FMS), Aegean's track-keeping performance rose to a consistent 99% later that year. Similar work was undertaken by Pegasus Airlines, and their performance has also improved considerably. They will also be making further changes during 2009.

We are committed to continuing to improve upon these results and are confident that we will start to see track-keeping at 100% for Aegean Airlines and Pegasus Airlines in 2009.

This work has since been presented to the UK CAA Directorate of Airspace Policy, through the DfT, and through these regulatory bodies we are seeking to enhance the technical information provided to enable all modern aircraft to fly ever more accurately using their FMS.

Noise

continued

We are constantly looking at ways to maintain and improve the percentage of aircraft arriving and departing on track, and continuous dialogue with our airline partners has helped to achieve this target.

- At least 95% of aircraft departures on track on individual flight paths.
Achieved on four out of six routes

Of the six routes, four were *above* target:
Runway 23 Clacton – 97.6%
Runway 23 Buzzard – 98.9%
Runway 05 Clacton – 98.8%
Runway 05 Buzzard – 99.2%

Two routes were *below* target:
Runway 23 Dover – 93.8%
Runway 05 Dover – 92%

On arrival, we continue to work very closely with all airlines to improve Continuous Descent Approach (CDA) procedures. This aims to keep arriving aircraft higher for longer by avoiding prolonged periods of level flight. This is designed to reduce noise and fuel burn compared to a conventional approach. At present, we can only measure CDA compliance for arrivals from the north-east; however, we continue to work with NATS to enable CDAs for arrivals from the south-west.

Once on the ground, we continue to encourage our airlines to use the Fixed Electrical Ground Power (FEGP) system to reduce noise on-stand during turnarounds. During 2008, we continued to see improved utilisation of this system following previous years' work with our engineers and ground-handling companies to improve the system's serviceability. During August and September 2008, we replaced the electronic controls to create a more stable power supply to the aircraft via the FEGP. After some previous trials, we have retrofitted a new plug and cable for the FEGP connection across Satellites 1 and 2. In November 2008, across our cargo and Satellite 1 stands, a monitoring system for FEGP serviceability was introduced. This enables a quicker response time for our engineers to repair any failures of the FEGP system, delivering greater utilisation of FEGP. Additionally, we monitor and control any aircraft or helicopter engine testing on the ground to minimise noise to our local community.

Noise Action Plan

It was not possible to publish the final version of our Noise Action Plan (NAP) by December 2008, as projected in the

Corporate Responsibility Report 2007, as Defra (Department for Food, Environment and Rural Affairs) did not publish their guidance notes on NAPs until the end of March 2009.

In 2009, we will undertake pre-consultation work with key stakeholder groups, e.g. the Noise and Track-Keeping Working Group and the Stansted Airport Consultative Committee, followed by formal consultation with external stakeholders, such as local and district councils, which will last for a period of 16 weeks. The draft consultation document will be made available to interested parties in local public places, such as libraries and Council offices, and will be published on our noise website.

A final NAP for London Stansted will be produced by the end of 2009, which will outline the airport's plan to minimise noise impacts over the next five years.

Noise communications

We have a dedicated team at London Stansted – the Flight Analysis Unit – to handle aircraft noise issues and deal with enquiries and complaints.

The team has a proactive approach to these sensitive issues, and feedback from the community suggests that this is valued. During 2008, we engaged in a range of activities to inform and engage the local community on aircraft noise issues.

During 2008, a total of 2,305 noise complaints were received from 1,016 people, compared to 5,374 complaints from 1,612 people in 2007.

Dedicated noise website

In 2007, we launched a dedicated 'noise' website for London Stansted at www.stanstedairport.com/noise

The website provides:

- Information for people considering moving to the London Stansted area.
- Information on how we are continually working to mitigate and manage noise issues.
- A facility for people to make a complaint or enquiry online.

One of the most popular areas of the website is 'WebTrak', a feature which allows people to view the flight path and height of an aircraft that flew near them, at any specific time and date. Together with the new noise and track-keeping system, the introduction of this dedicated, state-of-the-art technology saw an investment of £1.8 million across BAA's airports.

Noise Seminar

In October 2008, we held a dedicated Noise Seminar to engage key community stakeholders on aircraft noise around London Stansted.

This event was attended by over 100 people, including local Councillors, airline industry representatives, business representatives and regional media. A wide range of topics were presented, including studies into track-keeping

Figure 10: Noise complaints¹

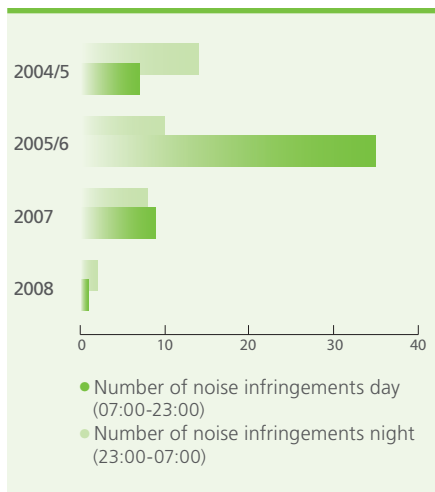


¹ The term 'complaints' includes instances of generic aircraft/airport noise enquiries.

² A multiple complaint is where 30 or more complaints are made by one person in a month.



Figure 11: Number of noise infringements

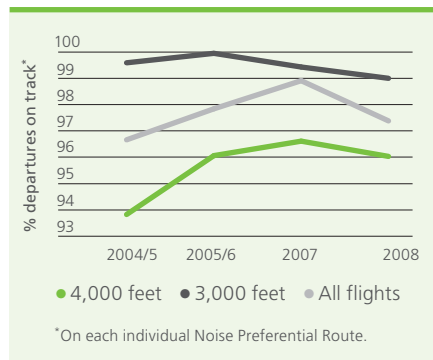


trails, reductions in noise and carbon dioxide emissions, plus new aircraft technology and bio-fuels.

Our plans

Throughout 2009, we will continue to maintain the high standards in track-keeping performance on the two Clacton and two Buzzard routes.

Figure 12: Track-keeping performance



Our aim is to resolve and improve the performance issues on the two Dover routes through working with the DfT and the Directorate of Airspace Policy. We intend to achieve this from the results of the work discussed in the case study.

During 2009, we will continue to keep our local community and stakeholders fully informed of our plans and progress on aircraft noise, maintaining the work of the Noise and Track-Keeping Working Group and our report through the Stansted Airport Consultative Committee.

The performance standards we have set ourselves for 2009 are:

- At least 98% of aircraft departures on track on the flight paths where they cannot leave below 4,000 feet.
- A minimum of 99% of aircraft departures on track on the flight paths where they cannot leave below 3,000 feet.
- At least 95% of aircraft departures on track on individual flight paths.
- During 2009, we will review our structure and process for complaints handling, to ensure that we are providing complainants with the most effective and timely response service that we can. We will also review the recording of complaints and the information that we provide.

Targets 2009

- During 2009, we will consult on our draft Noise Action Plan and publish our final version by 31 December 2009.
- To achieve at least 95% of all flights on track following Dover departures at London Stansted by 31 December 2009.

Target 2008

To improve energy efficiency and reduce carbon dioxide (CO₂) created as a result of the airport's energy use. Specifically, to achieve less than 56,177 tonnes of CO₂ derived from energy use in 2008. This target has been recalculated from the one published in last year's Corporate Responsibility Report, in line with revised Defra emissions factors for converting grid electricity usage into CO₂.¹

→ Target bettered

The issue

Within the airport, energy is used for heating, cooling, lighting and powering the airports buildings, as well as airport facilities including people movement and baggage handling systems.

We recognise that energy consumption by our infrastructure is one of the ways in which the airport contributes to climate change (see the 'Climate change' section of this Report) through the associated CO₂ emissions and is the main emission source over which we have direct control. As such, we have directed efforts specifically towards achieving efficiencies and on identifying technological solutions to meeting our energy needs.

Our approach

We are committed to supporting BAA's Group Energy Strategy to reduce the total CO₂ emissions from fixed assets, including the airport buildings and ground infrastructure, by 15% in 2010 and by 30% in 2020 compared to 1990 levels.

Our strategy to managing the impacts of our energy consumption is to:

- Understand and quantify the impact of our business and the wider airport energy consumption as part of our compilation of a comprehensive carbon footprint.
- Ensure our approach to measuring and reporting emissions from our assets is consistent with the latest UK/EU guidance on measuring carbon emissions. We have updated our emissions factors for calculating emissions from electricity consumption in line with the latest Defra guidance.

¹ Further information on this can be found at the following web address: <http://www.defra.gov.uk/environment/business/reporting/conversion-factors.htm>.

- Seek to reduce emissions by identifying and supporting opportunities for reducing energy use through technological solutions, asset replacement and behavioural management.

Our performance

Using the new Defra emissions factors for grid electricity, our 2008 carbon emissions from energy use were 53,875 tonnes of CO₂. This figure is the sum of the CO₂ emissions from gas, grid electricity and biomass woodchip usage. This represents a 4% improvement on our target of 56,177 tonnes of CO₂.

In 2008, we continued to work hard on increasing energy efficiency across the airport. Achievements in 2008 include:

- Installation and commissioning of the new 2MW biomass boiler, as part of the construction of the terminal extension (see case study below). During November and December 2008, this boiler enabled us to reduce our predicted gas consumption by 54%.
- Increased energy efficiency of our assets through asset replacement. In 2008, we replaced the chillers in Satellite 1 and

continued to review opportunities for further efficiencies.

- Sustained our work to develop an airport-wide energy strategy for Stansted Airport Limited (STAL) from now to 2030, including:
 - A revised assessment of our current energy demand management.
 - Revision to our forecast future energy demands.
 - Assessment of the potential to introduce new energy generation technology at the airport.

Our plans

BAA is committed to cutting CO₂ emissions from energy use at its airports by 15% in 2010 and by 30% in 2020 compared to 1990 levels. At London Stansted, we are committed to supporting this goal and as such will continue to set annual targets.

During 2009, we will work towards this by:

- Working with key stakeholders to identify and drive forward energy efficiency and emission reduction measures.
- Working to identify and, where possible, implement further energy efficiency improvements in the use of current systems.

→ Case study 6 New biomass boiler outperforms expectations



As part of London Stansted's continuous work to minimise the environmental impact of its operations, the airport introduced a new state-of-the-art 2MW woodchip biomass boiler at the end of 2008, which is part of the new £50-million terminal extension. The boiler – one of the largest of its kind in operation anywhere in the UK – burns woodchip fuel from a renewable, Forest Stewardship Council-approved source from the East and South East of England.

The boiler, which replaced a gas-fired system, burns environmentally sustainable wood chips, resulting in a more efficient heating system. So efficient is the boiler, in fact, that it is now the airport's primary boiler, and results in the first quarter of 2009 indicate that it will help to reduce the predicted annual airport gas consumption by nearly 40%.

Energy continued

- Continuing our air-conditioning unit replacement programme to include Enterprise House, and Airport Fire Service building chillers and upgrading the cooling towers that service the terminal chillers.
- Continuing our boiler improvement process by replacing the boilers serving Satellite 3.
- Conducting an energy efficiency awareness programme at STAL.

Target 2009

To reduce London Stansted's impact on CO₂ emissions by 6% against the business-as-usual forecast during 2009, through improvements in energy efficiency.



Target 2008

To publish the Stansted Airport Limited (STAL) Local Air Quality Strategy by 31 December 2008.

→ Some progress made

To review and improve management controls on airside emissions sources.

→ Some progress made

To review and develop an airport-wide vehicle emissions policy.

→ Some progress made

The issue

Air pollution levels at the airport are made up of a wide variety of inputs (see Figure 13).

Background air quality refers to the underlying air quality of the region, in this case the South East of England. The weather can play a large part in determining the quality of air at the airport. In particular, wind strength and direction will clearly affect the direction and distance any emissions from inside and outside the airport travel, and also how effectively they are dispersed.

The significant airport-related emissions sources are highlighted below:

- Aircraft operations.
- Airport heating/energy generation requirements.
- Vehicles operating at the airport.
- Construction and maintenance impacts.
- Private vehicles bringing passengers to and from the airport.
- Vehicles and operations close to the airport, e.g. road traffic on the M11 and A120 trunk roads.

These sources of emissions generate two main pollutants, nitrogen dioxide and fine particles, referred to as 'particulate matter', which occur when fuel is burnt in the engine.

Whilst many of these sources of pollution are beyond our direct control, we recognise our responsibility to manage closely all impacts of the airport operation on local air quality.

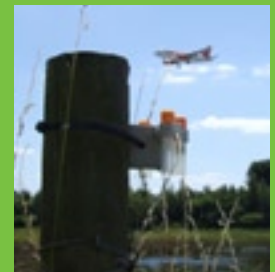
Our approach

Our objectives are to continue monitoring and, where necessary, to implement improvements in managing on-airport and airport-related air quality, in order to support local area compliance with the current

Figure 13: Air quality at the airport

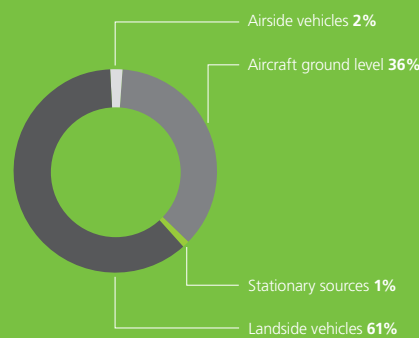


→ Case study 7
Emissions inventory for Stansted Airport Limited



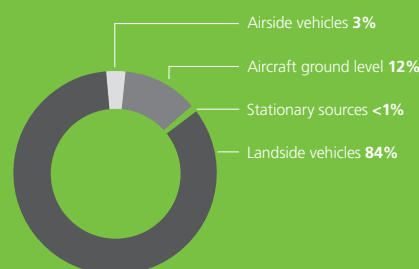
During 2008, we received the final report on the airport emissions inventory. This gave a breakdown of air quality emissions sources at the airport. As the pie chart below shows, the bulk of the oxides of nitrogen (NO_x) emissions come from vehicles. This is determined by the number of vehicles coming to and from the airport.

Figure 14: Breakdown of NO_x emissions at the airport



Landside vehicles make up the majority of the particulate matter emissions, as shown in the pie chart below:

Figure 15: Breakdown of particulate matter (PM₁₀) emissions at the airport



Air Quality

continued

European Commission's Directive limits (96/62/EC) and the UK Government national Air Quality Standards (see Figure 16).

Our air quality management strategy is based on the following principles:

- To ensure that we meet all our air quality planning obligations.
- To improve the accuracy of airport air quality assessments.
- To influence aircraft emissions through dialogue with the industry.
- To better understand the contribution of non-airport activities to emissions.
- To continue to understand external developments relating to air quality management, and develop appropriate best practice.
- To continue to tackle ground-based emissions.
- To promote a partnership approach to managing air quality with our business partners and local authorities.

Our performance

Monitoring results

The results of our 2008 continuous air quality monitoring for pollutants nitrogen dioxide (NO₂) and particulate matter (PM₁₀) are shown graphically in Figure 17.

The results confirm that the current air quality in and around the airport is within the thresholds set by the Government and EU, and show a static or slightly improved result compared to 2007.

Consulting on our Air Quality Strategy

During 2008, we developed a final draft of the Local Air Quality Strategy covering the period 2009-2015, and carried out consultation exercises with local stakeholders through

the London Stansted 'Generation 2' Air Quality Topic Working Group, the Essex Air Quality Consortium and internally within BAA.

We aim to publish the final strategy, including a detailed action plan, during 2009, once the comments from the consultation have been received and incorporated.

Surface access improvements

In 2008, a number of improvements were made to surface access to and from London Stansted (see the 'Transport to our airport' section of this Report):

- We issued the new London Stansted Surface Access Strategy for the period 2008-2015.
- The percentage of passengers using public transport at the airport has increased further to 47%, placing us at the top of the rankings for major UK airports, and making us one of the best-performing airports in Europe in this regard.

This strategy has also commenced our work to review and develop an airport-wide vehicle emissions policy, although further work will be done on this during 2009.

Aircraft emissions improvements

In 2008, we have continued to promote and improve the use of Fixed Electrical Ground Power (FEGP) by aircraft as referred to in the 'Noise' section of this Report.

Additionally, we also commenced work with our airline partners to explore further opportunities to reduce emissions from aircraft engines. At present, we are looking at the feasibility of aircraft taxiing back to the terminal after landing, with reduced engines operating.

Our plans

During 2009, we plan to:

- Implement actions as agreed in our Air Quality Strategy.
- Explore opportunities to work with airlines to reduce further aircraft emissions on the ground, both through reduced engine taxiing and minimising taxi delays getting to and from the runway.
- Review opportunities to reduce further emissions from vehicles coming to and from, plus operating at, the airport.
- Link our work on air quality with climate change and noise to maximise the benefits for all.

Target 2009

To roll out the FEGP serviceability improvements across Satellite 3 and Echo aircraft parking stands, plus repeat a user survey of the system, by 31 December 2009.

Figure 17: Annual Air Quality Results – 2005/6 to 2008

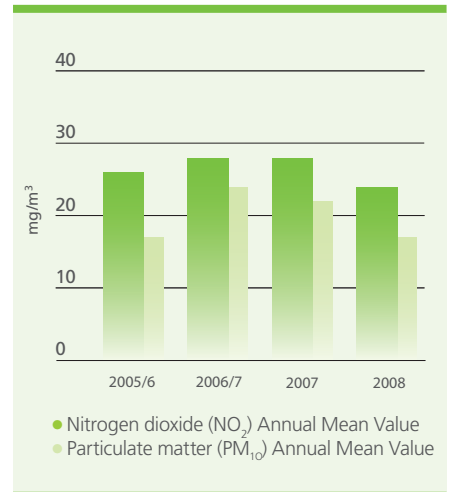


Figure 16: UK Air Quality Standards as defined in the UK Air Quality Standards and Objectives for Protection of Human Health, July 2007

Nitrogen dioxide (NO₂)	The objectives for nitrogen dioxide are as follows: <ul style="list-style-type: none"> • 200 micrograms per cubic metre (µg/m³) as an hourly mean, not to be exceeded more than 18 times per year. • 40 µg/m³ as an annual mean.
Particulate matter (PM₁₀)	The objectives for PM ₁₀ are as follows: <ul style="list-style-type: none"> • 50 µg/m³ gravimetric 24-hour (daily) mean not to be exceeded more than 35 times per year. • 40 µg/m³ gravimetric annual mean.



Target 2008

At least 97% of our discharges to meet Environment Agency standards for the quality of our surface water discharges.

→ Target achieved

To construct and commission a new pumping station to improve the quality of surface water discharged at Balancing Pond D, by the end of November 2008.

→ Some progress made

The issue

There are three main issues with water management at Stansted Airport Limited (STAL):

- Our consumption of drinking water.
- The management of potential pollutants – such as de-icer and aircraft fuel. The airport's self-contained drainage system collects all surface water and we ensure that the infrastructure and procedures are in place to handle this process effectively.

- The management of the waste water which is discharged to the sewer. These effluents are referred to as 'trade effluents', and are generated by a range of processes and activities across the airport.

Our approach

Our main objectives are:

- To improve the efficiency of drinking water use (through encouraging people not to waste water, for example) and transmission (by making sure we respond quickly to any reported leaks), in order to reduce the consumption of water and the overall environmental impact.
- To ensure that all water discharged into the environment complies with the quality standards established by the Environment Agency and Thames Water.

Our strategy is:

- To identify and seek to implement new techniques to improve airport water efficiency performance.
- To maintain and optimise airport drainage networks in order to ensure the ongoing management of surface

water discharges back into the local watercourses. This is conducted in accordance with regulatory standards.

- To ensure that there is clear responsibility for the management of water-related issues at the airport.

Our performance

Water consumption

In 2008, we completed a drinking water efficiency study. The final report proposed a number of actions to improve water efficiency, which have been incorporated into a Water Efficiency Action Plan. Actions to be completed in 2009 include further detailed leakage survey work to locate losses from the water distribution pipe system.

Work was also conducted to repair eight leaks located across the airport site. This work included repairs to drinking water distribution pipework, pipework fittings, air valves and fire hydrants, to reduce leakage from our drinking water network.

Water quality

In 2008, 97.37% of water quality samples met the limits set by the Environment Agency for airport surface water discharges to local watercourses.

The 2008 target of constructing and commissioning a new pumping station to improve the quality of surface water discharged at Balancing Pond D was not met by the end of November 2008. Some progress has been made to complete the design of the new system and to construct a pipe which will connect the new pumping station to the existing airport drainage network.

At present, we are completing an application for a licence to conduct mitigation works regarding great crested newts (GCN) (a European protected species), which are present on the area identified for the construction of the balancing pond and pumping station. We expect to obtain the licence, start mitigation work to protect the GCNs and then construct the new system, so that it is operational before the end of October 2009.

Our plans

- To complete a STAL water strategy for the management of all aspects of water at the airport.

→ Case study 8
Balancing Pond B



Balancing Pond B is one of a number of ponds at London Stansted that help us to control the quality and volume of water released from the airport to local streams and water courses.

In particular, Pond B receives substantial run-off from our Long Stay Car Park and the western approach roads to and from the M11 and the airport. In 2008, we undertook work to collect and analyse silt samples from Balancing Pond B. These formed part of the preparations to de-silt the pond by removing particles deposited over time, generated from the Pond B drainage catchment.

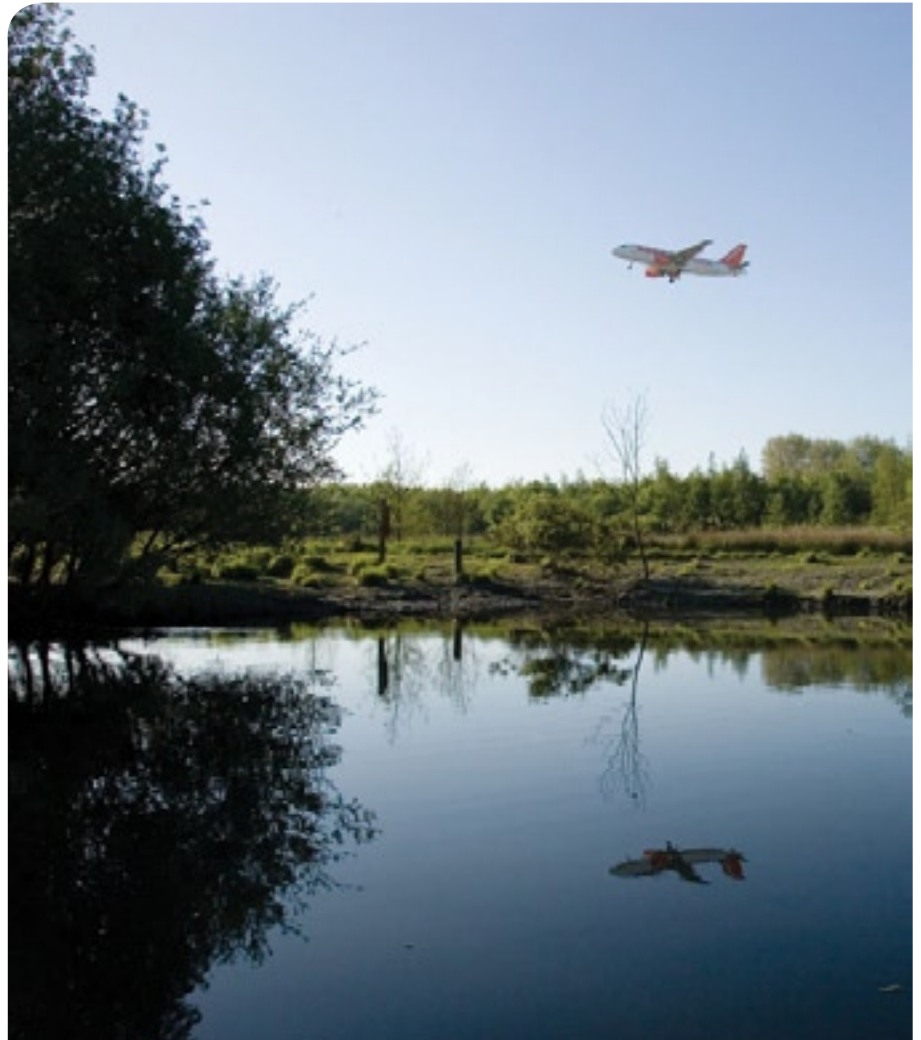
This work will help us to improve significantly the surface water compliance of the Pond B system, and has been discussed and agreed with the Environment Agency. The de-silting was completed in April 2009.

Water continued

- To continue work to improve the quality of waste water discharged into the airport sewerage system, known as 'trade effluent'.
- To revise the reporting method for surface water quality compliance. Our internal compliance target will still remain at 97%, but we wish to consider a more effective way of identifying opportunities for the improvement of water quality.
- To conduct a detailed review of the capacity of the largest surface water Balancing Pond (Pond C). This is likely to include hydraulic and water quality studies to assess the suitability of the system to manage the run-off in the future.

Targets 2009

- To construct and commission a new bulk de-icer storage tank facility at the airport to reduce water pollution risks by 31 December 2009.
- To implement the action points contained in the Water Efficiency Action Plan for 2009.



Target 2008

To recycle 33% of airport waste between January 2008 and December 2008.

→ Some progress made

Performance against target: 26.28%

The issue

Stansted Airport Limited (STAL) is responsible for managing more than 5,400 tonnes of waste each year, the majority of which is generated by passengers, airlines and businesses operating at the airport.

We are committed to a responsible approach to waste management, and continually strive to improve the efficiency of our waste management activities.

Our objectives

BAA has a Group strategy to recycle 40% of total waste by 2010. At London Stansted, we are revising our waste management strategy to ensure that we meet the BAA target, and have set our own objective to recycle 42% of total waste by the end of 2009.

Our strategy

We are committed to reducing our reliance on landfill and improving the efficiency of our waste management operations, in line with local and national waste objectives, including those set out in the UK Government's 2005 Sustainable Development Strategy and the 2007 Waste Strategy. Further information on these strategies is available on the Defra website at www.defra.gov.uk.

We will continue to increase the volume of airport waste recovered for recycling, including improved waste segregation, storage and transportation, and to explore new technologies and new outlets for off-site sorting and recycling.

Where appropriate, we will invest in new equipment to improve the management and handling of waste materials. We continually review our performance and the capabilities of our waste management facilities in order to achieve our targets.

Our performance

2008 continued to present a number of challenges, but we have been working hard to reduce waste generation, maximise source segregation of recyclable material and to

identify appropriate sorting and treatment facilities for residual wastes. However, despite these measures, we fell behind our recycling target of 33%, achieving an average of 26.28% over the year for waste collected by our main waste contractor.

We continue to receive large quantities of waste from the Central Search area due to Government security restrictions on liquids and gels. However, we have improved the information we provide to passengers earlier in their journey. Additionally, we have a pre-security sorting area in the terminal which has reduced the volume of confiscated items and has also enabled us to recycle some of the waste generated at Central Search.

Whilst we prioritise collection of separated recyclable material, including cardboard, paper, metal and glass, we have now identified new outlets for the residual waste from the terminal. Since November 2008, we have provided a dry recyclable collection service for further sortation off-site and now send the remainder of terminal waste to a Mechanical Biological Treatment (MBT) facility. This significantly improved our recycling performance in the latter part of 2008, putting us on course to meet our 2009 targets.

Our waste management partner, Grundon, has invested in more efficient waste compactors, which increase the amount of waste carried for every load. This means fewer road journeys, as well as improving efficiencies in waste management at the airport.

Finally, we have started formal measurement of waste managed outside our main contract including the green waste we compost on site and other wastes generated by our engineering facilities. Inclusion of these wastes meant that our total recycling for 2008 was 34.17%. We intend to include this data in future targets and reports.

Our plans

We will continue to look for ways to create incentives for waste reduction and recycling for other airport businesses, including retailers and airlines. We will implement a new charging system for 2009 that more clearly incentivises recycling by offering free collections of pre-sorted material.

Further work will involve reviewing our existing waste facilities and collection services plus exploring opportunities with the airport waste contractor to improve

our performance. The new waste facilities within the completed terminal extension, to be installed in early 2009, will also provide additional capacity to manage and recycle airport waste.

Such opportunities include:

- Extending our dry recyclable collection service to retailers and airlines.
- Installation of passenger recycling bins in February 2009 across the Terminal and Satellites.
- Assessing the feasibility of collecting waste food and beverages separately for off-site composting.
- Assessing the feasibility of sending airside waste streams for treatment at the MBT.
- Improving the collection of data on construction wastes.
- Finding ways of promoting the use of biodegradable packaging in on-airport food outlets.

Targets 2009

- To recycle 42% of total airport waste in 2009 (including on-site composting).
- To review and update the STAL Waste Management Strategy, with a progress report published in the 2009 Corporate Responsibility Report.

Working with our airline partners

During 2008, we started working with our airline partners to explore how we can recycle more of the waste which is generated from aircraft cabins during flight. On arrival at London Stansted, this cabin waste then becomes a matter for the airport to dispose of.

Whilst the majority of London Stansted-based airlines do offer an ability to recycle passenger waste on their flights, we believe there is an opportunity to make this more effective.

Clearly, success in this area requires joint efforts from both the airport and the airlines. Currently, we are working with Thomas Cook and easyJet directly, and also through our participation with the UK Inter Airline/Airport Recycling Group to share best practice and develop solutions to improve cabin waste recycling, including exploring how we could alter our waste facilities and procedures at the airport.

As a result, we now provide all our airline partners with facilities for collection of dry recyclables from aircraft.

During 2009, we will continue this collaborative work to minimise and recycle as much cabin waste as possible.

→ Biodiversity and archaeology

Target 2008

No target was set for 2008.

The issue

Biodiversity, nature conservation and archaeology has been integrated into Stansted Airport Limited's (STAL) overall management responsibilities for over 20 years.

The airport covers over 950 hectares, and is home to a wide range of flora and fauna, including great crested newts, skylarks, water voles, deer, pyramid and bee orchids, oxeye daisy, sulphur clover and cowslips. The area includes some important habitats, amongst them a Fen and ancient woodland.

Our challenge is to manage any development and operations at the airport to avoid or mitigate for the impact on the biodiversity and archaeology of the site.

Broadly speaking, the airport land is divided into three types, within which different habitats occur:

- Airside grassland, which is strictly regulated by the CAA.
- Amenity and public landscaped areas managed by specialist landscape contractors with extensive habitat experience at London Stansted.
- Land managed over the last 20 years specially for its ecological value, with advice from expert ecologists. This includes all areas of the airport not specifically mentioned above. In fact, some of the grasslands are now of high ecological value owing to their species richness and affinities to national valuable grassland communities.

Four of our most environmentally rich habitats include:

- The 40-hectare Eastend Wood, which is a Site of Special Scientific Interest (SSSI).
- The Fen, a site of nature conservation interest and a Local Wildlife Site.
- The Wildlife area – an area of wildflower grassland.
- The Habitat Creation area – created as habitat suitable for great crested newts (1999/2000).

Our approach

Our approach is to grow and operate our airport responsibly, in accordance with good practice principles for business and biodiversity.

Our current biodiversity management plan is to:

- Manage and maintain ecologically rich habitats to sustain biodiversity.
- Maximise efficient land use during airport and project development and seek, where possible, to avoid conflict with biodiversity.
- Seek, where there is no viable alternative to conflict, to mitigate and/or compensate for any negative biodiversity impacts through species translocation, habitat restoration or creation.
- Take action to reduce indirect impacts on biodiversity as part of the wider airport operation.

Our performance

In 2008, we specifically focused on:

- Carrying out management of Eastend ancient woodland including:
 - Coppicing of Plot 3 within the wood, covering stumps to encourage growth and ground flora and fauna and native plants.
 - Opening up sections of the rides in the wood to improve light filtration to the under storeys of the wood.
 - Cutting and clearing rides to encourage growth of plants.
 - Investigating the pollarding/coppicing of the larger established trees in line with English Nature maintenance plan.
- Continuing with our management of the landscape at the airport, including:
 - Ensuring all our green waste is composted on site.
 - Expanding our bulb and flower planting in our car parks and roundabouts.
 - Managing original plantations all around the airport to maintain light levels in under storey.
 - Managing rabbit infestation to protect diversity and prevent irreversible damage to existing habitats.
 - Extensive coppice work in London Stansted car parks.
 - Clearing vegetation overgrowth in balancing ponds.
 - Translocated willows around the Habitat Creation area Northside.
- Continuing to manage any biodiversity risks associated with construction projects, including:
 - Substation 1 and NATS radar installation: identification, capture and relocation of great crested newts.
- Commencing a review of the effectiveness of our current landscape management to habitat areas to inform us if any changes are required.

In our 2007 Corporate Responsibility Report, we indicated that we were evaluating the possibility of working with the Essex Wildlife

Trust (EWT) on a habitat enhancement project in the Pincey Valley. Unfortunately, due to concerns raised by the Aerodrome Safeguarding Department, we were unable to become involved in this project. However, we are still in dialogue with the EWT and we hope to be able to assist with supporting alternative projects in the future.

During 2008, there was no specific archaeology work conducted at the airport by London Stansted, following the publication of the detailed report on London Stansted's cultural heritage by Framework Archaeology, entitled, 'From Hunter Gatherers to Huntsmen – A History of the Stansted Landscape'.

Our plans

During 2009, for biodiversity we plan to:

- Continue to manage Eastend Wood according to the agreed management plan.
- Investigate opportunities to improve the quality of the Fen habitat.
- Continue to manage the other habitats/landscape features around the landside part of the airport to optimise their biodiversity contribution.
- Review our Biodiversity Action Plan for 2009 to ensure that we continue our landscape management and biodiversity enhancement work and incorporate this into a new airport biodiversity strategy covering the period 2009-2015.
- Work to gain a better understanding of our air quality impacts on vegetation by extending our survey work from 2007.
- Explore opportunities to share our biodiversity work with others.
- Explore opportunities to work with the local Wildlife Trusts to enhance biodiversity.

Additionally, we will continue with our archaeology policy, which has the following objectives:

- To ensure that the buried archaeology is protected from disturbance from construction activities as far as is reasonably practicable.
- Where disturbance is unavoidable, to ensure that the effects of impacts on cultural heritage are mitigated in accordance with good practice guidance.

Targets 2009

- To review the STAL Biodiversity Management Plan and develop an Airport Biodiversity Strategy by 31 December 2009.
- To produce a proposal for a study on the effects of noise, air and light pollution on the flora and fauna in Hatfield Forest by 30 September 2009.

Managing the grasslands at the airport

You would think that cutting the grass at the airport is simple! However, protecting and enhancing the biodiversity of over 380 hectares of grassland is a year-round job.

Winter

It starts, not with the lawn mower, but in the office! Meetings are required to plan what we need to do for the following year.

The plans need to ensure that:

- Sufficient equipment and resources are available.
- The airside grass is cut at the right heights to discourage birds from the sensitive areas of the airport where the aircraft operate.
- Any enhancement and restoration work is properly co-ordinated.
- Clarity is given for managing the naturally colonised and wildflower grasslands.

Spring

- Site walks are made to find any ground-nesting birds sites.
- Work then starts to cut the grass, collect cuttings and compost them on site (for airside grassland, this is referred to as 'bottoming out').
- Any work required to reinstate grass areas is started with the application of seed and soils, as required.
- Changes to the site requiring any relocation of protected grasslands is commenced to minimise any impacts to grasses lifted and to provide the best opportunity for them to re-establish.
- The road verges are treated with herbicides and, airside, a very limited amount of insecticide is applied to reduce insects likely to attract birds.
- Compost and fertiliser are applied as required across the airport.
- An eye is kept out for the pyramid and bee orchids, oxeye daisy, and cowslips. Where they occur, we will avoid cutting the grass, where feasible, until they have finished flowering.

Summer

- Continue to cut the grass as required and re-seed or feed the grass to avoid any degradation.

Autumn

- On the wildflower grasses, work focuses on cutting and removing the stalks and leaves to maintain a nutrient-poor soil that wildflower meadows flourish on.
- For airside grassland areas, cutting is scaled back to ensure that the grass is at least eight inches high to enable it to withstand the Winter weather.
- Ecological surveys are conducted to determine grassland conditions and any remedial work required.

Currently, this activity involves employing over ten people using 16 grass-cutting machines, 25-30 pieces of hand-held equipment, four compost vehicles, seven vans and a chipper shredder, which generate approximately 5,500 cubic metres of grass cuttings a year.

→ Transport to our airport

Target 2008

- To achieve a 37% share of air passengers using public transport by 2010 and 40% beyond.

→ Target achieved

- To reduce the number of staff driving to and from the airport by private car to no more than 80% by 2010.

→ Target achieved

The issue

London Stansted has the highest public transport mode share of any major UK airport, and one of the highest of any major international airport in Europe.

However, we recognise that emissions from road vehicles travelling to and from London Stansted have an impact both on local air quality and on UK emissions generally. Road congestion can also be a concern for local residents.

Following the granting of planning permission for the airport to grow to 35 million passengers a year, we set out a target of 43% of journeys by non-transferring air passengers being made by public transport by 2015.

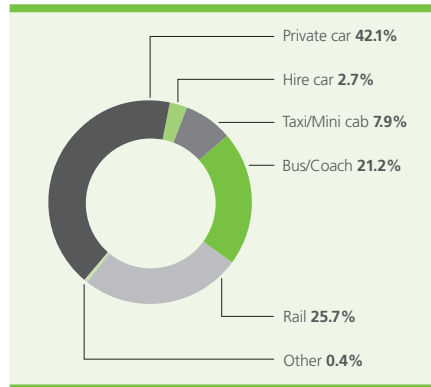
Our approach

Our aim is to encourage the use of public transport by train, bus and coach, and at the same time seek to minimise London Stansted's impact on the road network and to promote and develop public transport choice. We do this through the 'Airport Surface Access Strategy', published in November 2008.

Our performance

Passengers

Figure 18: Passenger travel in 2008 – mode of transport to and from the airport (%)



Car use

In 2008, the unvalidated CAA figures show that 46.9% of our non-transferring passengers travelled to or from London Stansted using public transport, which equates to about 9.5 million passengers a year. The proportion of passengers using private cars fell from 52.1% in 2000 to 42.1% in 2008.

Whilst we have had a strong performance on our public transport mode share, we are by no means complacent. As the number of air passengers grows between now and 2015, our aim will be to maintain this strong performance. During 2009/2010, we will review our existing targets with the Stansted Airport Transport Forum to ensure that they remain challenging.

Bus and coach

We have worked to develop a network of more than 630 departures a day serving 55 destinations from London Stansted. The proportion of bus and coach mode share grew from 6.7% in 2000 to 21.2% in 2008. Patronage increased by more than 250% in this period.

Rail

We have worked with the two rail companies that serve London Stansted to develop the rail timetable further to meet the needs of air passengers and staff. As a result, the Stansted Express service to London expanded its operating day in both the early morning and late evening. Cross Country Trains, which

operate to the north of London Stansted, introduced a new timetable in December 2008.

The rail companies have also been working hard to improve their punctuality and customer service standards, with good results. Rail passenger patronage has continued to grow over the years with an increase in air passengers, and 2008 also saw an increase in rail mode share from 23.7% in 2006 to 25.7%.

Off-airport fly-parking

In 2008, we provided £50,000 towards implementing appropriate fly-parking mitigation measures. Schemes which were funded include:

- New parking restrictions in Takeley in 2007 by Essex County Council.
- Hertfordshire County Council introduced parking restrictions in areas of Bishop's Stortford, funded by the same commitment.
- London Stansted and Essex County Council have also worked together to prevent parking on Parsonage Road near the airport boundary.
- Reports received by our fly-parking phone line 0800 731 2385 have also reduced considerably and are continually monitored.

Employee travel

In 2008, we published our new 'Airport Travel Plan', which updated our targets with regards to employee travel. Central to this strategy is the Airport Commuter Centre, which provides dedicated travel plan advice to all airport companies, and advises staff on their travel options to and from work. In 2008, more than 7,000 staff made contact with the Centre.

A staff travel survey is carried out every two years, and the next survey is due during 2009. In 2007, the survey identified there were about 11,660 employees on-airport and 73% drove to the airport by private car. This figure has progressively reduced since the introduction of our 'Airport Travel Plan' in 2002, when the percentage of staff who drove to work was 86%.

Again, we will keep our target under review as employee numbers increase to ensure our target remains challenging.

Airport Travelcard

Sales of London Stansted's Airport Travelcard – which provides discounted travel for all on-airport employees on all public transport

Transport to our airport continued

serving the airport – continued to grow during the first half of 2008. However, the impact of the economic downturn did affect sales during the last quarter of 2008. This is reflected in the number of cards sold. The Airport Travelcard is estimated to save about 550,000 kg of CO₂ a month.

Car-share scheme

During 2008, we continued to develop our car-share scheme and enhance its regulation. In 2008, we undertook a re-registration process to ensure that our records were up to date.

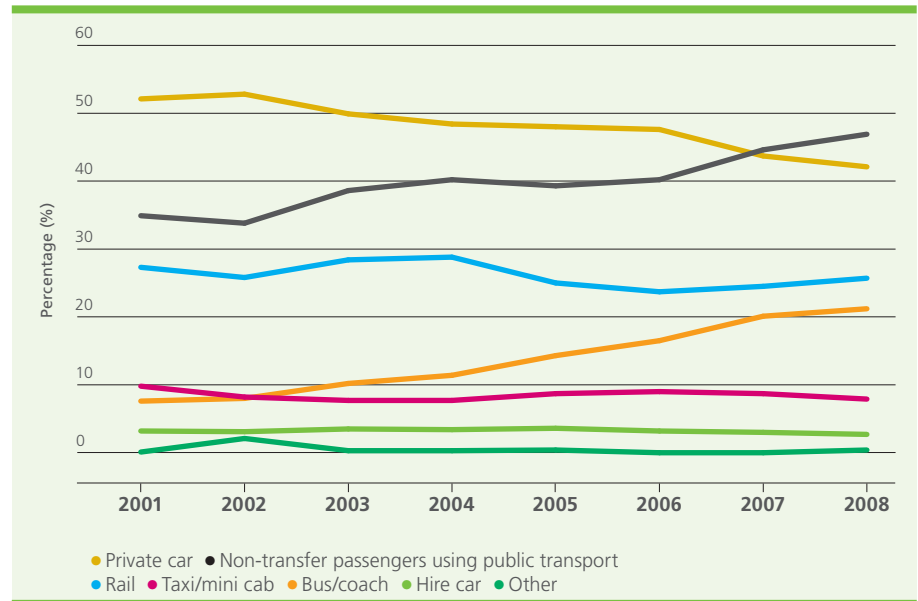
Our plans

In 2009, we will embark upon delivering our targets from the 2008 'Airport Surface Access Strategy', which include developing new bus and coach services, introducing new onward travel information and delivering measures targeting those passengers who get people to drop them off and then pick up from the airport (creating four car trips) to choose a more sustainable mode of travel.

Targets 2009

- To deliver the 2009 Airport Surface Access Strategy targets.
- To achieve a 43% share of air passengers using public transport by 2015.
- To reduce the number of staff driving to and from the airport by private car to no more than 73% by 2015.

Figure 19: Passenger travel – mode share 2001 to 2008



Case study 11 Success for X5 air direct London Stansted – Ipswich bus service



One particular highlight of 2008 was the launch of the X5 air direct bus service, which operates between Ipswich, Braintree and London Stansted.

This service was developed as a partnership between London Stansted and Excel Passenger Logistics, with the support of Suffolk County Council.

In its first year, we have seen patronage grow ahead of what was expected, and customers have ranked the service as 'excellent' in our quality surveys. The service operates a two-hourly frequency, 24 hours a day. Passengers can also book a taxi add-on service from their home in Ipswich to connect to the bus service.

Target 2008

No target was set for 2008.

The issue

At London Stansted, we are proud of the positive part we play in helping to underpin business success within our region. Air travel is a vital part of the UK economy. It generates jobs, both directly and indirectly; encourages investment; boosts trade and tourism; and the transport links it provides benefit the wider economy.

Our approach

As the biggest single-site employer in the East of England, with around 12,000 people working at the airport, London Stansted takes its place in the local economy with a sense of pride and deep responsibility.

The airport generates over £400 million per year in wages and salaries for the local and regional economies, and its ongoing success has brought businesses surging into the major towns in Essex and surrounding corridors, boosting neighbouring economies in Suffolk, Cambridgeshire and Hertfordshire.

In 2008, we reinforced that responsibility by building on what we did well in 2007, and looked towards improving in other areas of our work with local businesses and stakeholders.

Our performance

'Meet the Buyers' 2008

In February 2008, working with Essex Chambers of Commerce, we were delighted to hold a highly successful 'Meet the Buyers' event. 'Meet the Buyers' – one of the biggest procurement events in the South East – gives businesses across the region a platform to generate new sales and to network and build new business relationships.

Denise Rossiter, Operations Director at Essex Chambers of Commerce, said:

"Stansted's 'Meet the Buyers' is a fantastic opportunity for companies in the region. It is a direct route for suppliers to communicate and do real business."

In the 12 months since the event, over £2.5-million worth of sales were generated by local and regional companies as a result of 'Meet the Buyers'.

'Business in the Community Awards' 2008

For the second year running, London Stansted was delighted to sponsor the 'Business in the Community Regional Awards' – a celebration of business in the East of England. 'Business in the Community' is a membership-lead organisation and, as one of the Prince's Charities, helps to inspire, engage, support and challenge member companies to improve their impact on society.

Chambers of Commerce

Our work with local business, the foundation of the local economy, continues in partnership with the very important regional and local Chambers of Commerce.

Working with the Chambers means that we are working with membership-lead organisations which listen directly to those who are affiliated to them.

In 2008, we worked with Essex, Cambridgeshire and Suffolk Chambers to ensure that the voice of local business is being heard in future decisions at London Stansted.

We were pleased and encouraged at the end of 2008 to see the results of a survey by Suffolk Chamber of Commerce. The survey of members in the region showed that 89% believe that London Stansted is 'good for the region'.

Federation of Small Businesses

London Stansted is committed to continuing to build stronger links with businesses of all sizes across the region.

One of the key ways of reaching out to small and medium-sized businesses (SMEs) in the East is through supporting the work of the Federation of Small Businesses, the UK's largest campaigning pressure group aimed at promoting and protecting the interests of the self-employed and owners of small firms.

Meaning Business

Our regular e-newsletter, *Meaning Business*, continues to be distributed to over 9,000 business addresses across the region on a monthly basis.

The feedback we receive from *Meaning Business* is extremely useful to our work. *Meaning Business* gives us the opportunity to inform local businesses of what we are

working on and gives them the chance to let us know what they expect of us and what the local economy requires from London Stansted.

Our plans

Throughout 2009, we will continue to work closely with the hundreds of companies, large and small, here at London Stansted and across the East of England, to ensure that business remains strong in our region.

Target 2009

To hold a 'Meet the Buyers' procurement event during 2009.

→ Case study 12

**A vote of confidence from
the Minister for the East of England**



Our relationship with 'Business in the Community' (BITC) also led to London Stansted hosting the '2008 BITC Conference', where Government Minister for the East of England, Barbara Follett MP, was the keynote speaker.

Barbara arrived at London Stansted before the conference where, together with London Stansted managing director Stewart Wingate, she officially opened our Employment and Skills Academy and met young people who, through the Academy, have found work and training opportunities.

→ Data summary

Area	Measure	Target/Standard 2008	2001/02	2002/03	2003/04	2004/05	2005/6	2006/7	2007	2008
Air quality (High House Farm)	NO ₂ annual mean	NO ₂ < or = 40µg/m ³ annual mean					26	28	28	24
	NO ₂ 1 hour mean above 200µg/m ³	No more than 18 exceedences a year					0	0	0	0
	PM ₁₀ annual mean	PM ₁₀ < or = 40µg/m ³ annual mean					17	24	22	17
	PM ₁₀ 24 hour mean above 50µg/m ³	No more than 35 exceedences per annum					1	8	9	2
	CO running 8 hour mean	CO running 8 hour mean < or = 10µg/m ³					1.1	1.3	Monitoring stopped due to low levels	Not recorded
Air quality (Runway)	NO ₂ annual mean	NO ₂ < or = 40µg/m ³ annual mean	Not installed	Not installed	Not installed	Not installed	Not installed	21	20	21
	NO ₂ 1 hour mean above 200µg/m ³	No more than 18 exceedences a year	Not installed	Not installed	Not installed	Not installed	Not installed	1	0	4
Noise	% departures on track on each individual Noise Preferential Route 4,000ft	98%				93.82%	96.06%	97.19%	96.60%	96.03%
	% departures on track on each individual Noise Preferential Route 3,000ft	99%				99.59%	99.95%	99.52%	99.40%	99.00%
	% departures on track all flights	None set		97.93	98.74	96.66%	97.84%	98.32%	97.90%	97.38%
	Flights on track on Route BZD-R	95%				0.56%	99.38%	99.30%	99.29%	98.80%
	Flights on track on Route CLN -R	95%				2.28%	96.78%	97.86%	97.93%	97.64%
	Flights on track on Route DVR-R	95%				2.28%	94.98%	97.05%	95.31%	93.84%
	Flights on track on Route BZD-S	95%				0.91%	99.18%	99.37%	99.41%	99.20%
	Flights on track on Route CLN-S	95%				0.68%	99.39%	99.32%	99.44%	98.84%
	Flights on track on Route DVR-S	95%				7.83%	94.02%	93.71%	92.29%	92.00%
	Number noise infringements day (07:00-23:00)	None set	33	7	10	14	10	8	1	2
	Number noise infringements night (23:00-07:00)	None set	15	14	7	7	35	9	0	1
	Area within 57 Leq contour (km ²)	<33.9km ²	32.1	31.7	33.3	29.9	27.4	29.3	30.8	2008 data not yet published

Data summary

continued

Area	Measure	Target/Standard 2008	2001/02	2002/03	2003/04	2004/05	2005/6	2006/7	2007	2008
	Area within 57 Leq contour per 100,000 pax	None set	0.38	0.24	0.18	0.14	0.12	0.12	0.13	N/A
	Population within the 57 Leq contour 000's	None set	2.3	2	2.3	2.9	2.0	2.0	2.5	2008 data not yet published
	No. of enquires regarding aircraft event	None set	7,482	5,593	17,293	17,433	19,435	13,956	5,374	1,890
	No. individuals making enquiry	None set	2,298	3,537	2,982	2,382	2,312	2,294	1,612	914
	Night quota – QC 2 aircraft	None set				1,298	1,191	1,074	619	743
	Night quota – QC 4 aircraft	None set					25	48	13	5
	Night quota – QC 8 aircraft	None set				0	0	0	0	0
	Night quota – QC 16 aircraft	None set				0	0	0	0	0
	Night quota – Total QC	None set				7,167	7,235	7,033	4,400	6,759
	Number night-time movements	None set				9,281	9,937	11,137	7,633	9,975
Waste	Total tonnage of waste per annum	None set	4,008	4,188	4,565	4,838	5,259	6,261	5,923	5,400
	Total tonnage of waste recycled	None set	513	665	997	1,062	1,332	1,565	1,382	1,419
	Total tonnage of waste landfilled	None set	156	904	1,502	2,141	3,972	4,686	4,541	3,981
	Total tonnage of waste to energy	None set	3,181	2,619	2,065	1,635	0	10	0	0
	% of annual waste recycled	30% in 2007, 40% by 2010, 70% by 2020	16.80%	16.3%	21.8%	21.96%	25.32%	25.00%	22.50%	26.28%
	% of annual waste landfilled	None set	3.90%	21.5%	39.90%	44.25%	74.68%	74.84%	76.70%	73.72%
	% of annual waste to energy	None set	75.10%	62.2%	45.24%	33.79%	0.00%	0.16%	0.00%	0.00%
	Waste (kg) per pax arisings	None set	0.28	0.25	0.240	0.228	0.236	0.263	0.249	0.242
Energy	Grid electricity kWh	98,146,750	81,802,113	84,116,086	83,448,216	85,810,988	89,210,903	90,950,283	92,162,270	95,556,921
	CHP electricity kWh	1,700,000	0	1,550,456	1,589,494	1,675,099	1,648,044	1,700,000	1,318,592	1,221,732
	Total electricity kWh	116,917,221	81,802,113	85,666,542	85,037,710	87,486,087	90,858,947	92,650,283	93,480,862	96,778,653
	Gas kWh	18,770,471	26,549,795	24,581,562	24,327,040	20,332,448	21,418,695	22,725,073	16,855,894	13,295,305
	Total annual airport energy consumption kWh	135,687,692	108,351,908	110,248,104	109,364,750	107,818,535	112,277,642	115,375,356	110,336,756	110,073,958

Data summary continued

Area	Measure	Target/Standard 2008	2001/02	2002/03	2003/04	2004/05	2005/6	2006/7	2007	2008
Energy cont...	kWh per passenger	None set	7.62	6.58	5.63	5.09	5.05	4.84	4.64	4.93
	CO ₂ derived from airport energy and gas use in tonnes	56,177 (Recalibrated from 45,769 using revised Defra Grid Electricity CO ₂ Conversion Factors)	40,219	40,840	40,505	40,762	42,430	43,426	42,832	53,875 (Recalibrated using revised Defra Grid Electricity CO ₂ Conversion Factors)
	CO ₂ per pax (kg)	None set	2.83	2.44	2.09	1.93	1.91	1.82	1.80	2.41
Water	Total annual airport water consumption m ³	787,435	514,840	563,731	623,362	625,275	714,918	781,569	753,744	720,568
	Water consumed litres per pax	None set	36.56	33.66	32.12	29.42	32.15	32.78	32.26	32.26
	Number of water quality samples taken at consented outfalls (Ponds A, B and C outlets)	None set					47	95	196	152
	Number of water quality samples taken at consented outfalls with results showing values higher than discharge consent	None set					1	5	9	4
	% of samples showing values within discharge consent parameters	95%					97.87	94.74	95.41	97.37
	Size of area maintained for its ecological value	None set			72	72.00	63.83	Not targeted	Not targeted	Not targeted
	Surface access	Number of travelcard sales	10% increase	513	631	868	747	910	1,108	1,382
Number of car-share members			439	813	1,284	1,603	1,773	2,210	2,438	1,299
% of staff not arriving by single car journey		20% by 2010	10.0%	10.3%	14.0%	20.0%			27.0%	Next staff travel survey is in 2009
% passengers arriving by public transport		37% by 2010	34.9%	33.8%	38.6%	40.2%	39.3%	40.1%	44.6%	46.9% (2008 CAA mode share data is provisional)
Private car			52.1%	52.8%	49.9%	48.4%	48.0%	47.9%	43.7%	42.1%
Hire car			3.2%	3.1%	3.5%	3.4%	3.6%	3.0%	3.0%	2.7%
Taxi/mini cab			9.8%	8.2%	7.7%	7.7%	8.7%	9.1%	8.7%	7.9%
Bus/coach			7.6%	8.0%	10.2%	11.4%	14.3%	16.3%	20.1%	21.2%
Rail			27.3%	25.8%	28.4%	28.8%	25.0%	23.8%	24.5%	25.7%
Other			0.1%	2.1%	0.3%	0.3%	0.4%	0.0%	0.0%	0.4%

Data summary

continued

Area	Measure	Target/Standard 2008	2001/02	2002/03	2003/04	2004/05	2005/6	2006/7	2007	2008	
BAA as an employer	Number women employed by London Stansted						381	512	570	550	
	Number men employed by London Stansted						674	826	869	833	
	Age mix of employees <20						8	37	29	14	
	Age mix of employees 20 – 29						159	278	310	284	
	Age mix of employees 30 – 39						275	301	334	302	
	Age mix of employees 40 – 49						327	401	422	428	
	Age mix of employees 50 – 59						261	281	293	284	
	Age mix of employees 60+						25	40	51	71	
	Ethnic diversity (by %) Asian – All							26	55	74	73
	Ethnic diversity (by %) Black – All							19	28	29	24
	Ethnic diversity (by %) Chinese – All							0	5	6	5
	Ethnic diversity (by %) White – All							978	1,193	1,273	1,233
	Ethnic diversity (by %) Mixed – All							6	13	18	15
	Ethnic diversity (by %) Other							24	20	13	12
	Ethnic diversity (by %) Unallocated							2	24	26	21
	Length of service <1							73	381	281	105
	Length of service 1 – <2							104	89	285	242
	Length of service 2 – <3							99	106	85	242
	Length of service 3 – <5							257	232	224	175
	Length of service 5 – <10							177	223	265	321
	Length of service 11 – <15							62	67	75	88
	Length of service 15 – <20							237	207	190	170
	Length of service 20 – <30							40	31	32	36
Length of service 30+							6	2	2	4	

Data summary

continued

Area	Measure	Target/Standard 2008	2001/02	2002/03	2003/04	2004/05	2005/6	2006/7	2007	2008	
BAA as an employer cont...	'Make Your Mark' response to diversity question to improve from 69% favourable to 77%						69%	N/A	64%	No 'Make Your Mark' 2008	
Economy and jobs	Number of people employed at the airport					10,500	11,500* inc. BAA staff	11,500* inc. BAA staff	11,500* inc. BAA staff	Around 12,000 inc. BAA staff	
	Number of companies working at the airport			160	160	160	160	160	160	Around 180	
	Number of terminal passengers (ppa MAT)		14,219,147	16,745,000	19,408,961	21,168,636	22,237,307	23,844,536	23,758,986	22,337,535	
	Number of passenger transport movements		136,762	149,166	160,898	165,116	167,429	181,045	180,961	166,493	
	Number of cargo transport movements		13,466	12,768	12,336	11,687	11,630	11,079	10,526	10,654	
	Number of other movements					14,865	17,135	16,216	16,936	16,174	
	Total number of ATMs		150,228	161,934	173,234	191,668	196,194	208,340	208,423	193,321	
	Number of routes (scheduled and chartered)							160	160	158	149 (as at Dec 2008)
Health and safety	Number of airlines (scheduled and chartered)						37	42	32	29 (as at Dec 2008)	
	Staff reportable incidents				5	16	14	10	13	10	
	Staff non-reportable incidents				160	193	235	182	230	337	
	Fires				12	6	3	2	4	2	
	False alarms				179	157	94	99	103	102	
	Completion of senior management HS&E tours							72	87	68	
	Community	Number of S106 commitments delivered on time	100%				100%	100%			99% (Real-time information in coach station expected to be complete during 2009)
		Money paid to Community Trust	£100k								£100k

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