

## Case Study - Gatwick Airport Limited (GAL)

### Company Background

Gatwick Airport is the sixth busiest airport in the world, with a globally important role as one of the world's leading transport hubs. In addition, it is one of the South East's leading businesses. The airport provides direct employment for approximately 28,000 people, both at BAA and at the 300 or so other companies associated with the airport. As with any airport, it is a transit point for air and ground transport modes with potentially significant environmental impacts.

### Sustainability Initiatives








Gatwick's initiatives span the full range of sustainability issues, as might be expected from a business with so many significant and inter-related environmental and social impacts. The details of these are presented in the table shown on the right.

Gatwick has distinguished itself over the last few years by developing a comprehensive and far-sighted approach to managing its environmental and social impacts, and by obtaining business value from this approach. The aviation and travel businesses are presently undergoing substantial changes, driven by global market challenges, dramatic changes to airline business models, and technological advances. In a difficult and fast-moving environment like this, it would be tempting for a business to 'take the eye off the ball', but at Gatwick the commitment to sustainability has been nurtured and developed steadily through these changes.

### Contribution to a sustainable economy

As the airport serves as a major employer and a hub for other economic activity, it is hardly surprising that it recognises the need to consider its environmental and social impacts in its planning and operations. However, what is remarkable is the extent of innovation applied to tackling these issues. The showcase example is the Pier 6 Project. Early benchmarking exercises found that there were very few precedents for a comprehensive approach to integrating sustainability considerations at the early design stage, so much of the approach was developed by the project team, working closely with the client, BAA. On-site pre-fabrication of 73% of the structural components delivered massive savings in transport movements and reduced the risk of errors and delays. Re-evaluation of the design at an early stage, prompted by the drive to reduce environmental impact, resulted in savings of 50-70% in material wastage and reduced waste of energy and resources. The Project's waste strategy evolves with project phases to ensure optimal disposal of waste. "We took it back to the fundamentals of design and construction," said Senior Project Leader John Setra. He further highlighted that "Getting buy-in from everyone involved is a slow process, requiring culture change and visibility, but the results speak for themselves."

### Summary of Key Achievements

- 400 tonnes/year of CO<sub>2</sub> were saved on large projects alone. In many cases, the drive to reduce emissions resulted in cost savings and other improvements 
- An innovative 'Life cycle' approach was taken to sustainability on the Pier 6 Project, which has delivered cost, environmental and social benefits simultaneously 
- Gatwick has invested in solar PV and solar thermal energy installations, saving three tonnes of CO<sub>2</sub> per year. While the actual environmental cost-efficiency of these projects is still low, Gatwick aims to maximise the benefit by ensuring that they also serve as public 'demonstrator' projects 
- Gatwick has taken a pragmatic approach to the complexities of recycling waste from a large range of consumer retail and service businesses that fits with commercial realities yet is highly proactive in developing new recycling streams. Recycling increased by 4.7% this year (equivalent to 900 tonnes) 
- 11% of BAA Gatwick employees volunteered for community activities this year, an increase of 12% on the previous year. Staff participating in the "Make a Difference" project reported clear benefits in employee motivation and in relationships with the local community 
- Transport innovation. The Fastway bus service (a local public bus service to encourage more sustainable commuting for staff of BAA and of other companies) carried around two million passengers in its first year of operation, of which a third were airport-related. The service is a joint venture between the airport, local authorities and a bus company 
- Stakeholder engagement. Building on a long history of stakeholder communications, Gatwick's events this year have covered air quality and the Government White Paper on the future of air transport in addition to the normal range of operational issues. Most events are attended by the Managing Director. An Action Plan ensures follow-up 

#### KEY





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### Enhancing Environmental Quality

Environmental protection and enhancement themes run through much of the planning and operations at the airport, and simple yet innovative mechanisms are used to try to price environmental impacts in investment decisions. For example, there is a requirement to plant two trees for every one destroyed in a development project. Waste disposal from the diverse range of retail operations is rationalised through consolidation of disposal through the airport's own facilities. Tenant businesses are incentivised to use the centralised waste disposal through a realistic approach to pricing the main service. Centralisation enables the airport to increase the recycled percentage year-on-year, and increase revenue from the sale of recycled material.

Other achievements include:

- A comprehensive environmental management system based on the ISO 14000 series of standards
- Installation of sub-metering to spread the responsibility for energy efficiency among diverse tenant businesses
- Installation of solar PV cells and solar thermal heating as a public demonstration of commitment to reduction of carbon emissions
- Simple ground rules to help price environmental impacts in investment decisions (e.g. use of commercial incentives to centralise waste disposal, planting two for one trees)
- Recycling pods in public areas to encourage waste segregation for recycling

### Improving the Social Wellbeing of Stakeholders

Gatwick rises to the challenge of meeting very diverse stakeholder needs and expectations. There is a long history of stakeholder contact through consultation on aircraft noise and surface traffic. However, this has gradually been extended to encompass consultation on a full range of issues including economic growth and the airport's core development plans.

In addition to consultation with general stakeholders (predominantly neighbours and local authorities), the airport also hosts regular 'Meet the Buyer' events with suppliers and customers, to ensure good relations and generate new business opportunities.

209 employees took part in employee volunteering activities, including a makeover of a local care home by a team of 40 volunteers involving decorating, planting flowerbeds and erecting fences. "We had a great time, and made some good friends there," said Sharon Donbavand, from the finance department. "Even our families joined in. At the end of the day one of the residents stood up and gave a really moving speech thanking us for our efforts."

Other achievements include:

- Establishment of a trust fund for philanthropic community support
- Direct community support through employee volunteering
- Support for educational inclusion projects linked to future employment at Gatwick
- "The Shine Awards" – a public recognition programme to reward employees for exceptional performance
- Helping SEEDA to develop educational material for the national GCSE course in Leisure and Tourism
- "Start2day", a website to encourage awareness and take-up of sustainable practices by staff
- Provision of nurseries and encouragement of flexible working to make life easier for working parents
- Extensive consultation with stakeholders through consultative committees and surveys, covering issues central to the development of the airport

Gatwick has made a number of commitments to tackle emissions from its operations:

- A commitment to reducing its CO<sub>2</sub> emissions by 15% on 1990 levels by 2010
- A commitment to participate in European emissions trading
- A commitment to the use of cleaner vehicles on airside operations



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### Company Contact

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