

STRATEGIC OBJECTIVES



OUR BUSINESS

We will continue to work in the spirit of partnership to maximise our social and economic contributions in the regions we serve, in line with our CSR strategy. Our key objectives in this area are:

- Supporting businesses – helping small and local businesses prosper
- Promoting employment – creating opportunities for local people
- Meeting the needs of all passengers – supporting passengers with special needs
- Outstanding customer services – working on ways to improve our customer service
- Sponsorship and giving – supporting our regions to prosper



OUR COMMUNITY

By building enduring relationships with our local communities, we will seek to understand the issues that are important to them and use our combined skills and resources to work together for our mutual benefit. Our key objectives in this area are:

- Supporting young people – helping young people to prepare them for the world of work and make work an inspiring choice
- Investing in the community – continuing to operate community funds
- A trusted company – operating our business in a way that commands trust
- Promoting international culture – promoting the development of language and cultural links with other countries
- Reach out to the community – delivering community outreach programmes at each MAG airport



OUR ENVIRONMENT

We will make the best use of natural resources and minimise the environmental impact of our operations. Our key objectives in this area are:

- Energy and carbon smart – improving energy efficiency to become carbon neutral
- Preventing pollution – protecting the environments around our airports
- Reducing supply chain emissions – working in partnership with our suppliers
- Eliminating waste – working to reduce all waste to landfill
- Balanced noise management – limiting the amount of people impacted by noise



OUR COLLEAGUES

Keeping them safe at all times, we will support and develop our people so they consistently deliver high performance.

- Developing our people – building a MAG leadership ethos
- Being positive about diversity – valuing and actively promoting diversity
- Safety at all times – providing safe places for our colleagues and customers
- An engaged workforce – creating an inclusive environment where colleagues are motivated to contribute to the improvement of MAG



OUR BUSINESS

Key Performance Indicator	Indicator	2016/17	2017/18	% Change	Performance
Economic Impact ¹	Total passengers	4,702,622	4,854,189	3%	▲
	Business Passengers	6%	7%		▲
	Leisure Passengers	94%	93%		▼
	Direct economic contribution to the regional economy (£m)	260	300	15%	▲
	Indirect and induced contribution to regional economy (£m)		200		
	Total contribution to regional economy (£m)		500		
Cargo ¹	Total cargo by tonne	326,533	359,338	10%	▲
Academy trainees - we aim to train 200 people each year through out Airport Academy. We are currently 5% above this target [†]	Number of local unemployed people trained through the Airport Academy.	222	209	-6%	▼
Academy into work - at least 50% of Academy trainees placed into employment [†]	Number of Airport Academy completors gaining employment. The long term aim for the Academy is to place 120 people into employment each year. We are currently 9% above this target	159	131	-18%	▼
Onsite employment ¹	Direct onsite employment (EMA Employment survey carried out every 2 years. Every onsite employer contacted and asked for their total employment figure *°)		7,954	11%	▲
% Local suppliers - we will maximise the economic impact of our operations	% Of local suppliers (within 25 miles of the airport)	25%	22%	-12%	▼
Colleague engagement scores		43%	Not undertaken		
Passenger feedback	% PRM within SLA		100%		
	ASQ Ranking	11th	13th		▼
	ASQ Score	3.97	3.98	0%	↔
	Airport Net Promoter Scores (NPS)	47%	48%	1%	▲

OUR COMMUNITY

Key Performance Indicator	Indicator	2016/17	2017/18	% Change	Performance
Encourage and support our people to participate in voluntary work	Employee volunteer hours	877	1,014	16%	▲
Increase colleague volunteering with a long term goal of 30% of all colleagues participating in volunteering	Number of colleagues volunteering	119	130	9%	▲
	% Of colleagues volunteering	24%	26%	2%	▲
Investing in our local communities - Community Fund investment. We will continue to make a minimum annual donation of £50,000 to the Community Fund [†]	Total value of Community Fund Grants awarded each year	£80,427	£59,239		▼
	Number of Local community projects benefiting from EMA Community Fund grants	78	75		▼
Investing in our local communities - Community sponsorship	Total charitable donations excluding Community Fund	£8,962	£12,187		▲
	Number of local events and initiatives supported through airport sponsorship funding	67	68		↔
To contribute to directly supporting the education of at least 5,000 young people [†]	Support the education of young people with a long term target of 5,000 visitors to the EMA Aerozone (on site education centre)	3,189	2,538		▼
	Number of young people reached through education outreach (school careers fairs, employability sessions, mentoring)	2,181	1,620		▼
	Number of 15–19 year olds benefiting from work experience placements at EMA. We aim to provide a minimum of 16 placements and are currently 194% above this target [†]	39	47	21%	▲
	Total number of days work experience offered to 15–19 year olds. We aim to provide a minimum of 80 days of work experience. We are 65% above this target	110	132	20%	▲
Adult work experience through Academy	Total number of young people supported	5,409	4,205		▼
Adult work experience through Academy	Number of adults benefiting from work experience following their Academy qualification	127	101		▼
To deliver community outreach programmes	A minimum of 6 outreach events within communities most affected by EMA operations. In addition we attended 3 funding fairs [†]	6	8	33%	▲
Good neighbour/Trust (Community impact study)	2017-18 Community Impact Study	80%	76%		▼
Big Job Fair in January	Number attending 'Big Job Fair' in January	1,600	2000	25%	▲

OUR ENVIRONMENT

Key Performance Indicator	Indicator	2016/17	2017/18	% Change	Performance
Reduce climate change emissions. Maintain carbon neutral operations at EMA	Total net carbon emissions**	0	0	0	▲
Limit and reduce the number of people significantly affected by aircraft noise	Number of ATMs (Air Transport Movements)	74,917	75,777	1%	▲
	Aircraft compliance with Noise Preferential Routes - % departures within preferred noise routes. The target is 90%	94%	92%	-2%	▼
	% Aircraft compliance with Continuous Descent Approach. The target is 95%	88%	91%	3%	▲
	Total noise complaints	190	263	38%	▼
	Day	122	179	47%	▼
	Night	68	84	24%	▼
	Number of complaints per 1000 ATMs	2.5	3.47	39%	▼
	Daytime noise footprint in km ² (57dB LAEQ 16hr peak summer)	7.9	9	14%	▼
Nighttime noise footprint in km ² (55 dBL night annual noise contour)	10.6	11	4%	▼	
Send no waste to landfill after 2018	% Waste recycled or recovered	90%	97%	7%	▲
Ensure we protect the natural environment by operating responsibly within environmental limits	Samples within water discharge consents	96.9%	94.5%	-2%	▼
	Local Air Quality - average annual concentration NO ₂	17	11.8	-31%	▲
	Local Air Quality - average annual concentration PM ₁₀	14	10.3	-26%	▲
Sustainable Travel - Skylink patronage (m)	Access to employment	2.59	2.47	-5%	▼

OUR COLLEAGUES

Key Performance Indicator	Indicator	2016/17	2017/18	% Change	Performance
EMA Median hourly gender pay gap	Close the gender pay gap		1.3%		▼
Colleagues receiving Performance review	To engage at 90% of colleagues in a documented and meaningful performance process	48%	50%	-4%	▲
Total employees directly employed		561	636	13%	▲
Ethnic diversity (% not White British)	We will value and actively promote diversity to build a business that reflects the regions we serve	9.98%	11.16	1%	▲
% Female	We will work towards an equal gender split	38.5%	40%	4%	▲
Women on SLT	By 2020 we will increase the number of females at leadership level by 10%	20%	20%	0%	↔
We will build a MAG leadership ethos. We will seek to harness the unique strengths of every individual in the business within a general competency framework that is fit for purpose	To achieve 50% of leadership promotions through internally developed candidates	16.6%	70%	322%	▲
We will provide safe places for our colleagues and customers and continually reduce accidents	By 2020, accidents to employees involving lost time will be reduced by 30%	1 RIDDOR incident 2 Lost time accidents	1 RIDDOR incident 1 Lost time accident		▲

¹ Regularly analyse and report the economic impact of our operations.

* EMA Employee Survey carried out every two years. Most recent on-site employment figure is for 2017–18. Every on-site employer is contacted and asked for their total employment figure.

** Our carbon footprint includes emissions from activities within our direct operational control. It has been calculated using DEFRA conversion factors (2017 conversion factors applied to calculate 2017–18 emissions, 2016 conversion factors applied to calculate 2016–17 emissions). MAG purchases and retires carbon offsets from independently verified emission reduction projects. These offsets are certified to the Verified Carbon Standard, Clean Development Mechanism or the Gold Standard.

† All data within the KPI table, except where indicated by this symbol, has been externally audited as part of the verification process for our group level MAG CSR Report 2017–18.

‡ Target set in Sustainable Development Plan (SDP) 2015. For full details of the target and broader context please see our SDP at www.eastmidlandsairport.com/about-us/development-plans.