

COMMUNITY STRATEGY 2012 TO 2014



INTRODUCTION

Manchester Airport has developed a partnership with the local community over many years. Key to our success has been our Community Strategy; our public commitment and guide to our community programmes and relationships with our neighbours. Our Strategy has examined the mutual benefits to local people and ourselves and has set targets that measure the effectiveness of our plans and demonstrate our long term commitment.

Since publishing our Community Strategy in 2010 we have measured and benchmarked our success through a variety of indicators. Externally this has included...

- Achieving the Community Mark 2012
- Our rating in the BiTC Index, which has moved from Silver in 2011 to Gold in 2012
- Our accreditation in four Big Tick awards; Work Inspiration, Work Inclusion, Education and Partnership for our work with the BW3 Group
- Our two North of England Excellence awards for Corporate Excellence and Corporate Social Responsibility

We have also measured our performance through our own indicators including...

- Impact Studies. These studies poll the views of the local elected representatives, schools and community groups in our key impact areas. We were delighted to see that 90% of respondents rated our relationship as Good or Better
- Feedback from our regular Councillor meetings where feedback was rated as 88%
- Employee Opinion Survey results - show a 12% greater engagement score for those involved in volunteering, higher scoring colleague achievement and improved absence scores.
- Increasing volunteer hours by 70% to almost 4000 hours

I am also often delighted by letters from members of the community who enjoy our initiatives.

For us CSR is fundamental to the way we do business and it makes good business sense. The pages that follow outline how the Manchester Community Strategy continues to relate to the core values of MAG, the benefits that it brings to our colleagues and to the community. We will challenge ourselves to have an even greater impact over the next three years and undertake to report on our progress.



Andrew Harrison
Chief Operating Officer

THE BUSINESS CASE FOR CORPORATE SOCIAL RESPONSIBILITY

Our Business vision is 'to be the world's premier airport management and services company' and this is our ultimate goal. Our Community Strategy helps enable us to work toward this vision, helping us drive sustainable growth whilst being mindful of our local communities.

The development of our local Community Strategy and analysis of our Impact Studies enables us to identify our key risks to the wider business and opportunities in the community and take steps to meet these. Our key risks include

- low local educational attainment,
- low employability skills of the local potential workforce, and
- the potential for adverse community relationships.

Unchecked, these have the capacity to impact our potential and future workforce and undermine our mission as we may not have suitable skills available to deliver growth.

The opportunities available are significant; successful delivery of our Community Strategy offers the chance to not only be a responsible neighbour, but a beacon of excellence in our industry and region. At the same time we hope to encourage local residents and school students to develop their employability skills, equipping and enabling our potential and future workforce. We hope to ensure that we carefully nurture our community relationships at the same time as encouraging and assisting our colleagues to go into the community to volunteer, thereby developing their skills and engaging our own employees.

OUR MISSION

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



COMMUNITY STRATEGY GOVERNANCE

Our CSR strategy is championed by our Chair, who is actively involved in volunteering himself and encourages other board members to participate too. In 2011 we introduced a Corporate Social Responsibility Board, which comprises senior executives from across all functional areas and representation from Group Board.

The full membership of the Board is:

Brad Miller	General Manager (East Midlands Airport)
Chris Formby	Operations Director
Collette Roche	Human Resources Director
John Twigg	Planning Director
Mark Johnson	Business Services Director
Neil Robinson	Corporate Affairs Director
Penny Coates	Independent External Advisor (Chair)
Russell Craig	Group Head of External Communications
Vanda Murray	Non-Executive Director

Meeting at least three times annually, the Board is intended to provide independently minded overview and challenge of our strategy and performance in its area and to report directly to the Executive Committee.

Our progress on the wider sustainability agenda is reported in our annual report and accounts available on our web site magworld.co.uk.

Our Board have granted our colleagues two days volunteering for projects that meet the requirements of our Strategy and subject to management approval. Additionally they require CSR targets for all of our Senior Leaders by including a bonus related target in their annual objectives. These targets will be linked to and enhance the delivery of our Strategy.

The M.A.G CSR strategy describes our Group approach to Corporate Social Responsibility and sets out how the different components of corporate social responsibility that help us fulfil our business mission and vision.

Our key strategic areas are common to all of our sites.

- Colleagues
- Business
- Environment
- Community

Each MAG site will have a local strategy reflecting our core values, consistent with our Group Strategy.

M.A.G COMMUNITY STRATEGY

“By building enduring relationships with our local communities, we will seek to understand the issues that are important to them, to understand how our operations affect them and to use our combined skills and resources to work together for our mutual benefit.”



CASE STUDY

Chairman Mike Davies mentors James Eldon Principal of Manchester Enterprise Academy. James has found the support from Mike to be invaluable in developing his leadership and business skills.



CASE STUDY

Aaron Bazler, I S Operations Director is a Governor of Newall Green High School (SMILE Trust). Aaron is able to support the school with his knowledge and expertise in IT and is building a new web site in partnership with Airport supplier KMG. Aaron has also led a book collection on the airport site providing a book for children to take home and keep.



CASE STUDY

Firemen Simon Connolly and Mark Bowcock have adopted St John Fisher Primary School in Wythenshawe. They attend school each term to present attendance certificates, enforce the value of regular attendance and talk to the children about their role in the airport fire team.

COMMUNITY INVOLVEMENT AT MANCHESTER

Our local Manchester Strategy is embedded within our business, developed with and integrated into the community. It describes our plans and the impact that we anticipate this will have. This will ensure that our growth is beneficial to both parties who are able to share in mutual success.

The Manchester Strategy has been shaped and reviewed through engagement with our key stakeholders. Key tools are our annual Impact Studies that enable us to understand the key issues in the local community and our regular dialogue with local people. These information sources are crucial in ensuring that our Community Strategy remains relevant addressing the key community issues. Our community targets are set on a three-yearly basis and are refined and updated annually.

For our colleagues we have measured links between volunteering and engagement and have seen the learning and development benefits as well as pleasure that many have from working in the local community.

OUR MISSION WITHIN THE COMMUNITY

To be a good neighbour and a well respected employer that contributes to regional growth



KEY STAKEHOLDERS

We recognise the importance of our key stakeholders in developing a strategy and have considered who they are and how we relate to them. We actively seek and receive the opinions and involvement of stakeholder groups through two-way dialogue.

Key stakeholders:

- Colleagues
- Community leaders
- Local elected representatives
- Local residents
- Manchester Airport Consultative Committee
- Service partners

While our entire community strategy takes into account stakeholder feedback, we can also clearly evidence how dialogue with stakeholders has impacted very specific decisions made.

“a brilliant event...informative and professional...with many positive comments (from Councilors) during the evening”

Councillor Barbara Coan, Knutsford Town Council.



CASE STUDY

Stakeholder feedback improving our decision making – Runway repair works required 12 months night working requiring over 7000 flights to operate in a different manner with huge community impact. Working alongside our Consultative Committee we devised a programme of longer night working to reduce the project length and agreed site access and egress to suit community needs. We took local councillors out at night to see the work in action and developed on line video footage of the works and information pages accessed by 4000 people. We measured success in only having 34 complaints. Find out more at manairport.co.uk/runwayclosures



CASE STUDY

Keen to offer real work experience we work closely with local schools where there is high unemployment and often a lack of understanding about the work place. Many two week block work placements failed as students were unprepared to benefit from the opportunity. Working with MEA we introduced a week of work related skills training followed by a week in the work place. We now have a much improved success rating .

IMPACT AREAS

We recognise that our business has limited resources and that to make a difference we need to focus our support, hence our Strategy has been developed with tiered interventions that focus on the areas where our operations has the greatest impact.

Primary focus

These are the areas closest to us and most affected by our operations. We have decided to concentrate our support in particular on communities that are economically deprived.

Wythenshawe is only one mile from our site boundary and adjacent to our runways. Located within Manchester the community is the 3rd poorest in the NW and many of the families are classed as 'struggling' or 'hard pressed'. The community is made up of 5 wards each slightly different in its makeup. On average employment in the area is slightly better than in the City as a whole, non the less over 40% of children under 16 are classed as in poverty and 12% of people are claiming Invalidity Benefits which is 3% higher than the overall City. In most wards around 44% of children are claiming free school meals and educational achievement is low at aged 16 with around 40% of children leaving school with 5 GCSE grades A to C and less including maths and English.

Our secondary focus area is Shaw Heath, Knutsford where many of the demographics found in Wythenshawe are present. This area is frequently overflown by aircraft using Manchester.

Our support continues to be in the form of volunteering and direct community support, in addition to our secondary and tertiary support materials.

We are also aware of the Impact that we have in Stockport and in recent years have introduced regular dialogue with elected representatives and included local schools in our Education initiatives. For us Stockport is an emerging third impact area where our support will be defined during the period of this Strategy.

Secondary Focus

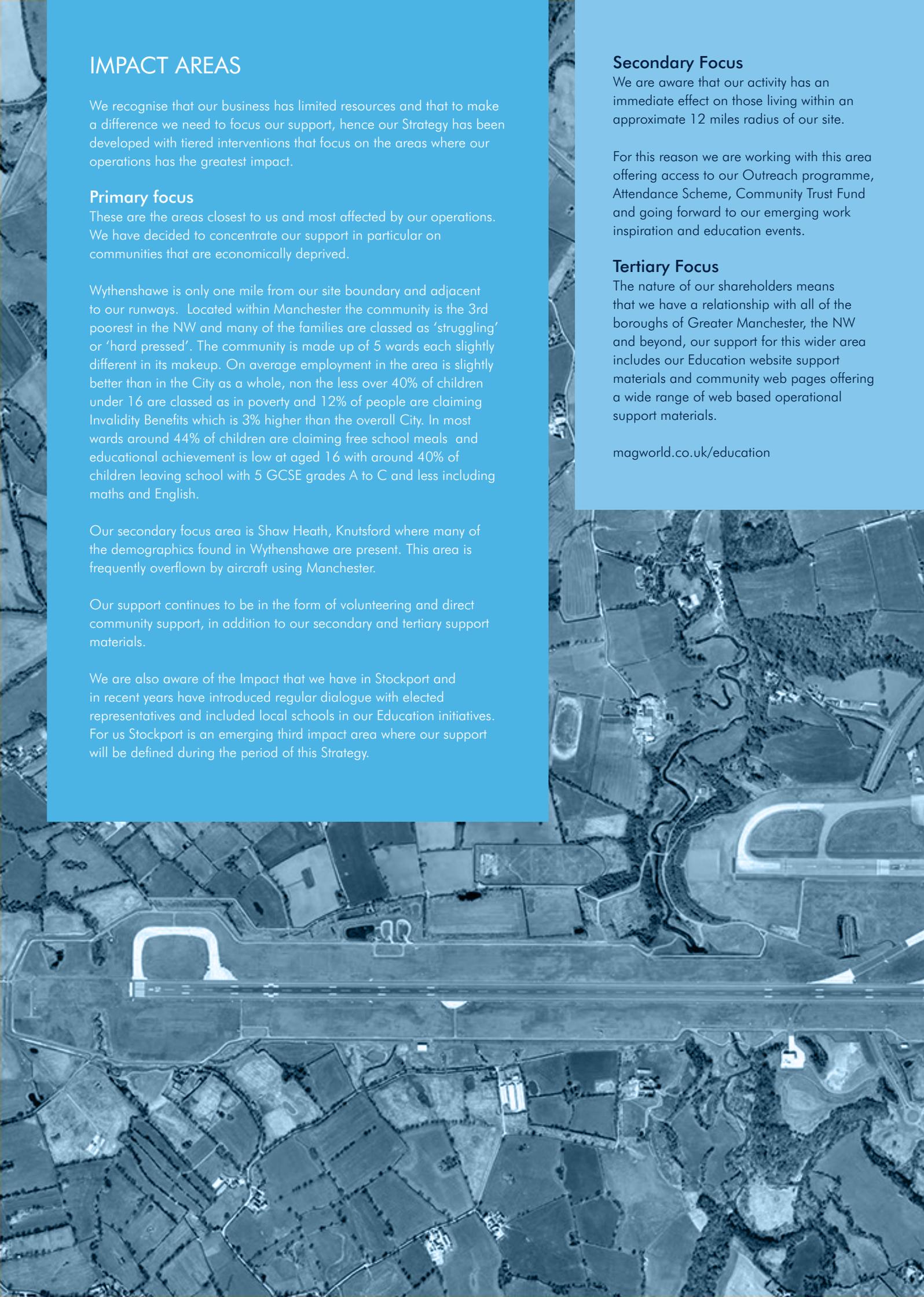
We are aware that our activity has an immediate effect on those living within an approximate 12 miles radius of our site.

For this reason we are working with this area offering access to our Outreach programme, Attendance Scheme, Community Trust Fund and going forward to our emerging work inspiration and education events.

Tertiary Focus

The nature of our shareholders means that we have a relationship with all of the boroughs of Greater Manchester, the NW and beyond, our support for this wider area includes our Education website support materials and community web pages offering a wide range of web based operational support materials.

magworld.co.uk/education





WORKING IN PARTNERSHIP

We recognise that we cannot meet all of our objectives alone. We aim to widen our support by engaging other business to join us and work in partnership with us. We currently have three partnership groups and recognising their value hope to grow this in the future. Our partnership groups include

- Airport Community Network - businesses on the airport site
- Business Working with Wythenshawe - business working in or based in Wythenshawe
- Longridge and Shaw Heath (Knutsford) Business Support Group - businesses working in or based in Knutsford

Strategic Objectives

From our Impact studies we know the areas of greatest interest to our community and we have mapped these impact areas to our business considering our current and future needs. In particular, colleague engagement and our future workforce forms a key strategic objective. We know that in volunteering our colleagues will develop skills that are transferable to the business and enjoy the opportunity to volunteer often in the areas that they live. We can evidence these benefits in increased engagement scores. In 2012 the engagement score for those engaged in Community and sustainability projects was 12% higher than the general cohort.

OUR KEY STRATEGIC IMPACT AREAS WILL BE:

- Employment
- Education - Curriculum
- Communities - Our colleagues close to the airport site
- Enterprise and Culture

MA Finance team support local parks and gardens by volunteering for one day each year. Working together to make a difference strengthens the team. In the 2012 engagement index for those who engage in volunteering their overall score was 12% higher than the average cohort.





NUMBERS INTO WORK

Since 2010 495 people have been on our Airport Academy training programmes and 435 have gone into work. Our partners Stockport College manage the Academy based in The Station on our site.

A new dedicated facility opened in February 2012. In its first 6 months Airport Academy has supported a further 62 people into work bringing our total to 497.

For more details on Airport Academy see our website manairport.co.uk/communitylinks

EMPLOYMENT

The site at Manchester employs approximately 18,000 people working in 300 businesses based on the Airport site. The roles available reflect those of a small town and range from entry level jobs to those that are highly qualified and require extensive knowledge and experience. As we and our site grow we anticipate that the ratio of 1000 employees per million passengers will remain constant offering increased employment opportunity.

Growth for us brings challenges as we balance the travel of our customers with that of our employees. We are further challenged by shift working that requires very early starts and late finishes for many of our operational colleagues making access difficult without a car. In response to this we have invested in

Ground transport solutions:- heavy rail, bus, coach and in 2015 metro

Safe walking and cycling routes to work, changing rooms and showers

Airport Academy - creating a relationship with local people to offer training tailored to work on our site

"Maths is everywhere - you need it when you are older"

Pupil at Baguley Hall Primary School

"Great morning, really enjoyed it, when are you coming back?"

Teacher at Baguley Hall Primary School



NUMBERS AT WORK

Designed by BW3 Group numbers is a fun way to learn more about how to use maths and to practise skills. BW3 deliver the programme in 3 Wytheshawe primary schools each year and the Longridge and Shaw Heath (Knutsford) Business Support Group have now delivered 2 sessions in Knutsford Primary Schools.



AIRPORT COMMUNITY NETWORK

has developed a Dragons' Den project helping year 9 and 10 to build teams and business skills. Students design and make items for sale in the Airport and in school and profits support local charities. Winning students travel by stretch limo for dinner and a show. Dragons are drawn from Airport Businesses, who also provide mentors for each team. In 2012 20 schools will participate supporting 3 of our local hospices.

EDUCATION

We are committed to supporting the improvement of education in our Primary target areas of Wythenshawe and Longridge Shaw Heath. We aim to enhance the learning environment and to offer careers guidance to students supported by high quality educational materials.

In 2009 we were delighted to be asked to become lead sponsors of the Manchester Enterprise Academy working alongside Willow Park Housing Trust, The Manchester College and Manchester City Council. The school is one mile from our site and has for many years struggled to meet the expectations of the local community. Our support has been wide ranging involving supporting the transition to become an Academy, overseeing the installation of a new school building and Chairing to the Governing body to instil good governance, educational attainment and to build a more positive reputation. Through our involvement we hope to help steer the learning environment to meet business needs and in particular to equip the students to work within our business if they aspire to do so. In 2011 for the first time in many years the Academy achieved Government floor targets in key subject areas and student numbers are slowly increasing.

We recognise that there is interest in our business from many local schools as well as MEA. We have interventions with all four Wythenshawe High schools and also with the Knutsford Academy, the County High School Leftwich and from 2012 Cheadle Hulme High School.

The learning environment in our Primary School target areas is often challenged by a background of social and economic deprivation and long term unemployment. Our interventions are targeted to...

- Excite children and young people about the world of work
- Provide positive role models
- Provide training materials and opportunities to join the work force and particularly in our business
- Widen the learning experience through creative interventions for children and young people
- Instil good work ethics
- Support local schools and in particular MEA and its feeder primary schools.



ATTENDANCE SCHEME

Manchester Airport recognises the importance of regular attendance in school to achieve an excellent education and to set habits for life. We support 11 primary schools and four high schools to encourage attendance through our attendance scheme rewarding 5,000 children with badges and certificates for each full term of attendance. In 2012 500 children attended parties to recognise 100% achievement and receive badges from our Chief Operating Officer Andrew Harrison, Group Planning Director John Twigg and Asset Management Director Tony Lavan.





Head of HR Olivia Clayton is the Chair of Governors for MEA. New to the role Olivia hopes to bring her management expertise and professional knowledge to help the Academy to develop as a centre of excellence. Olivia welcomed 83 year 9 students to the Airport in June where they worked with HR professionals to understand more about how to write a CV and present themselves at an interview.

COMMUNITIES

We recognise that deprived communities need support to achieve economic and social regeneration. A priority in selecting projects to support is to look for links to our employee engagement policy. Often the help that is needed is wide ranging and can provide colleagues personal development, for example in coaching and mentoring. We also support with donations of time, energy, equipment and advice.

In addition we promote access to our Community Trust Fund. manairport.co.uk/communitytrustfund

- Supporting new and emerging businesses, and acting as Trustees for local community groups
- Providing technical and practical support for community groups
- Providing funding for local community groups through our Trust Fund
- Organising collections for local recycling centres
- Providing raffle prizes

ENTERPRISE AND CULTURE

Talking to Head Teachers and Community Leaders we have learned that opportunities to widen horizons and opportunity beyond the classroom and home environment are valued. For this reason we have created opportunities through sharing the benefits of our arts sponsorship and working in partnership with other community organisations. These offers are a part of our education programme and embrace many charities and volunteers who hold the fabric of communities together.

magworld.co.uk/cheshiregardens
magworld.co.uk/modernhistory

As a part of our sponsorship to the Bridgewater Hall and Halle Orchestra we are delighted to receive tickets to the International Series of concerts each year. We donate over 150 of these tickets to hospices and local charities benefiting volunteers to thank them for their time and efforts in the community.



Working with Marketing Manchester Modern History team and Cheshire Gardens of Distinction we offered 41 schools and community groups the chance to visit museums and gardens in the North West and then to work with our Airport Artist Andy Leigh. Those working with us rated the events as Outstanding and the art is now on public display in our terminal buildings.

“thank you for the tickets to see the Tallis Scholars, it was an amazing performance they were fantastic... our thanks for sharing the pleasure”

Pat, East Cheshire Hospice

COLLEAGUES

Our people are key to the growth of our business. We know from our history of community programmes that those engaged feel better about our business and learn new skills that further their career and personal development. In support of this each colleague is allowed to use 2 days of company time to work on projects that meet our Strategy.

We measure our performance by setting targets for the number of colleagues engaged and the amount of hours that we encourage them to do. Additionally we survey our colleagues after each event to ensure that we continue to offer well managed events and opportunities that excite and interest volunteers and support the Strategy.

Many of our colleagues are operational and shift based which makes allowing for time away from the workplace very difficult. This challenges our volunteering and we have to find innovative ways to include them in our programmes. We will continue to work with our colleagues to find ways for this group to engage in the programme.



CASE STUDY

Senior Project Manager John Bedson has recently taken on the role of organising the Airport Community Network World of Work Days.

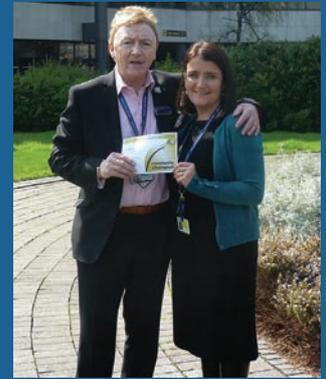
Transforming a primary school into an airport for the day allows children to see the many careers that are available to them in an Airport. Co-ordinating up to 18 businesses on the airport site and working with the school to ensure that it all goes well on the day is very challenging. Feed back tells us that 75% of children saw a job that they would like to do and teachers told us that the day was a topic of conversation for days. John says 'Organising these events is a challenge bringing together the school and business but it is worth it in the end when I see how much the children enjoy it.'

CASE STUDY

Customer Service Team Managers Susan Tyler and Angelique Gunner were inspired to support the young mums of Lorna Lodge in Wythenshawe with collections for Christmas gifts and with work experience at times organised to tie in with child care arrangements.

CASE STUDY

Champions are key to the link between our community programme and the business. They have overseen the implementation of our colleague recognition awards, clothing collections, cake bakes and many other initiatives in particular benefiting the Tree of Life centre, St Annes Hospice and Lorna Lodge. In 2012 Champions collected supermarket vouchers donated to local schools.



Key to our Strategy are our Community Champions. Champions represent all areas of our business. They meet monthly to discuss our volunteering opportunities, to set the agenda and to reward those who have achieved excellent results or best practice.



TARGETS

We will continue to measure our success against targets. The tables below show our current performance against targets and those until 2014. We will publish our success on our web site annually as a part of our annual report and to our Consultative Committee quarterly.

OVERALL COMMUNITY TARGETS

TARGET	2011/12	PERFORMANCE AGAINST TARGET TO DATE	2012/13	2013/14	2014/15
COLLEAGUE ENGAGEMENT					
Volunteer hours	3785	Exceeded	4500	5000	5500
Number of volunteers	380 (17%)	No target set	19% Stretch 20%	21% Stretch 22%	23% Stretch 25%
HR target - reduce employee absence	No CR target set	Comparison of volunteers to the overall employee cohort	Overall absence 4.2% Volunteer sample 0.95%	Monitor and report	Monitor and report
Employee engagement score	No CR target set	Comparison of volunteers to the overall employee cohort	12% improvement	Monitor and report	Monitor and report
Leadership and development - supporting excellence through volunteering	No target set	Comparison of volunteers to the overall employee cohort	Overall 21% performance improvement rated succeeding or better	Monitor and report	Monitor and report
Bring your child to work day	20 places offered	On track	20	20	20
Supporting Year 10 work experience	15 places offered	Exceeded 24 offered	15	15	15
Encouraging colleague participation in Community Champions	27 Champions	On track	27	30	33
Recognising volunteering with reward badges	Introduce scheme 2011	Bronze 11 Silver 13 Gold 17	Bronze 50 Silver 20 Gold 14	Bronze 50 Silver 40 Gold 20	Bronze 50 Silver 50 Gold 40

OVERALL COMMUNITY TARGETS

TARGET	2011/12	PERFORMANCE AGAINST TARGET TO DATE	2012/13	2013/14	2014/15
EDUCATION - PRIMARY SCHOOLS					
Offer one intervention each year to each Wythenshawe Primary School (20)	15	31	15	15	15
Offer 3 interventions each year to each MEA feeder Primary School (5)	15	33	15	15	15
Offer interventions each year to primary schools affected by our operations	3	16	3	3	3
Improve reading ages in schools		New target 2012/13	Improve reading age by 1 year	Improve reading age by 1 year	Improve reading age by 1 year
Number of children benefiting	Overall target 2500	Exceeding 4500 including High Schools	4500	5000	5000
EDUCATION - HIGH SCHOOLS					
Support improvements in GCSE scores		New target 2012/13	Mentored students to achieve target grade	Mentored students to achieve target grade	Mentored students to achieve target grade
15 Work experience offers per year to year 10 Wythenshawe students	15	On track	15	15	15
Intervention to 70% of MEA students	Year 7, 9, 10 (60%) Year 8 Spanish and attendance 7,8 and 9	80% exceeding	70%	70%	70%
1 offer of support to 3 Wythenshawe High Schools and 2 Cheshire High Schools	5	17 exceeding	5	5	5
Increase traffic to our education website	Benchmark 3000 visits Uxplore 100,000 visits	No target set 2012	3500 105,000	4000 110,000	4500 115,000
Number of students benefiting	Overall target 250	Exceeding 4500 including primary	600	600	600

OVERALL COMMUNITY TARGETS

TARGET	2011/12	PERFORMANCE AGAINST TARGET TO DATE	2012/13	2013/14	2014/15
COMMUNITY IMPACT					
Impact score of 80% or better from our communities	One impact study each year	On track Achievement score; new target	Wythenshawe	Knutsford and Longridge	Styal and Heald Green
COMMUNITY - COMMUNICATIONS					
Support, promote and attend our Consultative Committee	4 meetings pa 8 sub group meetings	On track	12 meetings	12 meetings	12 meetings
Host bi-annual forms for councillors in Cheshire, Manchester and Stockport	Measure - Number of meetings Number of Councillors rating	On track rating:	6 meetings	6 meetings	6 meetings
Maintain and develop community support web based materials	Measure - Number of web hits 2011/12 base data 1650	New measure for 2012/13	2000	2000	2500
Respond promptly to customer complaints and queries and aim to keep complaints to no more than 1:130 movements	Responses in 5 working days	On track 99%	97%	97%	97%
	Complaints to movement	230:1 exceeded	1:130	1:130	1:130
	Customer satisfaction rating	New target 2012/13		85%	90%
Implement and respond to annual impact studies	One per year	On target	Wythenshawe	Knutsford and Mobberley	Stockport
Provide an enews letter reporting on activity for local people	Number of enews circulation 8 newsletters (12,000 addresses)	On target	8	8	8

OVERALL COMMUNITY TARGETS

TARGET	2011/12	PERFORMANCE AGAINST TARGET TO DATE	2012/13	2013/14	2014/15
AIRPORT ACADEMY					
WE RECOGNISE THE BENEFIT TO LOCAL PEOPLE OF A CAREER ON OUR SITE AND WILL PROMOTE ACCESS FOR ALL THROUGH OUR AIRPORT ACADEMY					
Number of people engaged	317	New targets associated with management of the Academy by Stockport College	400	500	To be agreed
Number of people into training	117		250	350	To be agreed
Number of people into work	89		250	300	To be agreed
WORKING IN PARTNERSHIP					
WE RECOGNISE THE POWER OF PARTNERSHIP AND WILL PROMOTE THIS THROUGH OUR PARTNERSHIP GROUPS					
Airport Community Network	8 meetings per year	On target	8 meetings per year. 3 events	8 meetings per year. 3 events	8 meetings per year. 3 events
BW3	8 meetings per year	On target	8 meetings per year. 3 events	8 meetings per year. 3 events	8 meetings per year. 3 events
Knutsford and Longridge Support Group	8 meetings per year	On target	8 meetings per year. 3 events	8 meetings per year. 3 events	8 meetings per year. 3 events



PART OF M.A.G

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