NATS

Corporate Responsibility Report 2012-13

Welcome!

Our Corporate Responsibility Report is in three sections:

1

Air Traffic Management

How we are working with industry partners and communities to reduce fuel burn, CO_2 emissions and noise impacts to drive towards a more sustainable future for aviation.

2

Estate

How we are making smarter investments and seeking everyday efficiencies to systematically reduce the impact of our activities on the environment.

3

People and Community

How we are leading the transformation of NATS people practices in support of a sustainable and growing business.

Section 1
Air Traffic Management

Our on-going 'Acting Responsibly' environment programme is focused on minimising the environmental impact of Air Traffic Management (ATM).

By working with our industry partners and communities to reduce fuel burn, CO_2 emissions and noise impacts we are driving towards a more sustainable future for aviation.

NATS was the first ATM organisation in the world to set environmental targets for reducing CO_2 emissions (in 2008). We were also the first to develop ways of measuring our performance and the first to include a metric (3Di) in our regulatory framework (in 2012). Our extensive programme of work to reduce CO_2 emissions, a key contributor to climate change, also makes financial sense too; there is a proportional relationship between CO_2 and fuel, with a 1% reduction to ATM CO_2 emissions saving over £50 million in avoided fuel costs.

Our 2012-13 Corporate Responsibility Report is our fourth since 2008, when we embedded environment as one of our core business values.

1.1 Our targets and future direction

- How our strategic CO_2 reduction targets, 3Di performance targets and near-term fuel savings targets all link together to drive us towards meeting our customers' high priority for reduced emissions and fuel burn

1.2 Our progress in reducing CO_2

- Our progress towards our targets, including cumulative savings delivered since 2006 and the future challenges we face

1.3 3Di – First year performance

- Our first year performance against this world leading metric
- What 3Di is telling us – the feedback loop
- The industry awards and wider interest in 3Di

1.4 4% Action Plan

- Measures we are taking to further push us towards achieving a 4% per flight reduction by 2015

1.5 What's your CO_2ntribution?

- Our new employee awareness programme and how it is helping to improve our environmental performance

1.6 Working in partnership

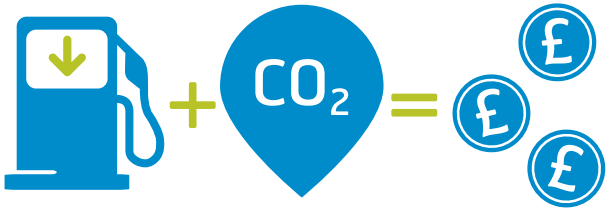
- How we are working with aviation industry partners to find new and quicker ways of implementing environmental solutions

1.7 Some of our recent innovative solutions

- Flight profile monitoring at Edinburgh Airport
- Heathrow noise trials
- Optimised Transatlantic Flight trial – Topflight

1.8 Future investment

- Shows that environment is a key theme across a number of our strategic investment programmes



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1.1 Our targets and future direction

We have a number of targets that drive us towards meeting our customers' high priority for reduced emissions and fuel burn. These include:

- A long term strategic target to reduce ATM CO_2 emissions by an average 10% per flight by 2020, from a 2006 baseline.
- An interim target under this to achieve an average 4% per flight reduction by 2015.
- Annual 3Di targets that apply for the same period as the 4% target, which financially incentivises our environmental performance in line with our strategic target.
- Specific near-term fuel savings targets agreed annually with customers via the Operational Partnership Agreement (OPA).

Take a few minutes to watch our brief film and learn how we're placing environmental and community issues at the core of our company.

Strategic target

Our strategic target to reduce emissions by 10% per flight by 2020 is extremely challenging, but achievable. We recognised from the outset that a mixture of long term major investments and short term procedural or tactical changes would be needed to meet our emissions target.

Up until 2015 (our 4% interim target), most of the emissions reduction is expected to come from small scale operational improvements at our centres and airport ATC units. Beyond 2015, emissions reductions enabled by airspace modernisation and new technologies are the predominant factor, linked to our long-term investment programme.

3Di environmental performance metric

Our strategic target is supported by an incentivised flight efficiency measurement for our en-route services – known as the '3D inefficiency score' (3Di). There is no equivalent measurement for ATM environmental performance anywhere in the world.

While our CO_2 metric essentially captures structural changes in our operations (e.g. from projects and specific initiatives), 3Di reflects actual day-to-day operations that includes both structural and tactical improvements. From 2012, 3Di was adopted by the CAA and our airline customers as the key metric for incentivising our delivery of fuel burn and CO_2 performance improvements within our en-route regulated business (NERL).

By analysing historic performance, a 'par' or average performance score was set by the CAA for 2012, 2013 and 2014. Bonuses and penalties apply within a ff13 unit range around the par value. We expect to have a 3Di score of c. 22 by 2015 against a par value of 23 units.

In total, the CAA estimate that achieving the 3Di target will generate 600,000 tonnes of CO_2 savings compared to historic levels (2006 – 2010) by the end of 2014, worth over £120 million to airlines and equivalent to 2,000 flights from London to New York. Significantly, achieving a further one unit 3Di reduction is equivalent to around 35,000 tonnes of fuel, which means a further saving to customers of around £22 million.

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Near-term fuel savings targets

We also focus on making near-term fuel savings through joint initiatives with our customers in the Operational Partnership Agreement (OPA) and Flight Efficiency Partnership (FEP).

Challenging annual targets are set by the OPA which count towards our strategic ATM CO_2 target above. These joint initiatives are mostly small scale procedural improvements across our airspace network that deliver fuel savings. The cumulative fuel savings to date enabled by this process amount to c. 55,000 tonnes per annum.

Future regulatory context

NATS will be consulting customers during 2013 on the services provided by NERL, and prices to be applied, during the Single European Sky (SES) Reference Period 2015-2019 – known as RP2. Price reduction is now the key concern for our customers. Therefore, our 'RP2 Business Plan for Consultation' proposes significant price reductions in RP2 against different service offerings that provide a degree of choice for customers.

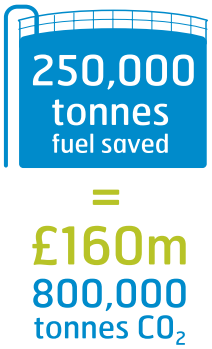
Two key issues arise:

1. Given that achieving our CO_2 target beyond 2015 is heavily dependent upon investment, any significant cutback in investment in RP2 to achieve lower prices could materially affect those key programmes that enable flight efficiencies, impacting our environmental performance in RP2.
2. The SES performance scheme intends to restrict its environment target to en-route horizontal flight efficiency only, rather than the far more significant CO_2 saving through improved vertical and horizontal profiles in all airspace (including terminal areas) as per our 3Di metric. Analysis of our UK airspace network operation shows that the opportunity for reducing en-route track extension is small and, in our view, the proposed SES target would set the wrong focus for our efforts in RP2. We'd like to see 3Di set a standard for Europe as part of the new performance scheme.

1.2 Our progress in reducing CO_2

We have already enabled a 1.4% reduction in ATM CO_2 emissions across our airspace including En-Route, Airport and Oceanic operations.

This reduction equates to c. 110,000 tonnes of fuel per annum compared to our 2006 baseline, saving £72 million each year to airline customers (at fuel prices of £650 per metric tonne).



Specific progress in 2012/13

Our main focus in 2012 was the preparation and delivery of the London Olympics airspace operation. Therefore, opportunities to introduce airspace efficiency measures were limited. However, we delivered fuel savings of 6,926 tonnes, through a combination of small scale procedure changes and large scale investments, equating to 22,000 tonnes of CO_2 and £4.5m in reduced costs for our airline customers through measures such as:

- Implementing changes within UK borders to enable the Irish Airspace Change/Dublin Point Merge enabled savings of 1082 tonnes of fuel and 3440 tonnes of CO_2
- New flight plannable routes that reduce track mileage between Scandinavia and the Canaries (south west Europe) saved in excess of 1000 tonnes of fuel and 3000 tonnes CO_2
- A number of improvements were made to vertical flight profiles, for example, removal of level restrictions. A specific example is where we relaxed level capping of Manchester to Paris flights.
- Extending the availability of more efficient routes through improved sharing of airspace with the military (Flexible Use of Airspace).

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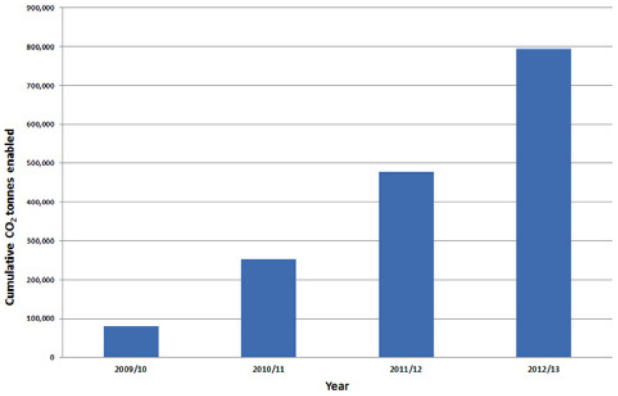
Cumulative fuel saving since 2006

These annual savings really add up over time. Looking at the cumulative fuel burn savings enabled since 2006, this amounts to almost 800,000 tonnes CO_2 and £160 million in reduced fuel costs to our airline customers. These figures are based on adding the delivered benefits up over time – benefits have only been counted for the year after delivery for conservatism, whereas in reality it would be expected that benefits would accrue within the year of delivery also. Financial savings have been calculated using £650 per metric tonne of fuel applied to the aggregated fuel savings.



Capturing the full picture

While we have achieved some big numbers, we know that we have not been able to capture all the fuel saving benefits since the programme began, for example, benefits delivered tactically on-the-day by our front-line operational staff. Therefore, we are exploring means of capturing all benefits through use of technology, for example, using 3Di and the Flight Profile Monitor tools. In support of this, our 'business intelligence' project, due to deliver in 2013, is aimed at making operational data available to more people, more readily. We anticipate that better reporting will noticeably increase the savings delivered, as the pending analysis and improved analytical capability delivers during the year.

3Di performance

3Di is unique in that it provides meaningful and credible ways of measuring actual performance, to give our airline customers proper insight into the level of flight efficiencies we are delivering for them.

As such, the 3Di metric essentially supports achievement of our strategic target by incentivising us to focus on making structural and tactical improvements to our operations that deliver fuel burn and CO_2 performance improvements.

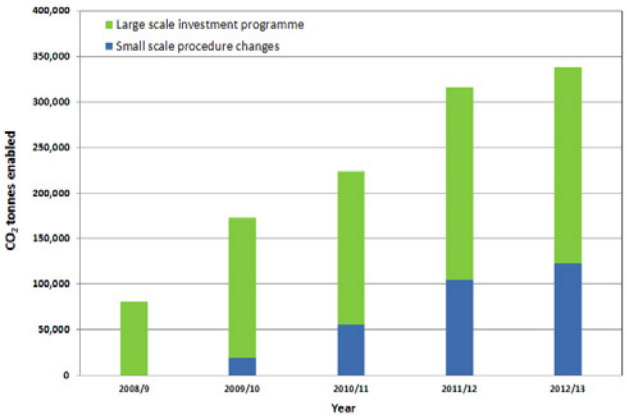
Data for 2012 shows that during the first year in operation a 3Di score of 23.9 was achieved against a target of 24, as based on the scale set by the UK CAA. This represents an improvement of 0.3 compared with a score of 24.2 in January 2012.

In advance agreement with the CAA, the 3Di performance in 2012 excluded activity during the Olympic Games period because of temporary airspace arrangements around London that were designed to help increase capacity and minimise delays, but at the possible expense of airspace efficiency.

Delivery against OPA near-term targets

The Operational Partnership Agreement (OPA) has a specific focus on near-term fuel savings and sets challenging targets annually to drive joint flight efficiency initiatives with our customers. Most of the changes made by these OPA initiatives take the form of flight plannable direct routes or improvements to our ATC procedures that reduce fuel burn.

In 2012/13 we set targets to deliver 4,250 tonnes of fuel (5,500 tonnes fuel stretch). At the year-end we had delivered a saving of 5,844 tonnes of fuel, equivalent of 18,584 tonnes of CO_2 and worth £3.8m in customer fuel savings. This is a low figure compared with previous years due to our London Olympics focus which was our customers' top priority in 2012.



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Airspace Efficiency Groups

Our Airspace Efficiency Groups, comprising air traffic controllers and operational expertise at our Prestwick and Swanwick centres continue to be a major success by supporting the delivery of short term procedural and tactical changes to airspace. Each member's role is to champion environment and fuel efficiency for their 'watch', helping identify opportunities for improvement and drive action to meet the unit's fuel burn and CO_2 reduction targets.

Together with airline and airport customer ideas the Airspace Efficiency Groups have identified and been working on over 500 potential improvements to airspace since they formed in 2009. All of these ideas are captured in our Airspace Efficiency Database, a central database which provides a framework to help identify, prioritise and deliver near-term fuel burn and CO_2 savings. Of course, not all ideas can be delivered immediately – viability, cost, resource and regulatory requirements all need to be factored in, but the procedures teams at Swanwick and Prestwick are working hard to select and deliver those that are viable and offer greatest potential fuel and emissions savings.

Since we launched our programme in 2008 over 125 airspace and procedural changes have been delivered in the Swanwick, Prestwick and Oceanic regions.

1.3 3Di – First year performance

On 1st January 2012, we began an entirely new way of measuring the environmental performance of UK airspace using the '3D inefficiency score' (3Di) method, a pioneering development by NATS in consultation with airline customers and our regulator. This was another world first.

There is no equivalent measurement for ATM environmental performance anywhere in the world.

3Di compares the actual trajectory that aircraft fly (from real radar data) with an optimal or airline preferred flight trajectory that minimises fuel burn and CO_2 emissions. Or put another way, it measures how close to the 'perfect flight' NATS delivers its operations. The 3Di score applies to the airborne portion of all flights whilst they are within UK airspace.

3Di also forms the cornerstone of our regulatory financial incentivisation scheme. The CAA has set 'par' or average performance scores for 2012, 2013 and 2014 based on analysing our historic performance. According to the CAA, achieving the 3Di target will generate 600,000 tonnes of CO_2 savings compared to historic levels by the end of 2014, worth over £120 million to airlines in fuel savings.

NATS financially benefits too from exceeding the CAA target, but can also be penalised for failing to deliver the expected efficiency gains; we're the only air traffic service provider in the world to be incentivised in this way.

Ian Jopson discusses the 3Di metric

Our first year performance

Data for 2012 shows that during the first year in operation a 3Di score of 23.9 was achieved against a target of 24, as based on the scale set by the CAA. This represents an improvement of 0.3 compared with a score of 24.2 in January 2012.

The feedback loop

By making this comparison between actual and optimum trajectories, we are able to establish a clear indication of the environmental efficiency of the service NATS provides. 3Di performance is computed and fed back to our Air Traffic Control Centres to highlight potential areas for improvement in our operations. This feedback loop clearly shows the extent to which new procedures our controllers are following make a real difference to our environmental performance.

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3Di industry awards

The application of NATS' collective technical knowledge to develop this innovative metric has been recognised by leading industry awards, including:

- Jane's ATC 2012 Environment Award
- Transport Times 2012 Award for Contribution to Sustainable Transportation
- The Operational Research Society's President's Medal 2011 for the best practical application of operational research in industry.

Wider interest

We are presently working on a 3Di baseline for the Borealis consortium of 9 northern European ANSPs, with interest in 3Di from other parts of Europe and beyond.

Read more about 3Di
www.nats.aero/environment/3di/

1.4 4% Action Plan

In 2008 we set a clear environmental target to reduce air traffic related CO_2 by an average of 10% per flight by 2020 (from a 2006 baseline) with a challenging interim target to achieve a 4% reduction per flight by 2015.

Why a new 4% Plan?

We have made good progress in delivering a 1.4% CO_2 reduction by the end of 2012, enabling annual fuel savings worth over £70 million based on 2006 traffic.

However, our on-going monitoring of our progress towards our interim ATM CO_2 target tells us that we planned to do more. Part of the challenge is that the environmental benefits from a number of major strategic airspace projects will be realised beyond 2015, later than originally thought.

Our current Plan will deliver only a 2% reduction by 2015, and therefore a '4% Plan' project has been established to deliver additional short-term flight efficiency measures to achieve the 4% target.

The 4% target by 2015 is critical to our business. We have made a key commitment to our airline customers and regulator (CAA) that NATS would make a substantial contribution to reducing airlines' indirect costs of ATM through significantly reducing their fuel burn during the current regulatory period (CP3/RP1). Delivery of the 4% target is therefore fundamental to decisions on future regulatory and charging schemes for the next RP2 period.

The extra measures?

Since the 2012/13 financial year began there has been a huge effort across NATS re-focussing and re-doubling effort to bring the '4% Plan' together. Around 30 additional fuel and emissions saving measures are being considered, much of which is expanding the scope of what we have already done successfully, or speeding-up delivery of existing projects.

Examples of measures being incorporated into the 4% Plan include:

- A number of small scale airspace changes
- Extending the flexible use of airspace with MOD
- Further improvements in continuous descent approaches (CDAs)
- Additional procedures and tactical changes to deliver optimised trajectories
- Environmentally focused network management improvements.

Nevertheless, meeting the 4% target will still take significant effort, some innovative thinking and collaborative working with our customers. We will therefore be calling on the knowledge and expertise of our front-line operational staff and airline customers to help us deliver the further CO_2 savings.

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1.5 What's your CO_2ntribution?

We have had an environmental awareness programme in place in NATS for the past four years which has helped to move us forward considerably.

Today, the environment is becoming part of NATS' DNA, just like safety. Day-to-day our people offer access to fuel efficient cruise levels, manage speeds, provide direct routes and assist with continuous climbs and descents, all helping to reduce aircraft fuel use and CO_2 emissions. Discussion in almost any forum now includes 'What's the effect on the environment and 3Di?'

WHAT'S YOUR CO2NTRIBUTION?

Nevertheless, we continue to build on this so people can make safe and informed choices to improve environmental performance. This is especially important as we provide new technology and optimum airspace designs to help them achieve fuel-efficient flight profiles.

For example, we continue to run our popular Environmental Awareness Course for our staff, and have added a one-day workshop to our programme specifically for our Airport ATC Environmental Focal Points. During 2012/13 we launched three new high-profile elements into our employee awareness programme.

What's your CO_2ntribution?

Our headline awareness campaign, 'What's your CO_2ntribution?' uses eye catching graphics and real life examples of environmental benefits that people can deliver at work and at home. It aims to promote wider awareness of sustainability 'best practice' on the ground and in the air, by showing that everyone's contribution in NATS has a big impact on minimising fuel burn and emissions and reducing our CO_2 footprint as a business.

Ten steps to flight efficiency

We continued with the 'What's your CO_2ntribution?' theme in the 'Ten Steps to Flight Efficiency' booklet launched in October 2012, specifically directed at people in our front-line operations. Presented as a sample swatch style booklet, it serves as a guide to illustrate the main opportunities to reduce CO_2 emissions. It provides specific examples of measures being implemented both by airlines and NATS controllers and shares some broad 'rules of thumb' to indicate the fuel savings that can be achieved.

Click the image to see the Ten Step to Flight Efficiency Booklet

Understanding 3Di

We delivered face-to-face briefings about the 3Di metric to every operational Watch at Prestwick and Swanwick and distributed a '3Di Z-card' to all our front-line staff. The Z-card leaflet explained how 3Di is calculated and highlighted individual steps that controllers can take in day-to-day operations to reduce CO_2 emissions. To find out more about 3Di click here

Across all three campaigns, the vibrant colours, quirky designs and elements of humour were very visible across NATS and succeeded in creating interest, prompting debate and above all raising awareness of opportunities to improve environmental performance.

Click the image to see the 3Di Z-card leaflet

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1.6 Working in partnership

Aviation's sustainability performance is heavily dependent upon collaboration and shared delivery that involves airlines, airports, manufacturers and ATC providers; working collectively we can deliver more than we can alone.

We therefore continue to work with industry partners to find new and quicker ways of implementing environmental solutions. These partnerships are evident across a wide variety of our contacts and interfaces.

Flight Efficiency Partnership

Over the last few years NATS has hosted a series of airline workshops to discuss operational efficiency. Building on this, a new Flight Efficiency Partnership (FEP) has been set up as a sub-group of our Operational Partnership Agreement (OPA) to provide a regular forum for NATS and airlines to work together to develop and deliver quick win improvements to flight efficiency.

The group's focus is on agreeing the shorter term improvements that can be made in and around UK airspace, as well as exploring opportunities for working together to ensure the most effective use of airspace.

Future Airspace Strategy (FAS)

FAS describes the UK's ambition to modernise the airspace system – in particular the airspace structure, the routes aircraft fly and the procedures used to manage the flow of traffic. The FAS Industry Implementation Group (FASIIG) is a joint undertaking between CAA, NATS, IAA, airlines, airports, MOD, business aviation and other aviation industry stakeholders.

FASIIG is linking our major airspace and ATC technology programmes with industry investment plans into an industry-wide deployment plan. This work is a major opportunity to provide a new foundation for future airspace design to support sustainable growth in the industry, in particular the opportunity for significant environmental benefits from optimising aircraft performance. Our major airspace and technology programmes have formed a key role in the development of the cross-industry FAS Deployment Plan to join up airspace initiatives across Aircraft Operators, Airports and the Regulator. We expect significant environmental benefits from:

- Implementing a fundamentally more efficient route structure in terminal airspace designed to satellite based precision navigation (PBN) standards.
- Sequencing the flow of inbound traffic to reduce stack holding and enable aircraft to approach airports quietly and efficiently.
- Allowing aircraft to climb continuously on departure from take-off to cruise.
- Removing fixed airspace structures and pinch points in the upper airspace across the UK and Ireland FAB to allow for more direct routes and efficient flight profiles.

Sustainable Aviation

We were among the founding members of the Sustainable Aviation coalition in 2005, and we continue to devote significant effort to this important and unique industry partnership. Over the past year NATS has been a key contributor to:

- A Departures & Ground Operations Code of Practice to minimise emissions, improve air quality and reduce noise from aircraft taking off at UK airports
- The Sustainable Aviation CO_2 Road-Map showing that UK aviation can accommodate significant growth to 2050 without a substantial increase in CO_2 emissions
- Developing the equivalent Noise Road-Map for UK Aviation out to 2050 which includes options that NATS can deploy with other partners to reduce noise around airports.

ICAO's Committee on Aviation Environmental Protection (CAEP)

ICAO first published its guidance material on operational opportunities to minimise fuel use and reduce emissions in 2004 in the form of the ICAO Circular 303. We are working with ICAO CAEP to update the information contained in Circular 303 so that their guidance can reflect the latest ATM industry thinking. NATS has supported ICAO bringing its expertise in measuring the environmental impact of ATM

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changes to a new assessment guidance document for the global aviation community.

Civil Air Navigation Services Organisation (CANSO)

CANSO is the global trade association for ANSPs where we are working in the Environment Work Group to develop a global understanding of how ATM can limit aviation's environmental footprint and to exchange best practice on improving environmental performance. In 2012 we played a leading role in developing guidance material on environmental performance metrics and on how to manage aircraft noise and community engagement.

Flight profile monitoring

Flight Profile Monitor (FPM) is an environmental tool developed by NATS that can track aircraft performance at any phase of flight, enabling us to look at detailed characteristics to determine a flight's efficiency.

First deployed into our UK ATC units in 2011, its initial focus has been on monitoring the achievement of continuous climb and descent operations at NATS' UK airport ATC units.

Its main benefit is that it provides ATC, airports and airlines with access to information about the environmental performance of arriving and departing aircraft that was simply not available before. FPM's data therefore provides new opportunities for saving fuel, cutting CO_2 emissions and reducing noise in communities under flight paths.

1.7 Some of our recent innovative solutions

Edinburgh Airport trial in 2012

As a result of considerable interest from airports and airlines in FPM, we led a trial at Edinburgh Airport through 2012 to share FPM data with airlines and the airport operator.

The trial revealed that while 95% of departures from Edinburgh achieved continuous climb, only 55% of arrivals achieved a continuous descent approach (CDA).

Importantly, the trial gave a valuable insight into performance trends across different airlines, prompting several to increase their crews' awareness of the fuel savings available from CDA. Using FPM data to focus on improvements, alongside a radar upgrade, the average CDA performance into Edinburgh is now over 70%.

This improved CDA performance is enabling fuel savings of at least 160 tonnes per annum (510 tonnes CO_2) representing a £100,000 annual saving to airlines using Edinburgh Airport. It has also reduced community exposure to noise.

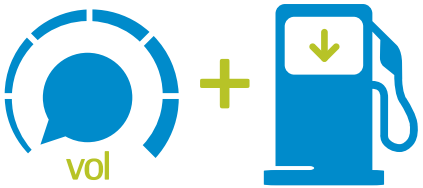
Other procedural improvements are also in progress as a result of the trial which will further reduce fuel burn, CO_2 emissions and noise.

Industry Award

The Airport Operators' Association recognised the contribution of FPM to improving the industry's environmental performance by presenting NATS with their 2012 Best Environmental Initiative award in October 2012.

Where next for FPM?

Our FPM system will be rolled-out to other UK airports to share data with airlines and airport operators, further driving improvements in fuel efficiency and reductions in noise as part of our environmental programme.



Heathrow noise trials

The Government is carrying out a public consultation on night flying restrictions at London's main airports, part of which includes looking at operational procedures to limit or mitigate noise disturbance to people living under the flight paths at the most sensitive times of the day.

Noise trials to explore potential solutions have been developed by Heathrow in conjunction with community group HACAN, British Airways and NATS. In particular, we led a number of workshops with a Heathrow based airline, the airport and ATC operational experts to examine the feasibility of various options and helped to gain agreement of common ground for the trials at Heathrow.

Two concepts emerged:

- An early morning arrivals trial based on 'noise respite zones' under the flight path

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› A departure 'offset' trial based on aircraft flying a 1km offset from the centreline of the current noise preferential route (NPR).

Both trials are aimed at testing the concept of giving predictive noise respite, rather than noise reduction. All partners involved had a preference for delivering the early morning arrivals trial first.

Early morning arrivals trial

On average, around 15 flights arrive at Heathrow each morning between 04.30 and 06.00. The trial explored whether routeing these flights in a more defined way – particularly at the beginning of their approach into Heathrow – could offer more predictability for residents living below.

The trial, which began in November 2012, had defined zones in the approach area above London and over Berkshire that were 'active' sequentially week by week. Pilots were directed by controllers to avoid flying through the zone that is active for that particular week.

Inner and outer quiet zones are established for each of the two runways which resulted in eight zones in total (four over West London and four above Berkshire for east/west operations). The active areas appeared as shaded boxes on controllers' displays which were to be avoided unless in exceptional conditions or for safety reasons, for example, low visibility.

The trial was completed at the end of March 2013 and the results, including community responses, will be available in the autumn.

Departure offset trial

Work is underway to develop and deliver the Offset Standard Instrument Departure (SID) trial in autumn/winter 2013/14. This innovative trial will use aircraft precision navigation (RNAV) techniques to fly a precise track 1km from the centreline of the current SID, this lateral 'side step' reducing concentrations of noise beneath existing departure routes.

The trial will involve British Airways Boeing 777 and Airbus A320 aircraft, operating on Midhurst SIDs during easterly and westerly departures from Heathrow's runways.

What next?

Both trials demonstrate real innovative action by the industry to tackle noise disturbance to communities and will contribute to improving our understanding of the issues around concentrated versus dispersed noise at and around airports. We are now working with other airports to identify and deliver further solutions.

Topflight – optimised transatlantic flights

We have headed up an industry consortium to take environmentally-friendly flying to a new level.

Following on from our 'Perfect Flight' project in 2010 in which a British Airways (BA) Heathrow to Edinburgh flight was environmentally optimised through all stages of the journey; we have started a far more ambitious trial to carry out environmentally 'optimised' flights from Heathrow across the North Atlantic during the course of 2013.

We are leading the TOPFLIGHT project, working alongside other members of the aviation industry in the UK, Canada and the United States, including BA and Canadian ANSP NAVCANADA. The project falls under the SESAR programme, the technical and operational component of the EU's Single European Sky initiative to modernise and harmonise European airspace.

The first phase of the project will see 60 transatlantic flights optimised to achieve minimal emissions and delay, starting at pushback from the stand and taxi through to a continuous climb, an optimised flight profile in oceanic airspace and a continuous descent approach (CDA) into a number of North American airports.

Initial assessments indicate that each flight could save more than 500kg in fuel, equivalent to nearly 1.6 tonnes of CO_2 emissions. If that degree of saving was applicable to long-haul air travel as a whole, the benefit to the global environment would be immense.

Where next?

Phase two will look to introduce multiple optimal flights crossing the Atlantic simultaneously, with the aim of proving the concept is scalable and can be implemented for many flights at the same time without penalising those in the surrounding airspace.

Given its goal of demonstrating that large-scale sustainable air travel is achievable, it's also hoped that other airlines and ATC providers will pick up the TOPFLIGHT baton.

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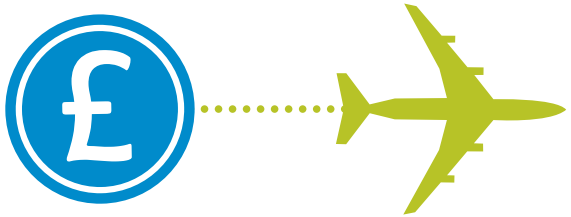
And in cooperation with the FAA's NextGen Implementation Plan, SESAR will look to expand the programme to create further sustainable gate-to-gate flights across the North Atlantic.



1.8 Our future direction: investing in flight efficiency

The European Commission's 'Single European Sky' (SES) project is driving the evolution of Europe's air traffic management (ATM) industry.

Amongst its main components is the collaborative industry SES ATM Research (SESAR) programme aimed at deploying the next generation ATM infrastructure and operating concepts through to the 2020s that deliver flight efficient 'trajectory operations'.

In the UK, the CAA's Future Airspace Strategy (FAS) is modernising the airspace system, its Industry Implementation Group (FASIIG) linking the major airspace programmes and industry investment plans into an industry-wide deployment plan. FAS is closely linked to SES, with the FAS Deployment Plan representing the UK's approach to deploying high priority SESAR outputs between now and 2020.

So, by the early 2020s, our ATC operation will be very different from today including:

- A new ATC working environment and technology for future trajectory operations;
- New airspace structures to optimise aircraft trajectories, reduce CO_2 emissions, mitigate environmental impacts and support efficient airport operations;
- Optimised network operations across Europe, with effective queue management that integrates airport and airspace operations to ensure efficient flight profiles.

Our investment themes

NATS' long-term investment programme aims to strike an affordable balance between asset replacement, service levels (safety, environment and capacity), operating efficiency improvements and delivery of future capability. Within this, environment is a key theme across a number of strategic programmes.

1. Reducing CO_2 emissions through airspace and procedure changes: The major improvement to flight efficiency will come from investment in airspace programmes such as the London Airspace Management Programme (LAMP) and the Northern Terminal Control Area (NTCA) project. These programmes will completely redesign airspace structures to exploit aircraft abilities to fly precise trajectories using performance based navigation. This will enable:
   - Routes to be located where they best meet the needs of airports and flight profiles;
   - Continuous climbs and descents to be flown to/from significantly higher altitudes than today
   - Far better use of finite terminal airspace, ensuring safe and efficient airport and airspace performance as well as providing greater opportunities to mitigate environmental impacts.
2. Technology and innovation: We will deploy new technology and tools that will allow aircraft to fly closer to their optimum route, profile and speed. Key investments and technologies include:
   - Advanced flight data processing and multi-sector planning to facilitate optimum routes and profiles across several airspace sectors, deployed first in Prestwick's Upper Airspace
   - Queue management (arrival and departure management) to achieve an efficient flow of aircraft on busy runways, improving flight profiles and eliminating stack holding in normal operations.
3. Mitigating aircraft noise: All our major airspace change projects have objectives for limiting and where possible reducing aircraft noise. We also undertake innovative work with airports, airlines and communities to reduce noise disturbance.

Section 2
Estate

Alongside our demanding targets for improving airspace efficiency, we are delivering a programme to minimise the impact of our operations on the environment.

Our comprehensive approach focuses on reducing energy consumption, water, waste and the impact of employee business and commuting travel.

Our programme of work began in 2008. Since then, across our estate, between our 2006 baseline year and 2013, we have reduced our CO_2 Footprint by almost a third.

The table below summarises the information within the Estate section of our Corporate Responsibility Report.

2.1 Our progress – reducing our impacts

- How we are reducing energy and water consumption, reducing waste and increasing reuse and recycling
- Our major effort to recycle or recover 92% of the former Atlantic House complex at Prestwick

2.2 Sustainable travel

- Initiatives to reduce our CO_2 footprint from commuting – including our highly popular Low Emissions Car Scheme and Cycle to Work Scheme

2.3 Environmental management system (EMS)

- A further milestone on our journey is the adoption of international environmental guidelines through implementing an EMS based on ISO 14001 by 2014

2.4 Driving sustainability through our supply chain

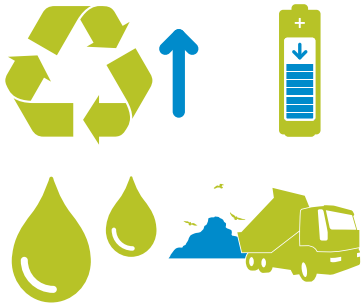
- How we ensure that our suppliers are environmentally and socially sustainable and able to support our sustainability commitments

Section 2 Estate

2.1 Our progress – reducing our Impacts

Our operation is wide and diverse. We operate from three main sites as well as at control towers at many major airports, and we have a nationwide network of communications, navigation and radar facilities at more than 100 remote sites.

Reducing waste energy and water consumption, and increasing recycling will all help to save money, reduce our direct CO_2 footprint and preserve natural resources. Therefore, we are constantly looking to find better ways of doing more with less.



Energy

Our direct CO_2 emissions relate mostly to the fuel and energy we use in operating our air traffic control facilities and infrastructure. Here, powering our systems, technology and infrastructure makes us a major consumer of energy. This is therefore the largest part of our estate CO_2 footprint and where the biggest benefits can be derived.

Our overall energy consumption is down by almost 29% since 2006, achieved through measures such as:

- Investing in new energy efficient facilities (Prestwick and Training) and the associated decommissioning of ageing infrastructure
- Optimising building management systems to ensure that lighting, heating, ventilation and air conditioning systems operate as efficiently as possible
- Replacing end-of-life equipment with more efficient lower energy, lower CO_2 models
- Zero maintenance systems at remote sites to reduce our business travel footprint.

The improvements we have made have reduced NATS energy CO_2 footprint by 16,000 tonnes of CO_2 per year and have led directly to cost savings for the business, with the reductions in electricity consumption alone saving £2.7m a year, and £9m cumulatively since our programme began in 2008.

Water

Our consolidation into just three main sites with fewer people has dramatically reduced our water consumption. Along with a range of local measures to save water, our overall consumption is down by a massive 45% since 2006. We are saving almost 40 million litres of water per year compared to 2006, enough to fill 15 Olympic swimming pools. We continue to trial new solutions to; for example in the last year our Prestwick Centre installed waterless urinals, saving an estimated 2.5 million litres of processed water alone.

Waste and recycling

We continue to reduce the amount of waste send to landfill, and increase the proportion being recycled. In 2012 69% of our waste was recycled, 19% went to 'waste to energy' plants and just 12% to landfill. These figures are based on calendar year data for our three main sites in the UK: Prestwick and Swanwick Operational Centres, and our main Corporate and Technical Centre headquarters.

Our major projects are also recycling most of the waste they generate. For example, with the new Prestwick Centre in operation, the former Atlantic House building has been decommissioned and demolished. The scale of the task was immense given the amount of equipment and documentation built up over 40 years of operation. Large volumes of equipment and materials were recovered, recycled or reused. Overall, a 92% recycling rate was achieved, demonstrating how our supply chain practices can deliver good environmental outcomes.

Section 2 Estate

2.2 Sustainable travel

Under our Acting Responsibly programme, NATS people have embraced initiatives to reduce their CO_2 footprint in commuting to and from work.

Employees' commuting habits are often considered 'out of scope' of company environmental plans. NATS takes a different approach. Since 2008 we have implemented a raft of sustainable travel measures such as car sharing, 'salary sacrifice' schemes for bicycles and buses, a low emission car scheme, season ticket loans, motorbike purchase scheme and increasingly flexible IT to promote connectivity away from the office.

As well as reducing emissions, saving fuel, and improving health, these schemes have helped reduce congestion and free-up valuable parking space at our main sites.

The two most popular schemes are:

Low emissions car scheme

The Government's tax rules for 'benefit in kind' for low emission vehicles has made the provision of a lease car via a salary sacrifice scheme a very attractive proposition to employees. It also allows employers to introduce this valuable benefit at no net cost.

Employees receive income tax and national insurance savings by making payments from their gross salary. Salary sacrifice works best for low CO_2 emission cars (at 120 g/km and below) because under HMRC rules, the lower the CO_2 emissions the less income tax people pay on the benefit.

Under the scheme, our people have access to a brand new, fully maintained, fuel efficient lease car; do not need to pay a large deposit; secure discounted rates from NATS' corporate purchasing power; and benefit from the income tax offset.

Not surprisingly, the scheme has been immensely popular since it launched in the spring of 2012. Around 2,200 people have registered their interest (55% of the eligible staff population), and almost 300 low emission cars have been ordered to date. The scheme's administrator – Zenith – says it is one of the most successful schemes in the country in terms of uptake.

Cycle to work scheme

This salary sacrifice scheme enables employees to lease bicycles and safety equipment, saving up to 42% of the full cost. The scheme encourages people to reduce their reliance on cars, reduce their CO_2 footprint, and develop a healthier lifestyle. Since its launch in 2009 the Cycle to Work Scheme has helped over 15% of NATS people to 'get on their bikes', making it one of the most popular in the country.

2.3 Environmental management system

Through our Acting Responsibly programme, environmental management is firmly anchored in NATS' corporate philosophy.

ISO 14001

We are already well advanced in our ability to accurately manage environmental issues arising from our activities across NATS' estate. This is evidenced by our reductions in energy consumption, water usage and waste.

However, a further milestone on our journey is the adoption of international environmental guidelines through implementing an environmental management system (EMS) based on ISO 14001. EMS certification to ISO 14001 underlines our clear commitment to achieving the highest environmental standards in everything the company does, as well as providing a compliance benchmark when doing new business internationally under our growth strategy.

Section 2 Estate

An EMS will not only support us in the sustainable development of NATS business, it will help us to keep raising our environmental performance as well as enabling us to manage compliance with environmental legislation as it evolves and we move forward.

A key benefit will be the evidence and assurance that the company has identified and that it is managing its environmental activities and risks in a systematic manner. The EMS also ensures constant improvement based on sustainable procedures and processes across all our locations, all regularly subject to verification by internal and external auditors – and all in a similar way to our existing 'certificated' safety and quality management systems.

The first steps towards certification have already been completed and the team will be progressing work towards our target for gaining certification by the end of 2014. A number of our staff will require training in EMS to facilitate its implementation across the business.

2.4 Driving sustainability through our supply chain

Our supply chain decisions have a number of dimensions impacting sustainability, CO_2 footprint, and responsible and ethical behaviour.

We need our supply chain to remain committed to sustainable sourcing, whilst ensuring our processes continue to support the balance between managing our environment and social impacts with our drive for cost efficiency.

A sustainable policy

We have a policy in place to select suppliers that are environmentally and socially sustainable and able to support our sustainability commitments. It's also our policy to maintain professional and mutually beneficial relationships where we work together to find new, more sustainable solutions to our needs. In particular, we have:

- Implemented risk assessments across our supply base to ensure ethical sourcing
- Initiated a review of our supply chain processes to ensure that they are based on the best sustainable procurement practices
- Introduced contract incentives to encourage suppliers to find ways to reduce ours and their environmental impacts
- Developed joint business plans with key suppliers to incorporate joint sustainability targets
- Highlighted supply chain as a key issue facing the ATM industry in NATS' response to the Climate Change Adaptation report for DEFRA.

Communication and collaboration

NATS uses over 1,000 suppliers and recognises the importance they play in our service. Our key suppliers account for more than 80% of our expenditure, so it is vital they share our values and goals. Therefore, we ensure that we communicate our requirements to our suppliers so they can help us create a culture of environmental and ethical excellence. We were one of the first organisations to achieve BS11000 for collaborative business relationships and have recently successfully secured re-accreditation.

Validating sustainability credentials

We have developed a questionnaire to obtain information on suppliers' corporate responsibility credentials and conduct supplier anti-bribery risk assessments. Our supplier management process includes measurement of environment and social sustainability performance. We use this data to decide which suppliers we use and to develop an improvement plan that encourages new ideas for further reducing the environmental impact of the services they provide.

Developing our capabilities

We continue to develop the skills of our team in adopting sustainable procurement practices and incorporating sustainability objectives as part of a balanced value approach. Recent examples of our sustainable sourcing include:

- Our catering supplier using local food from ethical sources and preparing most food on site to reduce transport and waste

Section 2 Estate

- All wood we use in maintaining our facilities and infrastructure is sustainably sourced as certified by the Forestry Stewardship Council (FSC)
- We reuse, recycle or dispose of redundant and surplus equipment in a way that minimises or eliminates the use of landfill.

Future developments

As we continue our commitment to supply chain sustainability, our plans through 2013 are to;

- Implement a new category management approach ensuring a robust strategic supply chain methodology which is sustainable and aligned to balanced business objectives and value on a whole life cycle basis
- Continue to review our processes, tools and templates to further adopt best practice and ensure that CSR is embedded throughout the end to end supply chain
- Work with our supply chain to ensure it supports our aspiration of achieving ISO 14001 certification
- Continue to work with individual suppliers to reduce energy consumption, waste and CO_2 footprint

Section 3
People and Community

NATS has around 4,500 employees based in the UK and overseas in roles ranging from air traffic controllers and engineers to scientists, lawyers and marketers.

We never lose sight of the fact that our people are our most valuable asset, so we take great pride in how we look after them while providing the tools and support they need to act responsibly, both environmentally and within our communities.

Our Community Affairs programme, focusing on social responsibility, was established back in 2008 with the aim of developing a more coordinated approach to our community and charitable activities.

The table below summarises the information within the People and Community section of our Corporate Responsibility Report.

3.1 Supporting charities and communities

- How volunteering and fundraising by our employees has supported local communities and charities
- Corporate giving via our 'Footprint Fund' that helps our volunteering effort and local communities / charities

3.2 The CEO's charity of the tear – Aerobility

- How we targeted raising £100,000 to buy a specially adapted light aircraft for Aerobility and ended up donating £155,000 to help the charity fly even higher

3.3 A great place to work

- How we provide a working environment that engages, motivates, supports and develops our people

3.4 Employee health and wellbeing

- Our programme to promote a healthy lifestyle that encourages people to take personal responsibility for their well-being

3.5 Investing in wildlife and supporting biodiversity

- Protecting the natural environment around us – in particular the Swanwick Lakes Nature Reserve
- Demonstrating our commitment through becoming a Wildlife Investor and gaining the Biodiversity Benchmark

Section 3 People and Community

3.1 Supporting charities and communities

Our community programme was first launched in 2008 to develop strong community partnerships, to support local projects and charities, and to support our colleagues in their volunteering, fundraising and environmental endeavours.

Our community programme is based around three key strands of activity:

Employee giving

Our staff donated £98,000 to charities they care about in 2012/13 through tax free donations using the 'Give As You Earn' company payroll giving scheme. This is £30,000 more than the previous year due to a series of campaigns to raise awareness and attract more donors to the scheme. Roadshows at our major sites and an internal communications initiative increased the numbers of employees donating through 'Give As You Earn' from 3.7% in 2011 to 6.5% in 2013. As a result, NATS is set to secure The Payroll Giving Silver Award for passing the 5% benchmark, and target that we set for Dec 2012.

Also in 2012, employees, their families and friends raised £155,000 for Aerobility, the CEO's charity of the year, and bought a specially adapted light aircraft for the charity.

On top of this, our people raised more than £50,000 through their own fundraising events. NATS employees also donated 60 trolley loads of food and household goods to a homeless charity at Christmas. A 'your fundraising' portal on the company's internal website highlights upcoming events with links on how to donate to people's nominated causes.

This has been an amazing achievement for a relatively small company.

Corporate giving

We have an established corporate social responsibility fund – the 'Footprint Fund' – which aims to encourage employees individually, or in teams, to give something back to the communities in which they live and work. In addition, our people can apply for funding to support their active involvement with local charities and communities.

In 2012/13 the Footprint Fund donated £31,000 to 40 local causes including:

- Greenpower Education Trust, which educates young people in sustainable engineering and technology
- Honeypot, which provide respite care and outreach support to vulnerable children and young carers
- A volunteering project at Brookfields Community School to develop an outdoor teaching area to enhance tuition across a wide range of subjects
- Keech Hospice Care, which provides emotional and practical support for adults and children diagnosed with a life-limiting condition – Luton Airport ATC's charity of 2012.

Since launch in 2008 the Footprint Fund has donated over £150,000 to employee supported charities and community projects.

Employee volunteering

Many of our people volunteered their services during the year in support of community and charitable initiatives. Examples include work to conserve and enhance an outdoor education area at a local school, interior improvements for the charity Rowans Hospice, and providing support to Aerobility, our CEO's charity of the year, through the donation and installation of equipment in their new office.

To support them, we provide a community volunteering team leader's handbook and the 'NATS Gives' community volunteering portal that connects volunteers with each other and with volunteering opportunities in the community.

The CEO's charity of the year – Aerobility

Our first nominee as 'charity of the year' was 'Aerobility', which gives terminally ill and disabled people the chance to fly.

Our aim was to raise £100,000 to help them buy a specially adapted light aircraft so they could extend the joy of flying to even more people.

All this stemmed from the air traffic control branch of the trade union Prospect, which first got involved with Aerobility in January 2011. They persuaded NATS' Chief Executive Richard Deakin to also support Aerobility as the CEO's charity of the year.

How our contribution was raised

Our employees were amazing and the level of commitment and support for Aerobility across our organisation was remarkable. In 2012 we saw many members of NATS getting involved in supporting the project, with people often going to extreme lengths to raise enough cash, under the banner of 'do something BIG!'

In 'The BIG Pull', NATS teams from across the country competed to be the fastest to pull a Second World War Harvard aircraft down the home straight on Goodwood's famous racetrack. The event, which also included a gala dinner, was organised by Prospect and raised £35,000 over one 'BIG Weekend'.

Elsewhere, six members of staff from NATS' Prestwick control centre raised £2,100 by each completing a five mile swim. NATS staff at Luton Airport even scaled the equivalent height of Mount Everest by repeatedly climbing the control tower.

Other events included a sponsored long distance motorcycle ride, a 13 hour game of tennis, a sky dive, an Olympic treadmill run equivalent to the distance from our head office in Fareham, Hampshire, to the Olympic Stadium and back (170 miles), and countless other activities from cake bakes and raffles to marathons, waxing's and mountain climbing.

Richard Deakin also personally contributed by raising £4,200 when he completed a 150km non-stop glider flight. After a year's impressive fundraising by people across NATS, £155,000 was raised, far exceeding the initial target.

The presentation

In October 2012, a brand new Tecnam aircraft was presented to Aerobility in front of invited guests and dignitaries at the charity's headquarters at Blackbushe Airport. Joined by Prospect Union representatives and NATS people, CEO Richard Deakin said: 'I am incredibly proud of NATS fundraising. This brand new, specially modified aircraft that we're handing over today is the crowning achievement of a year of non-stop fundraising which would not have been possible without the involvement of all of our people.'

Where next?

Our relationship with Aerobility continues. While the presentation of the new aircraft marked the end of 'all things BIG', people at NATS quickly embarked on Aerobility's next fund raising initiative – an attempt to enter the Guinness Book of Records by 'flying' around the world, non-stop for 10 days in a flight simulator. It seems that this is just the beginning of our connection with the charity.

Section 3 People and Community

3.3 A great place to work

NATS people are professional, committed and proud of the roles they undertake at work and in our society.

In the period since NATS became a private company in 2001, they have taken part in a transformational journey from a public sector heritage company to today's flexible, responsive and commercially orientated business.

Building upon this foundation, we want to provide a working environment that engages, motivates, supports and develops our workforce, so that they continue to produce unrivalled performance that contributes to NATS' success.

Clearly, competitive pay and benefits, career development and equal opportunities are all fundamental to attracting, retaining and supporting employees. However, it is vital that we continue to improve how we work together and develop our people so that we remain a high performing company. Key to this are:

- Engagement – ensuring effective leadership, management development and employee communication and engagement. Employee feedback and benchmarking is used to identify our strengths as a company and also highlight key focus areas for improvement.
- Flexibility – balancing the needs of our business with the lifestyle choices of our people in order to provide a flexible and responsive workforce
- Focused development – identifying talent and developing career paths to ensure we have the right people, with the right training and skills to support our ambitions
- Motivated and mobile – people are able to thrive within our evolving business, are highly motivated and recognise the part they play in our continued success, and welcome the opportunity to deploy to the various parts of NATS' business
- Encouraging greater diversity – which enables us to benefit from a wider cultural pool of talent
- An appropriate Human Resources infrastructure – to support our people as they contribute to delivering our targets and outcomes
- Positive and constructive Employee Relations – working together through constructive dialogue and partnership in addressing the challenges going forward.

Key achievements 2012/13

Here is a snapshot of our achievements over the past year:

- To support a mobile workforce new international working policies, an international working website offering information and guidance to employees and their families, and new training packages to support international working have all been implemented.
- NATS recruitment systems and structures were reviewed delivering cost savings. A dedicated in-house team now manage all temporary and permanent recruitment activity. Together with the implementation of an E-recruitment tool NATS are able to recruit professional individuals to many different roles without the use of recruitment agencies.
- Viewpoint, the new NATS Employee Opinion Survey was launched to gather employee's views, suggestions and comments across a wide range of topics to get a full measure of how employees feel about working in the company. As NATS continues to grow and evolve it is increasingly important to understand what matters to our employees and drives the business.
- Introduced a new Drugs and Alcohol Policy and Procedure – NATS is committed to providing a safe, healthy and productive working environment for all its staff and visitors and is committed to safeguarding the health and safety of the public at large.
- NATS key leaders and managers completed assessments to identify high potential. This allows NATS to assess our capabilities, to identify any gaps in talent and offer training and development.

Section 3 People and Community

- Reward Gateway delivered increased employee benefit – a shopping discount platform allowing employees access to shopping discounts has been taken up by over 75% of employees and £200,000 saved cumulatively since launch in November 2011 – £140k within the financial year.
- NATS benefits strategy continues to support our environmental objectives; for example, to support sustainable travel options NATS run initiatives such as salary sacrifice for bicycles and buses, car sharing, a low emissions car scheme and provides access to season ticket loans.

Next steps

- From April 2013 Total Reward Statements will be launched helping employees understand the true value of their pay and benefits package, all in one place. This aims to increase employee engagement and raise awareness of the additional benefits of being a NATS employee.
- A new system called Metis is being introduced to record objectives and future Performance Development Reviews. Metis, an integrated talent management system (ITMS), will offer NATS the opportunity to create robust succession planning, career development and the provision of real-time, on-demand information and reporting to support decision-making. This directly supports the goal that all NATS employees have a clear development framework against which their careers can be developed and opportunities identified.

3.4 Employee health and wellbeing

Our investment in well-being through our in-house Occupational Health Services is helping to make NATS a great place to work.

As well as where and how they work, we have a more general responsibility to our people for their health and well-being.

Our Occupational Health Service provides comprehensive services and advice to all our people, as well as promoting a healthy lifestyle programme that encourages people to take personal responsibility for their well-being.

Their list of proactive initiatives is impressive, including:

- A Wellness@Work website with an introductory well-being survey linked to online resources
- Regular Wellness@Work Roadshow events across our sites
- A comprehensive programme of wellness activities at NATS Prestwick Centre has been delivered over the last year, including awareness days on oral health, diabetes and roadshows offering advice on staying healthy and keeping fit. These have helped NATS Prestwick Centre achieve Silver and Bronze Healthy Working Lives awards – an NHS Scotland programme
- Stress Awareness / Risk Assessment training for managers
- Health briefings to NATS employees and their spouses as part of Pre-Retirement Seminars
- Wellness events linked to our sports and social clubs at our units, which are funded through member subscriptions and a matching grant from NATS
- And the provision of excellent gym facilities at our main sites.

3.5 Investing in wildlife and supporting biodiversity

Our operation includes a mix of main sites and a nationwide network of remote infrastructure sites that are surrounded by green spaces.

While we have to be careful that plants, trees and wildlife don't impact our operational equipment and facilities, these green spaces provide a habitat for a diverse range of species to live alongside where we work.

Protecting the environment around us

At our Swanwick Centre in Hampshire, in partnership with the Hampshire and Isle of Wight Wildlife Trust (HIWWT), we created and continue to fund the 86 acre Swanwick Lakes Nature Reserve. It features scenic lakes, woods and grassland, in what was once a brick quarry and sits alongside our air traffic control centre. In addition to its rich habitat, there are over two miles of paths around the lakes and woods which provide a valuable space for local people to relax and learn about nature.

During 2012 the educational centre, embedded within the reserve, hosted almost 1000 local school children, 30 community groups and 30 public events, providing the opportunity for visitors of all ages and abilities to explore and learn about the countryside.

Swanwick Lakes and NATS are looking forward to celebrating the achievements of the partnership, at the Reserve's 20th anniversary in June 2013.

Becoming a wildlife investor

To demonstrate that we are committed to local wildlife, people and the environment, in March 2013, we formed a new partnership with HIWWT by becoming a 'Wildlife Investor'. For more than 50 years, the Trust has been protecting habitats and creating Living Landscapes to ensure a wildlife-rich countryside and local seas.

Being a Wildlife Investor with the Trust provides additional financial support to enable them to carry out their important conservation work and inspire local people to cherish their wildlife. It also allows us to work closely with people who share our passion for conservation in and around our sites and green spaces. In particular, we will be able to work more closely with our colleagues at Swanwick Lakes Nature Reserve on a range of projects that will benefit the partnership.

Biodiversity benchmark

We are also working towards the Wildlife Trust's Biodiversity Benchmark for the Swanwick Lakes Nature Reserve. The Benchmark is a process that enables any organisation which owns or manages land to assess its impact on the natural world, improve its contribution to the environment and demonstrate its commitment to biodiversity. It is designed to ensure that sites are managed to the highest standard, while rewarding biodiversity improvement by companies.

Acting Responsibly

To find out more visit:
www.nats.aero/environment