

Glasgow Control Tower
Latitude: 55.871542
Longitude: -4.428542

NATS

Collectively responsible

Responsible Business report
2017-18

We are collectively responsible



“Responsible business means making a positive contribution to economic, environmental and social progress. It can’t happen unless we collectively take responsibility to avoid and address the adverse impacts of our operations.

Our Collectively Responsible programme aligns us with good practice already adopted by companies represented on our Board, and by our customers and suppliers. It makes good business sense, setting out our commitment to best endeavour, meeting our customer needs and helping to attract, retain and develop talented people to help us push even harder.

We all act responsibly every day at home and at work. Being collectively responsible simply means we have a shared responsibility to uphold our values for the good of our employees, communities, company and the natural world. In an organisation like ours, we have a real opportunity to make a difference.”

A handwritten signature in blue ink, appearing to read 'Martin Rolfe'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Martin Rolfe
Chief Executive Officer

For additional information on our non-financial reporting statement see our Annual Report & Accounts

Highlighting some remarkable achievements last year:

£37,000

donated through NATS Footprint Fund

25

small scale airspace improvement implemented to reduce CO₂ emissions

14

airport towers certified to ISO14001:2015 standard

228,073

tonnes of CO₂ reduced through airspace improvements

£183,000

donated by employees through payroll giving

162

new bikes purchased through our cycle scheme

101

new low emissions cars on the road through our low emissions car scheme

350+

reusable coffee cups acquired by employees from our sites



Collectively responsible

Supported employees

Strong communities

Healthy environment

Good business practice



A new era of responsible business activities at NATS



“2018 marks a decade since our Acting Responsibility programme was launched. Since then we have achieved a huge amount. Driven by the passion and enthusiasm of our employees we have achieved some ambitious improvements from addressing challenges on 3Di and aircraft noise to huge improvements in fuel efficiency; from increased recycling to the monumental efforts of employees’ charitable giving and volunteering work.

We are proud of our achievements over the last decade, but the challenge of being a responsible business continues to evolve and we need to respond. Building on everyone’s passions and personal motivations, while reflecting everything we are doing to transform the business, we have broadened our remit to encompass all of our responsible activities and the things our employees care about outside the workplace under our new Collectively responsible programme.”

Ian Jopson
Head of Environmental & Community Affairs

Find out more [here](#)

Being collectively responsible encompasses:

Supported Employees

Looking after our employees is key to NATS being able to operate effectively and efficiently. We recognise that it is our employees who deliver our performance and that employee relations should be managed and supported appropriately. We have a successful early careers programme, substantial training is available for professional development and we continue to improve policies and programmes that concern staff health, safety and wellbeing as well as inclusion and diversity.

Strong Communities

As a large organisation operating across a wide variety of sites there is a huge potential for us to have a positive impact through charitable giving and volunteering. We also realise that owing to the nature of our operations, there may be times when we have a negative impact, particularly for those living around airports. We do our best to mitigate these situations and ensure that these communities have a voice.



Healthy Environment

With responsibility for all commercial air traffic over the UK and part of the north Atlantic we recognise the significant impact we have in terms of contributing to greenhouse gas emissions and the opportunity we have to do our part to minimise them. This is balanced with the need to reduce aircraft noise, tackle our environmental impact on the ground within our estate, reduce pollution and resource use and protect biodiversity.

Good Business Practice

Having high standards is not new to NATS. Over decades we have delivered services to our customers and to the travelling public that are second to none in terms of safety, quality and reliability. We are proud of not just what we deliver but how we deliver it. We expect a lot of ourselves, our customers and our suppliers. Our reputation is important and we must continue to maintain the highest ethical and professional standards in everything we do.



Collectively
responsible

Supported
employees

Strong
communities

Healthy
environment

Good business
practice

Inclusion and diversity

“We aspire to be an inclusive organisation which values the contribution that a wide range of employees of diverse backgrounds, thoughts, experience, knowledge and skills can bring. We do this because it not only right to seek to reflect the diverse society we serve but there is ample evidence that this is a contributing factor in business success.”

Julie Elder

HR & Corporate Services Director



Health, safety and wellbeing are top of the agenda

“I joined NATS in November 2017 and one of the key areas I focused on in my first 100 days was embedding wellbeing across the business. NATS recognises that excellent standards of health and safety contribute to successful business performance, as well as the legal obligation towards a duty of care. We are committed to the importance of investing in the wellbeing of our employees, through the provision of preventative measures and interventions for all employees. We do this through our Peer Support Programme (CISM), the Employee Assistant programme (Validium) and by undertaking a multidisciplinary approach to wellbeing across the business. We have a calendar of events supporting Wellbeing topics throughout 2018.”

Marie Chandler

Head of Health, Safety and Wellbeing

Find out more [here](#)



Think Act Be SAFE

“Think Act Be SAFE is a programme of safety promotions which supports our value of “safe in everything we do”. At its core are the NATS Safety Behaviours which enable everyone to keep safety at the front of their minds. The programme covers operational safety, physical security, personal wellbeing, health and safety, engineering safety and cyber security. The campaign has included everything from creating strong passwords to driving safely in the snow with a new rotating theme every two months. Think Act Be SAFE has enabled us to be more open about safety, wherever our employees work, so we continue to be a safety conscious organisation.

Safety starts with each and every one of us and its success lies in our collective responsibility for it.”

Brendan Booth
Head of Safety & Quality Standards

Find out more [here](#)



Promoting careers in science to young girls and women

“Nearly 60 girls aged 13-18 spent the day at NATS as part of our first Bring Your Daughter to Work Day. Activities included radar workshops and a tour of our digital tower. It’s really important for young girls and women to feel confident taking up a career in science, technology, engineering and maths related industries and we were keen to highlight the exciting opportunities available in the industry for both men and women.

Women bring different perspectives, ideas and approaches, and growing an increasing diversity within our talent pool is critical for our success.”

Katie Foster
Head of People Services

Find out more [here](#)



Ten years of charitable giving

"We have always had a strong culture of charitable giving. The Footprint Fund and Give As You Earn, our payroll giving scheme are both in their 10th year. Both of these schemes were set up to help employees support their personal chosen charities, with £37,000 awarded to 51 applicants and £182,905 donated respectively through the two schemes this year.

We have also launched a new Charity Focus partnership, inspired by the longstanding relationship between Prestwick Centre and Ayrshire Hospice, we asked employees at our other main sites to vote for a local charity they wish to support. Swanwick and Whiteley voted for Hampshire & IOW Air Ambulance and Cancer Research UK Southampton Research Centres respectively, with a combined fundraising target of £120,000."

Adele Miller
Assistant Environment Manager

Find out more [here](#)



Contributing to young communities through the NATS Academy

"A team from Prestwick Centre has embarked on a community project, working with two local schools and Ayrshire Chamber of Commerce to establish NATS Academy. The team works with teaching staff and supports the curriculum by providing learning materials and volunteers to talk to pupils. So far, this has included a geography lesson with a twist: delivering lessons in map reading, introducing pupils to aeronautical charts; and a lesson on the history of air transport looking at early airspace users as well as communication, navigation and surveillance techniques. NATS Academy has ambitious plans for expanding the programme across all of Ayrshire with the potential to roll out the scheme across other NATS units and their local communities."

Andrea Kirkhope
ATSA Line Manager

NATS Academy Team:
Andrea Kirkhope, Jacob Young,
Jim Petrie, Stu Rodgers
and Jonathan Bickerton



Developing the engineers of the future

“NATS is helping the government achieve their objective for “Unlocking Talent, Fulfilling Potential, of delivering greater social mobility through rewarding careers”. Without the support of employers, schools and colleges cannot offer experiences of work, guidance on different types of work, or fully understand the skills needs of the labour market. We are keen for young people to gain experiences of work while in education, and to keep getting education and training while in work. The task of unlocking talent and fulfilling potential is not complete when young people leave the classroom.

One such example is NATS Engineering committing to support the University Technical College Portsmouth. The school, which opened in September 2017, offers 14-19 year olds the opportunity of a technical education alongside their general education. We provide support to the Engineering faculty through a variety of means, from direct contributions into the curriculum design to mentoring students.”

Vicky Newhouse
DEG/IP Manager



Working together to tackle aircraft noise

“When it comes to managing aircraft noise it is important to empower communities to have a more active role in the airspace design process. That is why we have developed Comp-Air, a system that enables users to sketch new route alignments and see the effects in real time. This allows stakeholders to understand the complexities of airspace design and the impact of routes on noise before and after the change.”

Harri Howells
Head of Airspace Change Assurance

Find out more [here](#)



The little ideas that make a big difference

"We were the first ANSP to set a target to reduce our airspace CO₂ emissions, aiming for a 10% reduction per flight by 2020 and introducing our innovative 3Di metric that measures the flight efficiency of our operations within UK airspace.

As focal points at the two ATC centres and airports NATS operate we have responsibility for ensuring that positive developments both in terms of procedural changes and enabling our controllers to provide tactical interventions for more efficient operations. As well as through larger projects it is the small changes thought up by our airspace efficiency groups and controllers which have made huge improvements in efficiency. We recently saw our 1,000th small scale change investigated as a result of this activity."

Find out more [here](#)

James Deeley
Deputy Head Environmental
& Community Affairs
and Airports Focal Point



Alex Culley
Manager 3Di Performance
and Swanwick Focal Point



Chris Myers
Operations Supervisor
and Prestwick Focal Point



Changing behaviours to improve our recycling efforts

“We are continually looking for ways to reduce the waste generated from our business and to improve our recycling. Over the past year we have run campaigns to ensure proper separation of waste and raise awareness about alternatives to single use plastics. To reduce the number of coffee cups going into general waste, cup recycling was introduced and re-usable cups were promoted by offering a discount to anyone that uses one when they buy a drink. We have stopped using single use plastic cutlery, drinking cups and straws and have replaced food containers with biodegradable alternatives. We have also introduced a food waste recycling facility for all staff and are investigating further ways to reduce waste and improve recycling.”

Vicki Smith
Facilities Manager Corporate Services



Collectively responsible

Supported employees

Strong communities

Healthy environment

Good business practice

Exceeding expectations for airspace efficiency

“Our 3Di score measures the efficiency of all flights within UK airspace. We have yearly targets set by our regulator and we are subject to payment of penalties if these are not met. We have shown improved performance annually since 2014, thanks to a strong programme of work to improve efficiency and the hard work of our controllers, plus detailed work by our Analytics team. As part of this we have turned to nudge theory whereby we share airspace performance data relevant to Air Traffic Controllers and the sectors they manage, to identify variations in how Watches manage traffic and helping controllers to understand where improvements in efficiency can be made. Air Traffic Controllers on certain sectors at Prestwick Centre have taken the lead this year and the study will roll out to certain sectors at Swanwick and airports in 2018.”

Dr Jarlath Molloy
Environmental Affairs Manager

Find out more [here](#)



Enabling wind farms

“Air Traffic Control has had valid reasons to challenge wind farm development as they interfere with our infrastructure of surveillance communications and nav aids for safe operations. However, we look for ways around this and have successfully provided solutions for over 6 GW power. For example, we have offered mitigation for 10 years technically and operationally, which has included commissioned eight new radars to ensure that interference to radar from wind farms does not stop aircraft being detected. The most recent of these is for the new Tormywheel turbines for Edinburgh airport using Terma radar in 2017. The 15 turbine wind farm in West Lothian will supply power for around 25,000 local homes.

We work with all major energy providers, in UK and overseas and get involved from an early stage on each project, with the result that over 95% of UK applications can be tolerated or mitigated.”

Mark Balsdon
Head of Customer Services
(Airspace and Airspace Users Directorate)

Find out more [here](#)



Environmental management, right across the board

“Bringing together our estate and airspace environment work, we successfully certified all of our UK airport towers, as well as Aberporth ranges, to the international environmental management standard ISO14001:2015. This has involved developing an Environmental Management System that provides a framework to help us collaborate across teams and stakeholders to deliver a consistent approach to improve environmental performance. A key element of these reviews has been talking to our customers to understand how we can support their sustainability strategies at our operations. This was the result of a huge effort from multiple teams across our business, which was recognised with an award for ‘Best Environment Initiative’ from the Airport Operators Association.”

Nick Worricker
Environment Manager

Find out more [here](#)



Collaborating with airlines to continue driving positive change

“With our ability to make substantial airspace improvements becoming narrower and with over 3.5% of our 10% airspace CO₂ reduction target still to go we have been looking at new ways to ensure that we continue to make improvements in airspace environmental performance. One of these ways has been to work directly with our customers on areas traditionally seen as exclusively part of airline operations but for which we can have an important role in enabling change. One such example has been work on a new cost index model with British Airways which aims to calculate more efficient speed profiles for individual flights resulting in reductions in fuel use whilst also reducing the costs of delay.”

Dr Holly Edwards
Environment Manager

Find out more [here](#)



A clear and confident approach to monitoring anti-bribery and corruption

“Our overall company approach to maintaining integrity in our business is set out in a code of ethics and professional behaviours. As part of this we have a formal anti-bribery and corruption policy which has been endorsed by our Board with training and awareness of staff, particularly those in areas of risk and including all Executive and Board Directors. We have worked to embed our Just Culture principles across all employees, not just frontline staff, in which staff are not punished for their actions, omissions or decisions that are commensurate with their experience and training, but where wilful violations are not tolerated. We have also launched a new whistle-blowing service with an external provider which is open to all employees, customers, suppliers, contractors and partners to raise concerns about unethical or unprofessional behaviour.”

Guy Evans
[Head of Internal Audit](#)

Find out more [here](#)

Supporting and promoting SMEs

“Small and Medium-sized Enterprises (SMEs) can offer innovative solutions, flexibility, and value for money, all of which are important to delivering our corporate strategy. We have therefore developed a SME-friendly policy that encourages mutually beneficial relationships with SMEs, and ensures that our processes and behaviours are adaptable to SME needs.”

Stephen Rose
[Head of Supply Chain Knowledge and Business](#)

Find out more [here](#)



Addressing and mitigating the risks of forced labour throughout our supply chain

"We consider the risk of modern slavery in our supply chain to be low, but take our responsibilities to combat modern slavery seriously. To address this risk we undertake assessments that consider both the country and industry sector risk and an action plan has been developed.

Assurance is through statements or policies obtained from those suppliers with an increased level of risk and we reserve the right to undertake supplier audits where additional assurance is required.

We also consider our impact in other ways, recently introducing electronic trading with some of our suppliers, saving 20,000 sheets of paper in the first 12 months as well as taking into account the sustainability credentials of the suppliers we work with."

Christine Hyde
Head of Supply Chain
Service Centre



Communication is key to engagement with our customers

"As Customer Affairs we communicate to airlines, airports, our customers. When we started to talk to the airlines in mid-2017 on upcoming changes, an operations manager for one of the major airlines wrote an internal blog for their colleagues on the project. In the first day of the blog being posted, 211 airline staff members read and commented on it. This customer took that message and passed it on to all within their company. The employees within the airline clearly have an interest in our delivery of change and how it may impact them.

We all play a part in being collectively responsible in everything we do, both internally and externally. Where customers are involved we don't just communicate with them, we engage with them and they help us in return."

Andrew Burke
Customer Account Manager

Find out more [here](#)

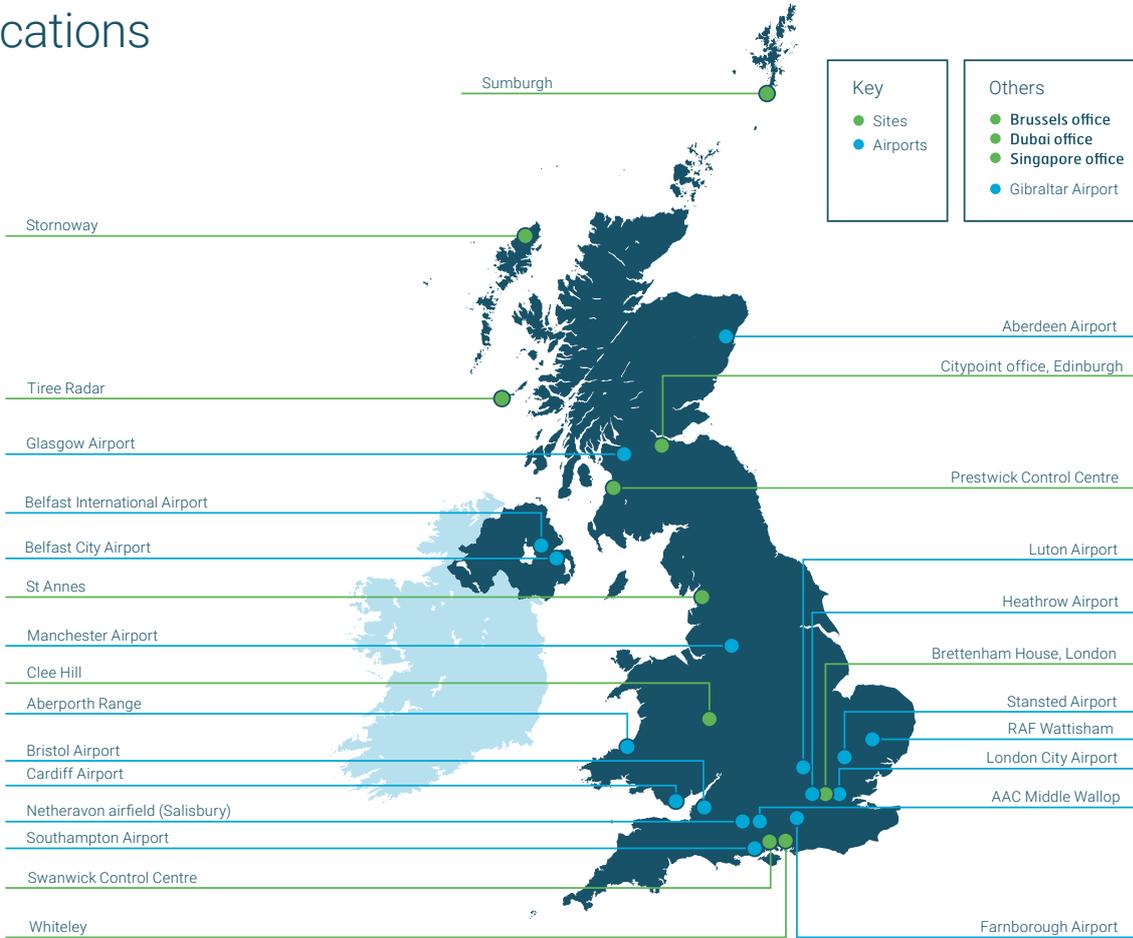


Key performance metrics

Non-financial performance 2017-18 (financial year unless stated otherwise)		2017-18	2016-17
Supported employees	Scope 1: Emissions from fuel used for heating, power generation, transportation and fugitive emissions from air conditioning (tonnes CO ₂ equivalent)*	3,982	3,480 [^]
	Scope 2: Emissions from purchased electricity (Location based tonnes CO ₂ e)*	21,223	29,964 [^]
	Scope 2: Emissions from purchased electricity (Market based tonnes CO ₂)*	20,628	N/A
	Scope 1 + 2 intensity metric: (tonnes CO ₂ e per £m of revenue)	27.6	30.9 [^]
Scope 1 + 2 intensity metric: (tonnes CO ₂ e per average FTE employee)		5.9	7.0 [^]
Strong communities	Scope 1 + 2 intensity metric: (kilo tonnes CO ₂ e per flight handled)	10.0	11.6
	Scope 3 Category 1: Indirect emissions from the supply and treatment of water (tonnes CO ₂ e)*	57	N/A
	Scope 3 Category 3: Fuel and energy related activities not included as scope 1 and 2 emissions; (tonnes CO ₂ e)*	6,140	N/A
	Scope 3 Category 4: Upstream transport and distribution (tonnes CO ₂ e)*	5	N/A
	Scope 3 Category 6: Business Travel (tonnes CO ₂ e)*	5,792	N/A
Healthy environment	Scope 3 Category 11: Use of sold services (tonnes CO ₂)	14,627,205	13,904,639
	Progress against 10% enabled ATM related CO ₂ emissions reduction target	6.4%	5.0%
	Scope 4: Modelled enabled ATM related CO ₂ emissions reduction (tonnes)**	228,073	59,768 [^]
	Water consumption (m ³)*	54,624 [^]	48,657 [^]
	Energy consumption (gas & electricity) MWh	71,697	72,368 [^]
3Di (Calendar year)		29.6	30.3

Certain metrics in the table above as at 31st March 2018 have been verified by DNV GL with a reasonable level (*) or limited level (**) of assurance. Data marked ^ has been restated to reflect improvements in the accuracy of modelling and in the quality and availability of data, updates to traffic forecasts, and changes to NATS' airport portfolio. A copy of the verification statement and a copy of the GHG report (reporting criteria) is available at www.nats.aero/environment/or.

Our locations



We want to hear from you

Customer and stakeholder perspectives – including those from the general public – are very important to us. We aim to be responsive to your views in the services we provide. Please do get in touch as we welcome feedback.

For more information visit or email:



nats.aero



responsible@nats.co.uk

