for aircraft to taxi on one less engine after landing. We operate a large fleet of electric vehicles and continue to be a member of the Heathrow Clean Vehicle Programme to further improve the environmental performance of our ground fleet.

**Waste**

We aim to improve resource efficiency through waste minimisation, increased reuse and recycling and reduced disposal to landfill.

We are on track to achieve our target of recycling 50 per cent at our main bases of Heathrow and Gatwick by the end 2010. We achieved 39 per cent recycling throughout 2009.

We are also on track to meet our target of zero waste to landfill by the end of 2010 for our main activities. Over the last year, the amount of waste managed through our contracts at Heathrow and Gatwick disposed to landfill on an annual basis reduced by 36 per cent from 3,424 tonnes to 2,187 tonnes. We have also begun processing our non-recyclable waste at Heathrow and Gatwick through a waste to energy plant which will enable us to meet our zero waste to landfill target.

**Community Investment**

We are committed to supporting communities in countries where we operate through our community investment programme.

At present we work with over 120 community and conservation organisations worldwide. We also have an extensive education programme for children and young people at our Community Learning Centre at Heathrow, which has welcomed over 58,000 learners since it opened in 1999.

Our 16 year partnership with UNICEF came to a close in March 2010. We raised more than £27 million through the generous support of our customers and colleagues through the Change for Good programme. Since the partnership began we have funded projects in over 58 countries and all of the projects we have supported leave a valuable legacy for vulnerable children in the communities where both British Airways and UNICEF operate.

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**Summary of environmental data and targets**

<table>
<thead>
<tr>
<th>Target</th>
<th>2009*</th>
<th>2008*</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon efficiency gCO₂/pkm**</td>
<td>83 by 2025</td>
<td>106</td>
<td>107</td>
</tr>
<tr>
<td>CO₂ emission (million tonnes)</td>
<td>16.67</td>
<td>17.60</td>
<td>17.7</td>
</tr>
<tr>
<td>Average noise per flight</td>
<td>15% reduction by 2015</td>
<td>On track***</td>
<td>On track***</td>
</tr>
<tr>
<td>% Recycling (LHR and LGW)</td>
<td>50% by end 2010</td>
<td>39.0</td>
<td>35.1</td>
</tr>
<tr>
<td>Waste to landfill (tonnes LHR and LGW)</td>
<td>zero to landfill by end of 2010</td>
<td>2,187</td>
<td>3,424</td>
</tr>
</tbody>
</table>

* Calendar years.
** With effect from 2008, traffic statistics now include data related to customers who have flown on ‘frequent flyers’ mileage redemption tickets. This change brings the Group into line with the industry standards and also into line with all major scheduled carriers.
*** Our fleet replacement programme is on track to deliver this target.
London 2012 Olympics and Paralympic Games
During the year, we continued to build on our sponsorship strategy for London 2012. Olympic hero Sir Chris Hoy launched our Great Britons Programme which offers free flights to help British talent realise their potential. We flew the British and Irish Lions to South Africa for the Lions Rugby Tour and we are proud to be backing the bid to stage the FIFA World Cup in England in 2018.

The workplace
We are continuing to make big changes to the way we run our business so that we can achieve our strategy of becoming the leading global premium airline.

Our main aim is to develop a customer focused, high performing culture that offers rewards for great individual performance but also recognises different people in the business have different needs in terms of benefits, training and development.

At the year end our manpower equivalent was a total of 36,832 across our operations. This is a reduction of some 3,800 since March 2009, all on voluntary terms.

We completed the restructuring of our management staff at the beginning of 2009. We now have a leaner, more agile organisation, but we have also improved governance and accountability in the business.

Having the right leaders with the right support and motivation is essential if we are to create a high performance culture. High performance leadership means that our managers can engage with and involve their people in achieving world-class levels of productivity.

We are now exploring new ways to boost efficiency and achieve greater value for customers across the rest of the business, with a particular focus on further improving employee engagement. Colleague surveys will now run quarterly and include an engagement index that managers are expected to track and take action on.

The latest survey showed that 60 per cent of our people feel generally well informed about the Company, with more than 90 per cent aware of the financial situation. Face-to-face communication has been more important than ever this year; we run regular briefings across the Company so that as many people as possible can meet, question and share ideas.