

**BAA's strategic framework**

While each BAA airport has its own unique vision, all share a common set of strategic intents. These convey how we run our business to enable each of our airports to achieve their vision.

A common strategic framework ensures that each action taken by our airports and objectives for each employee can be linked to our strategic intents.

**Heathrow's vision**

Heathrow connects the UK to the rest of the world. It is the country's only hub airport, providing frequent, direct links to the world's major cities. Heathrow's vision along with the strategic intents through which this vision will be delivered are illustrated in Figure 1.

**Our approach to corporate responsibility**

We believe that aviation provides a positive contribution and can grow responsibly while tackling environmental and social costs. We do not believe that the economic benefits generated by aviation mean that growth should be delivered at any cost – rather we strive for an aviation industry that grows and operates in a sustainable manner and respects environmental limits.

Running Heathrow responsibly is an integral part of our business strategy and is essential for Heathrow to achieve its vision. In 2007, we reviewed our process for identifying and prioritising corporate responsibility issues. These issues are illustrated in Figure 2.

In 2008, we integrated these issues within the strategies that underpin Heathrow's strategic intents and vision. These are subject to the performance measures and targets described through this report.

We seek to improve performance where we have direct control over the management of issues. Where we do not have direct control, we seek to influence our stakeholders to bring change.

Our approach is guided by our Corporate Responsibility policy, which can be reviewed at [www.baa.com](http://www.baa.com)

**Governance**

BAA's board governs the company's long-term strategy, monitors the achievement of business objectives, and ensures that we meet our responsibilities to key stakeholders.

The executive committee recommends business objectives and strategies to the board and ensures their delivery.

Heathrow's chief operating officer and the airport managing directors are responsible for the delivery of BAA policies and strategies.

BAA has sub-committees of both its board and its executive committee which review health, safety, security and environment performance. Each airport has its own governance group for these issues, reporting to the airport managing director.

Figure 2: BAA's corporate responsibility issues

Airport expansion
Climate change
Local environment
<ul style="list-style-type: none"> <li>Noise</li> <li>Air quality<sup>1</sup></li> <li>Surface transport</li> <li>Waste</li> <li>Water</li> <li>Other environmental issues</li> <li>Sustainable construction</li> </ul>
Aviation and society
<ul style="list-style-type: none"> <li>National economic role</li> <li>Regional and local economic role</li> <li>Social benefits</li> </ul>
Passenger experience
Our people
<ul style="list-style-type: none"> <li>Employee engagement</li> <li>Equal opportunities and diversity</li> <li>Developing and retaining people</li> <li>Managing change</li> </ul>
Operating airports safely and securely
<ul style="list-style-type: none"> <li>Airfield safety</li> <li>Health and safety</li> <li>Security</li> </ul>
Community investment
Working with our partners
<ul style="list-style-type: none"> <li>Aviation industry</li> <li>Retailers</li> <li>Suppliers</li> <li>Construction partners</li> <li>Third parties on-airport</li> </ul>
How we run our business
<ul style="list-style-type: none"> <li>Governance and ethics</li> <li>Stakeholder engagement</li> <li>Public policy influence</li> <li>Ethical investment</li> <li>Human rights</li> <li>Management systems</li> </ul>

Note: priority issues are shown in bold.

<sup>1</sup> Identified as priority primarily for Heathrow only.

Figure 1: Heathrow's vision and strategic intents

