



A focus on health and safety

Towards a sustainable Heathrow

Heathrow's approach to health and safety management

As the UK's only hub airport, we aim to enhance the economic and social benefits that Heathrow provides while minimising negative impacts on communities and the environment. This briefing sets out our approach to managing health and safety, and supplements the data contained in Heathrow's sustainability performance summary, available at www.heathrow.com

Health and safety policy

Our health and safety policy commits us to safeguarding the health and safety of our employees, contractors, service partners, passengers and members of the public.

We aim to eliminate preventable illnesses, injuries and business losses due to unplanned events throughout the airport.

To deliver on this commitment we seek to:

- Create a culture that is intolerant of accidents and incidents
- Establish safety as a core business value and promote the concept that "good safety is good business"
- Make safety important and personal, so that it influences people's choices and behaviours

Safe people

The knowledge, skills and behaviours of the 76,500 people working at Heathrow are critical in maintaining airport safety.

As Heathrow's owner, we play an important role in creating the airport's safety culture. We demonstrate passionate leadership around safety through the effective delivery of our health and safety policy.

We adopt a collaborative approach to safety, engaging managers, supervisors and the wider workforce who all have a role to play in keeping Heathrow safe.

Safe places

Heathrow's buildings, runways, services, equipment, facilities and public areas must always be safe for the people who use them.

We undertake a continuous programme of asset inspection, maintenance, refurbishment and replacement to ensure that we continue to operate the airport responsibly, safely and securely.

Safe processes

We make sure that the processes and procedures we have in place for managing safety are simple, user friendly and help people to do their job safely.

As the airport owner, we engage with the many businesses and organisations operating at Heathrow to continually improve how we work together and to further develop the positive safety culture across the airport's safety community.

Heathrow's safety strategy



I'll tell it like it is

To make sure colleagues know how to look after themselves

Richard Howlett, Service Team Leader, Terminal 5

Richard is passionate about the rights and wrongs of body searches, always looking to help protect colleagues. He's prepared to intervene during searches to coach officers in ways to take better care of themselves physically, especially when bending or stretching — which can easily lead to some nasty injuries.

Health and safety at Heathrow

Heathrow works to control, guide and influence health and safety within terminals, across the airfield, and on the airport's construction sites.



Airport terminal

Key for airport terminal

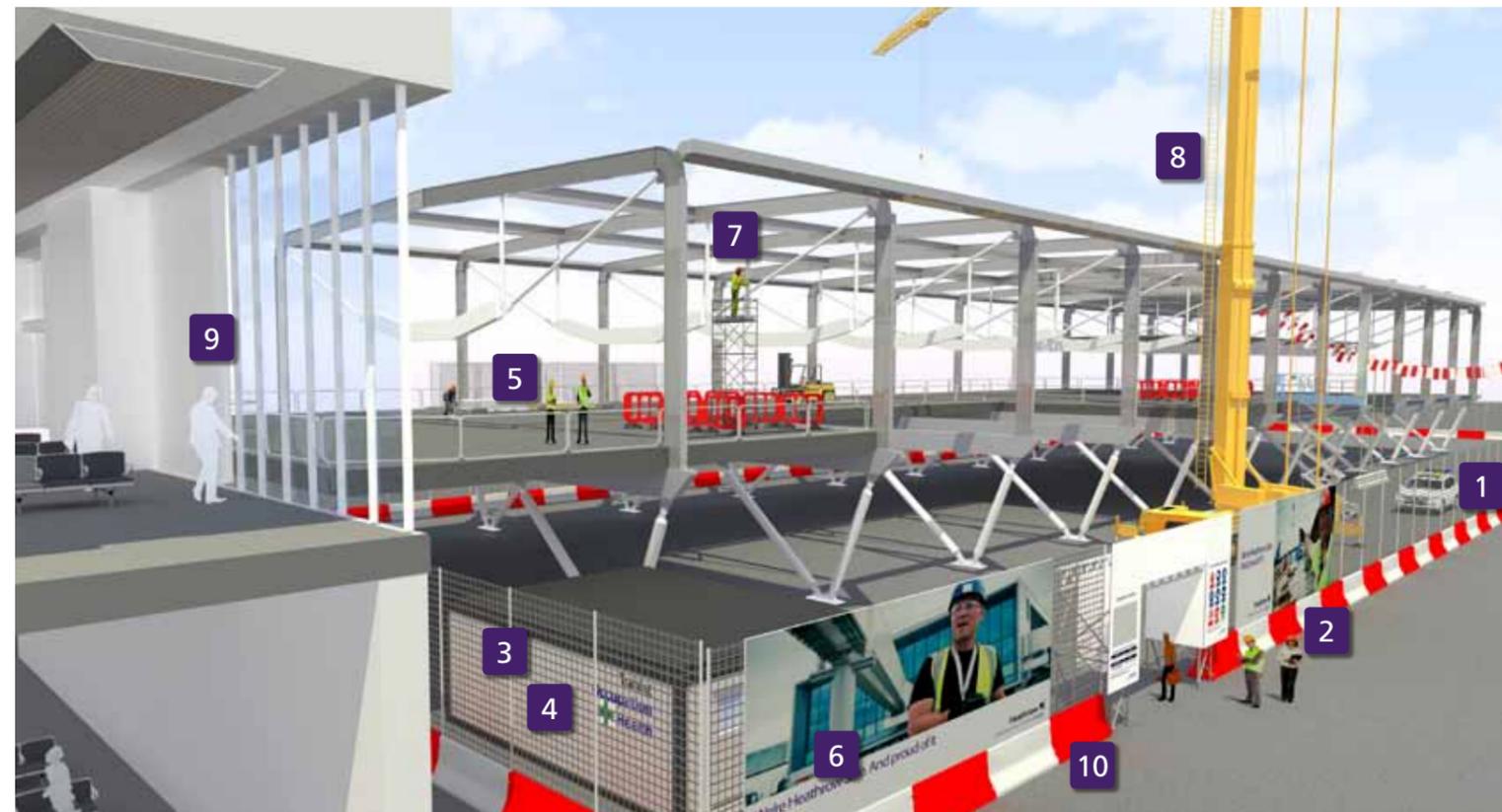
1. Safe lifting and handling
2. Courteous interaction between security and passengers
3. Life safety systems: provision, maintenance and positioning of fire detectors and alarms
4. Spillage prevention and clean up
5. General maintenance: safe systems of work
6. Assisting passengers with reduced mobility
7. Passenger bussing: driving training
8. Maintenance of airport perimeter roads
9. Food safety and hygiene



Airfield

Key for airfield

- | | |
|-----------------------------------|---|
| 1. Airfield debris detection | 6. Airport Fire Service |
| 2. Airfield debris recovery | 7. Bird hazard management: grass cutting and bird scaring |
| 3. Driver training | 8. Aircraft marshalling |
| 4. Safe lifting and handling | 9. Maintenance |
| 5. Aviation safety: control tower | |



Airport construction site

Key for airport construction site

1. Safe driving techniques and driver training
2. Planning construction activity
3. Occupational health services
4. On-site safety training
5. Safety inspections
6. Safety communications
7. Safe work at height
8. Overhead lifting: safe machinery and operator training
9. Separation of passengers from construction areas
10. Safety barriers

Health and safety across the airport

Heathrow is like a small city. More than 320 companies operate within the airport boundary, employing around 76,500 people, and over 69 million passengers travel through each year. Ensuring the safety of all these people is complex, but is of paramount importance.

Terminals

Heathrow's terminal buildings contain 2,000 shops, offices and restaurants as well as large public areas, complex baggage systems and security areas.

Across Heathrow's estate, we manage a variety of risks such as those posed by asbestos, legionella, confined spaces and mechanical equipment.

The single biggest focus in our terminal buildings is managing fire safety and ensuring that we have the right life safety systems in place.

We constantly seek to reduce the risk of manual handling injuries associated with security and baggage handling through improving processes, automation and training.

Airfield

With around 1,300 aircraft landing or taking off every day, ensuring that Heathrow's runways are operated safely and kept clear of even the smallest pieces of debris is critical. We also manage the risks created by birds flying into the local area.

Controlling the movement of the 7,900 vehicles which operate on Heathrow's airfield is essential to prevent collisions when aircraft are taxiing to and from runways and during aircraft servicing.

Heathrow employs its own Airport Fire Service, operating a range of state-of-the-art fire and rescue vehicles. We also manage the risks associated with operating one of the world's largest single-site fuel pipeline systems.

Construction

Heathrow's buildings, runways, roads and pavements are hard-wearing. But with 180,000 passengers passing through each day, and to enable us to continually improve our passengers' experience, we invest over £1 billion each year transforming Heathrow.

Heathrow undertakes some of the UK's largest and most complex construction projects and is recognised as a leader in managing the safety risks associated with construction projects within safety critical environments.

With around 5,000 construction workers and associated machinery and materials movements, the world's busiest airport relies on us managing normal construction risks as well as the interface between construction activity and airport operations and our passengers.

Occupational health

We provide comprehensive on-site occupational health services, free of charge, to all our employees and construction workforce. In addition to routine health surveillance we offer proactive health checks and run regular health and wellbeing campaigns.

Safety organisation

Health and safety responsibilities are built into everyone's role at Heathrow.

It is particularly important that a clear line of accountability for safety management travels from the chief executive through to frontline staff.

The chief executive participates in Heathrow's Sustainability and Operational Risk Committee, which is chaired by a non-executive director of BAA's board, and which reviews health and safety performance.

Heathrow's executive committee reviews health and safety issues and performance against defined targets on a monthly basis.

The management teams from each of Heathrow's business units review their safety performance monthly with input from both management and trades union representatives.

Heathrow employs a Health, Safety and Environment Director and teams of specialists covering construction, airfield and operations, as well as fire, and occupational health practitioners and an independent health and safety governance and assurance team.

I call it like I see it

If something goes wrong, it's a call to the fault line

Tony Lintorn, Facility Inspector for Campus Security

If Tony sees a risk of any kind, he simply reports it to the fault line. He's part of a team that's responsible for keeping the airport moving as safely and efficiently as possible. Broken trolley wheels and uneven paving are some of the biggest problems.

Managing Heathrow's health and safety issues

In this briefing, we describe our approach to managing safety at Heathrow using a model based on what we, as the airport owner, 'control', 'guide' and 'influence'.

- We control Heathrow's safety performance by directly managing the airport activities which our employees deliver
- We guide Heathrow's safety performance through the agreements we have with suppliers and contractors who carry out airport activities on our behalf
- We influence Heathrow's safety performance by engaging with other companies that work at Heathrow to establish safe practices for managing the airport activities that they deliver

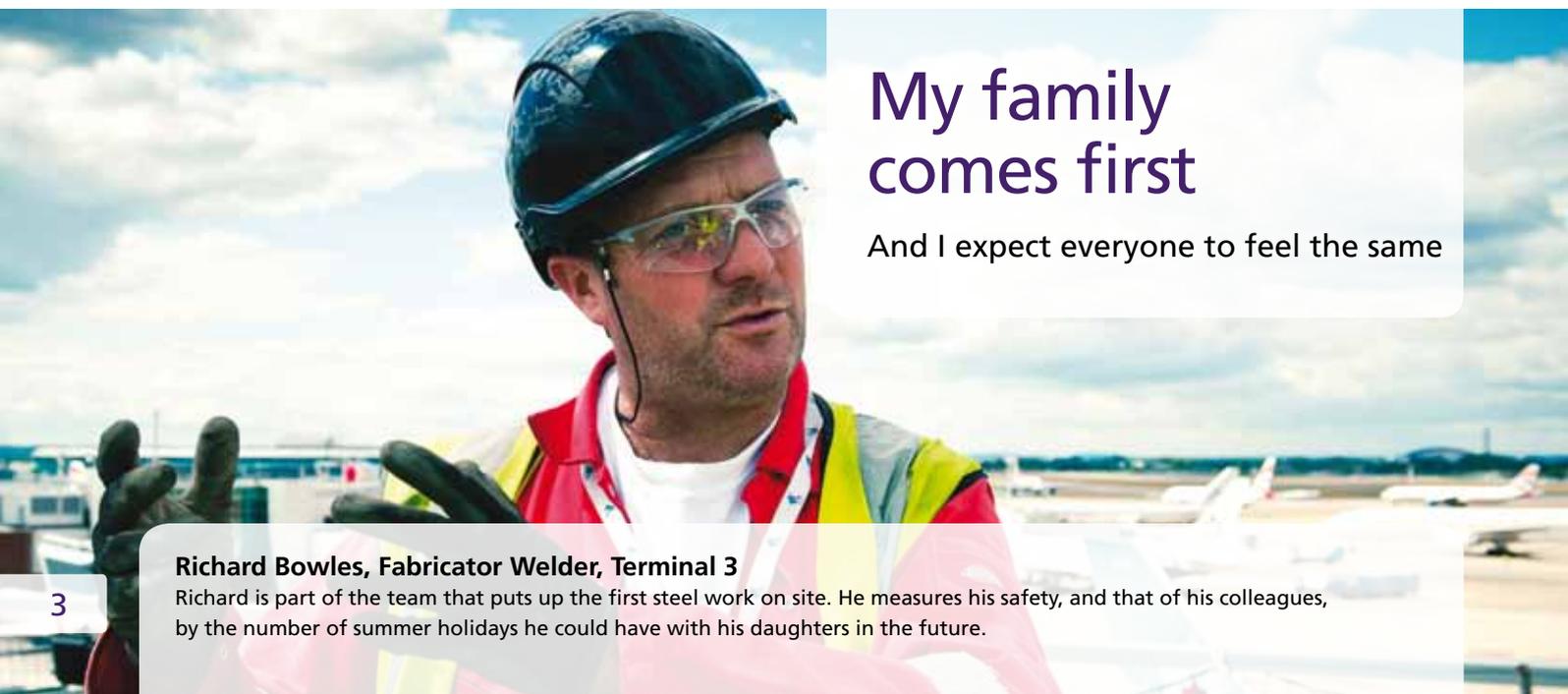
This table provides examples of how we control, guide and influence safety across Heathrow.

	Control	Guide	Influence
Terminal	Employee safety Life safety systems Access to the airport	Cleaning terminals Passengers with reduced mobility Parking and bussing	Fire prevention: retail Baggage handling
Airfield	Bird hazard management Runway inspection Aircraft marshalling	Maintenance	Third party vehicles Aviation safety strategy
Construction	Planning our construction activity	Contractor selection Setting standards Performance monitoring	Construction industry standards

Safety regulation

Safety at Heathrow is regulated by four different bodies:

- The Civil Aviation Authority regulates aircraft safety, both in the air and on the ground. By licensing us to operate the airport, it ensures UK Civil Aviation standards are met
- The Health and Safety Executive regulates much of our operational activities on the ground and on our construction sites
- The London Fire Brigade sets fire safety requirements and enforces compliance with fire regulations
- Local authorities (primarily the London Borough of Hillingdon), regulate much of our public areas, which includes issues such as food hygiene, through their Environmental Health Officers



My family comes first

And I expect everyone to feel the same

Richard Bowles, Fabricator Welder, Terminal 3

Richard is part of the team that puts up the first steel work on site. He measures his safety, and that of his colleagues, by the number of summer holidays he could have with his daughters in the future.

Controlling Heathrow's safety performance

We control Heathrow's health and safety performance by directly managing the airport activities that our employees deliver

Employee safety

We directly employ almost 7,000 people at Heathrow and are responsible for keeping them safe and healthy while they are at work. Risk assessment is a critical element of our safety management and training is key to developing safe people.

Life safety systems

The life safety systems within Heathrow's terminals include over 55,000 smoke and heat detectors linked to zoned alarms and ventilation controls. Better maintenance and positioning of alarms has helped us to reduce false alarms from 820 in 2010 to 410 in 2011.

Access to the airport

We are responsible for the safe upkeep of roads around the airport, including the M4 spur road. This means we must carry out regular maintenance and also help to deal with accidents and traffic management on these roads.

Bird hazard management

Birds can present a safety risk if they become caught in aircraft engines. Heathrow's bird hazard management team aim to make the airport as unappealing as possible for birds through habitat management, disturbing birds using distress noises, letting off flares and, as a last resort, through culling.

To avoid attracting birds, we are careful to ensure food waste is properly disposed of

and keep the airport grass too long for most birds to comfortably settle on, but short enough to discourage nesting.

Runway inspection

We carry out four runway inspections per day, checking for debris, damage or anything that could present a risk to aircraft as they take off or land. These inspections have to be carefully choreographed with the air traffic controllers, who create a sufficient gap between planes for the inspections to be carried out safely.

Additionally, our radar system constantly scans the runways to spot debris and uses high definition cameras to identify objects.

Aircraft marshalling

Each aircraft parking stand at Heathrow has an electronic system that provides arriving pilots with parking guidance. Very occasionally, when these systems are not activated or visible, an aircraft marshaller is dispatched.

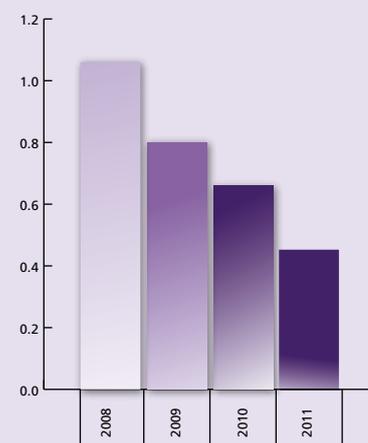
Using instructions communicated through the use of red bats during the day and illuminated wands at night, they ensure the safe parking of the aircraft.

Planning our construction activity

To carry out construction activity safely in the heart of the world's busiest airport, our Capital Programmes Team undertakes a high degree of planning, programming and coordination to ensure construction activity is planned to succeed even before our contractors get to site.

Employee accidents

Employee lost time injuries per 100,000 hours worked



BAA directly employs almost 7000 people at Heathrow. The lost time injury rate for Heathrow employees has fallen steadily since 2008, partly due to the introduction of absence management teams, which identify methods such as occupational health support to help employees return to work.

This has been especially successful in dealing with lost time injuries resulting from manual handling. We have also introduced an awareness programme to cut down on slips, trips and falls.



I know my limits

Because to work safely, you have to work within them

Alima Gale, Security Officer, Terminal 3

When her back and knees began to ache, Alima realised she was doing something wrong during the course of her day's work and needed to take on board what she'd learnt during her induction. A refresher course in manual handling soon put things right.

Guiding Heathrow's safety performance

We guide Heathrow's safety performance through the agreements we have with suppliers who carry out or manage airport activities on our behalf.

Cleaning terminals

We employ contractors to carry out cleaning in our terminals, and have standard processes that guide their approach to working safely. We audit their performance against this standard and, when necessary, agree improvement plans with them.

Passengers with reduced mobility

Transport inside the terminal for passengers with limited mobility is provided by a third party business on our behalf. Our contract stipulates the nature and extent of safety training that drivers should receive, and establishes working practices that keep both staff and passengers safe at all times.

Parking and bussing

We guide the safe operation of the shuttle buses between Heathrow's terminals and car parks by laying down our expectations in agreements with the contractors who employ drivers and run the buses.

Maintenance

We have detailed and prescriptive processes for how contractors access the airfield, carry out maintenance works and hand back the area of work such that it is safe to use.

Construction

We oversee construction activity ranging from new terminal buildings to refurbishment of our existing buildings. We focus on providing the safety leadership needed to create a positive safety culture within which contractors operate. Safety promotion includes our "Heathrow Safe. And Proud of it" campaign which contractors are encouraged to take on for themselves.

Contractor Selection

Safety is a key consideration in selecting the right contractor for each project and takes into account the contractor's previous safety record and experience of working within safety critical environments.

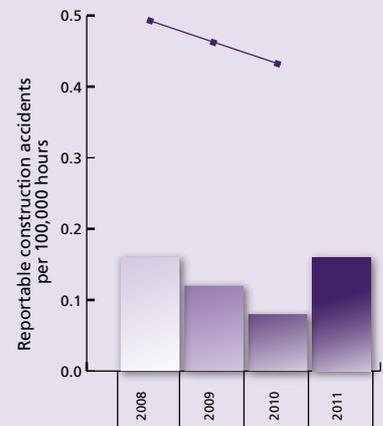
Setting Standards

We publish specific health and safety requirements and a range of detailed procedures for working safely at the airport. All of these processes are included within the contractual arrangements.

Performance Monitoring

Contractors are held to account for delivering on their safety commitments via routine inspections, audits and measurement of both their safety inputs and outputs. A league table of contractor safety performance is published on a regular basis.

Construction accidents



■ Heathrow annual average.

— Construction industry average.

The number of reportable construction accidents remains at very low levels.

Construction companies working at Heathrow have responded to our leadership messages and have taken an active stance on nurturing a safer working culture.

Whilst the increase in construction activity during 2011 has resulted in a corresponding increase in accidents, we remain many times lower than normal construction industry standards.

I've got a hidden agenda

I search for services that aren't shown on the plans

Scott Gizzy, Service Locator, Terminal 2

Scott's job is to scan every inch for the exact positions of any underground services. Sometimes he discovers cables that don't appear on any plans. So if Scott is uncertain or suspicious, he'll hold up everything until he's sure we can all carry on safely.

Influencing Heathrow's health and safety performance

We influence Heathrow's safety performance by engaging with companies that work at Heathrow to establish safe practices for the airport activities that they manage or deliver.

Fire prevention: retail

There are over 2,000 shops, restaurants and bars within Heathrow's terminals. Our fire safety team advise retailers and restaurants about ways to improve their fire safety procedures and suggest improvement plans.

Baggage handling

Baggage handlers are employed by companies which work on behalf of airlines operating at Heathrow.

Working with these companies, the airlines and the Health and Safety Executive we test new systems, equipment design and automation to reduce the need for manual handling, and work with baggage handlers and airlines to improve the working environment.

Third party vehicles

Many drivers are employed by other companies operating on Heathrow's airfield. All receive mandatory training and must pass an assessment to receive a licence to drive airside.

Our airside safety team monitors driving behaviours and, where necessary, imposes sanctions through the operation of a penalty points system for those who break the rules.

Aviation safety strategy

The Air Traffic Control service at Heathrow is provided by the National Air Traffic Service (NATS).

We work together with NATS, our airlines, the Civil Aviation Authority and others to improve safety on the airfield through forums such as the Manoeuvring Area Safety Team and the Flight Operations and Strategy Group.

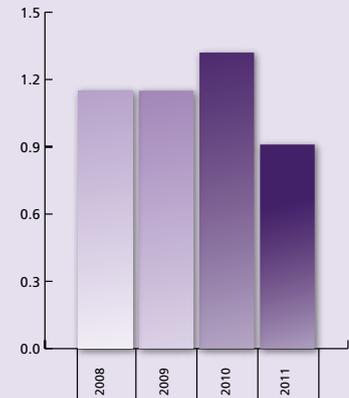
Construction industry standards

As one of the major construction clients in the UK, we sit on a number of forums aimed at constantly raising standards of occupational safety and health within the construction industry.

In the last year we have assisted the Health and Safety executive launch their 'Leadership and Worker Involvement' toolkit for the construction industry.

Passenger accidents

Category 3¹ passenger accidents per 1,000,000 passengers



The rate of passenger accidents fell between 2010 and 2011.

This has been achieved through limiting contact between passengers and construction activities by undertaking more maintenance work 'out of hours' when fewer passengers are around and by ensuring good segregation.

Slips, trips and falls have been reduced through agreements with cleaning companies to improve response times on spillages.

As terminal facilities improve for passengers, more safety features are built-in at the design stage to make our buildings inherently safer.

¹ Accidents within the control of Heathrow Airport Limited

I never listen to excuses

But I've always got time to hear the issues



Rachel Heydon, Airside Safety Practice Team

With thousands of people driving around Heathrow every day, it's hardly surprising that Rachel has to keep a close eye out for safety breaches of one kind or another: such as driving around with open doors or speeding. But rather than just laying down the law, she finds time to understand the wider underlying issues that are causing the problem.

Working towards a sustainable Heathrow

Heathrow plays an important role connecting London and the UK to the world.

Heathrow's vision is to be 'Europe's hub of choice'.

Delivering this vision relies on Heathrow being managed sustainably. This means enhancing the airport's social and economic benefits and reducing its negative environmental impacts.

Achieving the right balance between those impacts, and aligning with the UK Government's sustainable development principles, will help Heathrow to earn the trust of its many stakeholders and achieve our vision.

Our sustainability commitments are to:

1. Enhance the local, regional and national economic and social benefits of Heathrow.
2. Seek to prevent, reduce or offset Heathrow's significant effects on the environment and local communities, and work with others to ensure that the airport plays its role in respecting environmental limits.
3. Provide good conditions of employment, respect diversity and equal opportunity, and provide a safe, healthy and secure airport for staff and passengers.

Where we do not directly control Heathrow's impacts, we will work in partnership with stakeholders at and around Heathrow to improve performance. We will also work constructively to influence the development of appropriate government policies.

We will:

- Ensure that our business strategies integrate the sustainability issues that are material to our business.
- Define objectives and goals in consultation with our stakeholders and will deliver these through action plans and performance targets embedded within our business functions.
- Measure and review progress against these targets and communicate performance transparently.

About this briefing

This document is part of a series of briefings which outline our approach to developing a sustainable Heathrow.

The series replaces the annual Corporate Responsibility Report we have previously published and is designed to provide an accessible, frequent insight into key sustainability issues.

In 2012, the series will cover:

- 2011 Sustainability performance summary
- Health and safety

In 2011, the series covered:

- 2010 Sustainability performance summary
- Economy
- Waste

In 2010, the series covered:

- 2009 Sustainability performance summary
- Climate change
- Noise
- Air quality
- Education, employment and skills

Detailed information on the issues contained in these briefings as well as our wider sustainability programme is available at heathrowairport.com/sustainability

About BAA

UK airports

BAA owns and runs Heathrow, Stansted, Southampton, Glasgow and Aberdeen airports.

Rail

BAA owns and operates the public rail service Heathrow Express and jointly owns Heathrow Connect.

Information relating to BAA and the airports it owns is available at baa.com

Contact us

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