

Carbon Management Plan

Amendments and distribution

Amendments

Issue No.	Issue date	Prepared by	Approved by	Comments/Changes
1	October 2019	Gayle Barclay	Danny Quinn	N/A
2	April 2021	Gayle Barclay	Danny Quinn	Expanded scope to include Scope 3 emissions Included details of COVID-19 impact Amended governance and structure following business restructure

Distribution

Controlled Master Copy – Airport Management System, Section 08 Documentation and Record Management

Replacement

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1. Executive Summary

Edinburgh Airport has been monitoring carbon emissions through the annual carbon footprint report for a number of years. There is already a reasonably well-established process for measuring, monitoring and reducing energy consumption.

In 2019 Edinburgh Airport committed to the Airport Council International (ACI) target to achieve net zero carbon emissions by 2050. In line with Scottish Government targets the airport aims to deliver this net zero target by 2045.

This plan defines a governance structure, objectives and targets to ensure carbon management becomes embedded in business processes and decision making and allows achievement of this ambitious net zero target.

This Carbon Management Plan focuses on scope 1 and 2 emissions with scope 3 emissions being introduced into scope in 2021.

2. Introduction

2.1 Background

Edinburgh Airport is located next to Ingliston, on the outskirts of West Edinburgh. It is the busiest airport in Scotland, handling over 14 million passengers in 2019.

Edinburgh Airport has been monitoring carbon emissions through the annual carbon footprint report for a number of years. There is already a reasonably well-established process for measuring, monitoring and reducing energy consumption through reporting obligation schemes such as the CRC Energy Efficiency Scheme and the Energy Saving Opportunity Scheme (ESOS).

This Carbon Management Plan (CMP) aims to:

- define a governance structure to ensure the delivery of the plan
- set objectives to ensure carbon management becomes embedded in business processes and decision making
- set carbon reduction targets
- detail current and future initiatives that have been developed to reduce carbon emissions and meet reduction targets.

2.2 COVID-19 impact

In 2020 the COVID-19 pandemic seriously impacted global air travel and Edinburgh Airport was no exception. Passenger numbers dropped from over 14 million in 2019 to just over 3 million in 2020, around one third of the workforce was made redundant and significant cuts were made to the capital project plan.

Despite the damage caused Edinburgh Airport remains committed to reducing its carbon emissions and achieving its Net Zero goal.

2.2 Scope and boundaries

The Green House Gas Protocol categorises carbon emissions as scope 1, 2 or 3 as defined below.

Scope 1 Emissions: Direct GHG emissions occur from sources that are owned or controlled by the organisation, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.

Scope 2 Emissions: Electricity indirect GHG emissions arise from the generation of purchased electricity consumed by the organisation.

Scope 3 Emissions: An optional reporting category that allows for the treatment of all other indirect emissions. Scope 3 emissions are a consequence of the activities of the organisation but occur from sources not owned or controlled by the company. Scope 3 also includes the Transmission and Distribution (T&D) losses for purchased electricity supplied through the Grid.

2.3 Carbon Management Strategy

This Carbon Management Plan sets out our ambitions for 2045, and a roadmap for progress. Reducing carbon emissions is not just about our commitment to the environment and sustainability. The same processes we use to identify carbon emissions reduction will also identify and realise financial savings through improved efficiency in the procurement and operation of our buildings and transport.

This Carbon Management Plan details Edinburgh Airport's strategy for reducing carbon emissions over the coming years and sets out a clear timetable as well as identifying the responsibilities and internal resources required to deliver the programme. The main objectives of the plan are:

- to continue to take a whole business approach so that carbon management is adopted as a key objective in decision making and processes. Key stakeholders will be identified and appointed to ensure that carbon reduction is fully integrated into the organisation's culture.
- to adopt revised targets for the measurable reduction of carbon emissions and to deliver these reductions.

2.4 Drivers for Carbon Management

There are a numbers of driving forces behind the development of this Carbon Management Plan. These cannot and should not be viewed in isolation from each other or the principle goal of Edinburgh Airport continuously reducing its environmental impact whilst maximising its contribution to society and the wider economy.

The following represent the key carbon drivers for Edinburgh Airport:

- Government targets
- ACI Airport Carbon Accreditation
- Rising energy costs
- Edinburgh Airport's own energy and carbon management targets
- Depletion of the world's finite resources
- It's the right thing to do

2.4.1 Government targets

Man-made carbon dioxide (CO₂) and other greenhouse gas emissions, also referred to as carbon emissions, are believed by the UK government and the majority of the scientific community to be a major cause of the increase in average global temperatures since the Industrial Revolution.

Over the past 20 years there have been many pieces of legislation enacted at an increasing rate in the UK and Scottish Parliaments which aim to address the issue of climate change, carbon dioxide and

greenhouse gas emissions, and sustainability. Many of these stem from European Union Directives which in turn were developed in order to meet the obligations of the Kyoto Protocol, adopted in December 1997 and enforced in 2005.

Under Kyoto, ratifying countries agreed to commit to reductions in their carbon emissions by, on average, 5.2% below 1990 levels by 2008-12. The Agreement was supported in the UK by the findings of the Stern Review on the Economics of Climate Change, published in October 2006, which provides compelling economic reasons to address climate change.

The Scottish Government has sought to address this in the Climate Change (Scotland) Act 2009, setting out a mandatory target to reduce greenhouse gas emissions by 80% by 2050. Significant carbon savings will be required across all sectors in the UK to achieve these targets.

In 2019 the Scottish Government declared a Climate Emergency, further pushing forward the need for organisations to take significant action to reduce carbon emissions.

A number of legislative tools have been introduced to encourage organisations to identify and reduce their emissions; the Climate Change Levy (CCL), Carbon Reduction Commitment – Energy Efficiency Scheme (CRC EES) and the Energy Performance of Buildings Directive (EPBD)

Legislative drivers for carbon management can take the form of targets (e.g. from UK or Scottish Government), incentive systems, charging schemes, or regulatory compliance requirements.

2.4.2 ACI Airport Carbon Accreditation

Air transport, facilitated by airports, bring many benefits to society - connecting places, people and products. Air travel is predicted to continue to grow over the coming years and it is essential that this growth is achieved in a sustainable way.

By joining the ACI Airport Carbon Accreditation scheme, Edinburgh Airport can join the industry in taking a collective and collaborative approach to managing, reducing and ultimately neutralising its carbon footprint.

In 2019 Edinburgh Airport joined the scheme at Level 2, Reduction.

2.4.3 Rising energy costs

The case for carbon reduction is strengthened by the financial constraints facing all organisations. A sensitive world economy, limitations on energy supply and a more challenging regime in terms of carbon taxation will drive energy prices above general inflation for the foreseeable future. This is particularly significant given the large proportion of Edinburgh Airport's carbon emissions that are derived from gas and electricity usage.

2.4.4 Edinburgh Airport targets

Edinburgh Airport recognises additional reputational, staff satisfaction and stakeholder engagement benefits achieved through delivering effective carbon management.

Reducing carbon emissions demonstrates our commitment to good carbon management and sustainability and will enable the organisation to act as an exemplar to encourage others. In addition, a commitment to sustainability is increasingly linked to an organisation's reputation with better sustainability credentials and good carbon management enhancing the organisation's reputation.

A number of studies have identified a correlation between a focus on sustainability and staff satisfaction (particularly where staff are fully involved) and this can lead to improved productivity or morale.

The organisation’s key stakeholders, including staff, elected representatives and the local community, are increasingly focusing on sustainability. The organisation’s engagement and enhanced commitment and leadership with this agenda will improve its relationship with these stakeholders. Edinburgh Airport will seek to become an exemplar of good practice and so engage others in making a positive contribution to sustainable development.

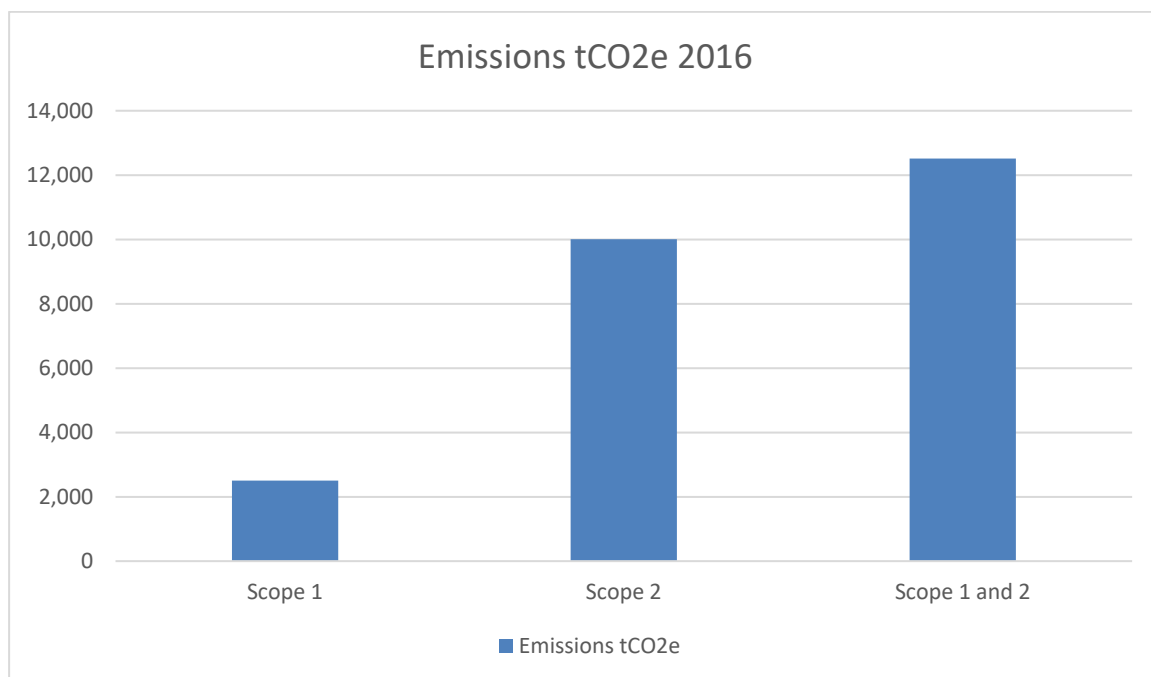
2.4.5 Resources

Moving towards a long term target of net zero scope carbon emissions will reduce the demand on traditional finite energy resources, by moving from the use of traditional fossil fuels towards renewables and self-generation.

2.5 Emissions baseline

The baseline year for the Carbon Management Plan is 2016. The 2016 carbon footprint for scope 1 and 2 emissions was calculated to be 12,511 tonnes of carbon dioxide equivalent (tCO₂e) and covered emissions from; electricity, gas and gas oil consumption, and fuel used in operational vehicles.

The graph below details the breakdown of scope 1 and 2 emissions.



2.5.1 Scope 1 emissions

Scope 1 emissions account for 2,672 tCO₂e which is 2% of the total carbon footprint. The table below shows a breakdown of emission activities and sources.

Emission activity	Emission source	Emissions (tCO ₂ e)
Fire training	Diesel	0.8
Fire training	Wood	0.3
Fire training	Propane	164

Fire training	Kerosene	0.5
Utilities	Natural gas	1,849
Utilities	Refrigerants (R410A)	106
Utilities	Refrigerants (R134A)	176
Operational vehicles	Diesel	120
Operational vehicles	Gas oil	256
		2,672

2.5.2 Scope 2 emissions

Scope 2 emissions account for 10,003 tCO₂e which is 7% of the total carbon footprint. Scope 2 emissions consist entirely of electricity purchased from the grid and consumed at the airport.

3. Edinburgh Airport carbon emissions

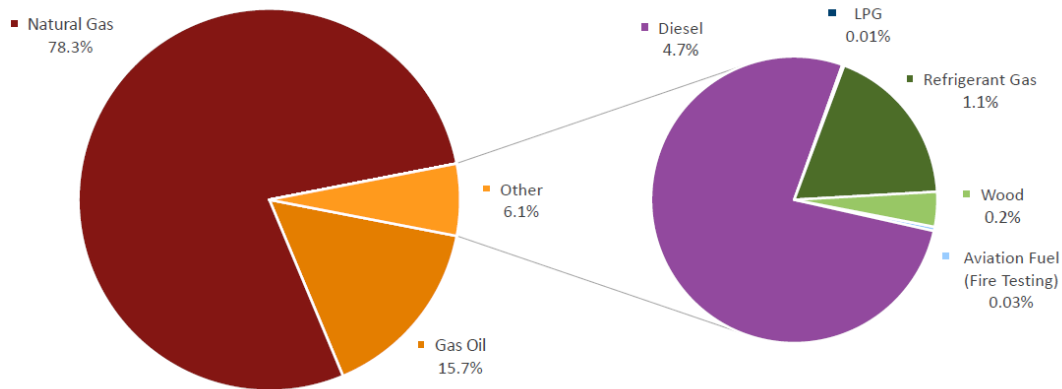
The table below provides a breakdown of the different emission sources from our 2019 carbon footprint and the relative contribution of each source.¹

Scope	Source of emissions	Contribution to total (%)
3	Aircraft movements	76
3	Passenger surface access	10.5
1 and 3	Utilities	3.59
3	Waste	2.84
1 and 3	Operational vehicles	1.12
3	Staff commute	5.70
3	Aircraft engine tests	0.07
3	Business travel	0.11
1	Fire training	0.01

3.1 Scope 1 emissions

Scope 1 emissions account for 2,688 tCO₂e which is 2.3% of the total carbon footprint. Scope 1 emissions include; fuel used in operational vehicles, natural gas used for heating and hot water, release of refrigerant gases for cooling systems through maintenance and/or leakages and burning of fossil fuels for fire training. The diagram below provides a breakdown of scope 1 emissions.

¹ We have used 2019 data rather than 2020, in line with the Airport Carbon Accreditation scheme due to the impact COVID-19 had on our 2020 carbon footprint.

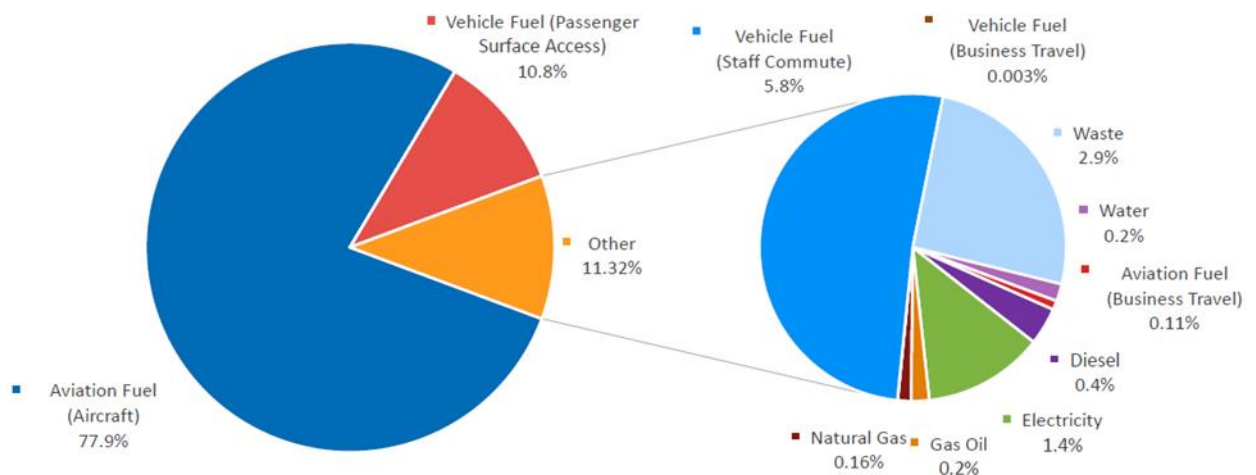


3.2 Scope 2 emissions

Scope 2 emissions account for 0 tCO₂e which is 0% of the total carbon footprint. Scope 2 emissions consist entirely of electricity purchased from the grid and consumed at the airport. In 2019 we moved to purchase 100% renewable electricity.

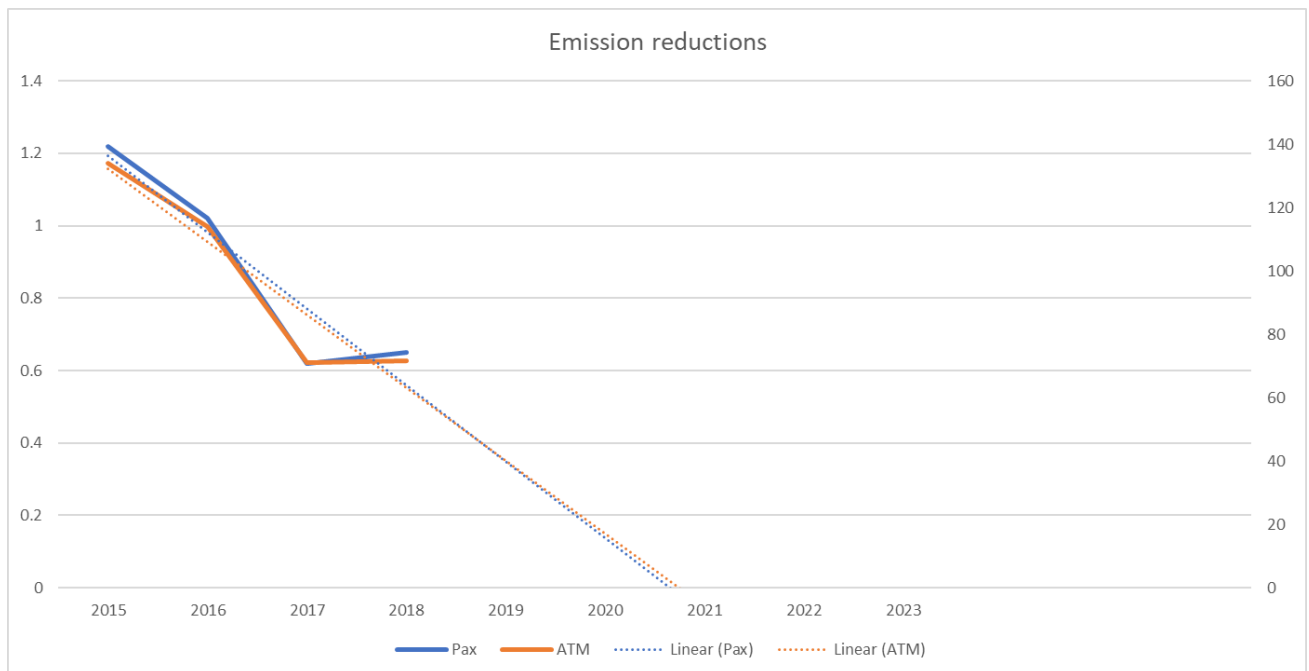
3.3 Scope 3 emissions

Scope 3 emissions account for 114,365 tCO₂e which is 97.7% of the total carbon footprint. Scope 3 emissions sources include aircraft movements, passenger access to the airport and tenant energy usage. A breakdown of scope 3 emission sources can be seen below.



Our aim is to achieve net zero carbon emissions by 2045. This will be achieved by reducing energy consumption, purchasing 100% renewable electricity, transitioning to self-generation and increasing operational efficiencies. Outstanding scope 1 emissions will be offset, where possible, through local offset schemes e.g. peatland restoration or tree planting.

The graph below details emissions reductions since 2015, with the trendline showing that net zero emissions will be achieved by 2021.



4. Governance and structure

In order to ensure that there is effective and ongoing ownership of the programme, it is important to define a clear governance structure. Successful implementation of a Carbon Management Plan will always require cross-organisational support, with clearly established and serious commitment and accountability from senior management and through all levels of the organisation.

The Project Sponsor for this plan is the Technical Director, who will be assisted in its delivery by the Environment Manager, Senior Engineering Manager and the Energy Committee attended by teams from across the airport.

This plan is viewed as a 'live' document and it is envisaged that there may be changes on an annual basis as the airport campus changes and planning assumptions become a reality. To ensure that it remains 'fit for purpose' to deliver targeted carbon savings, this document will be reviewed on an annual basis. This process will be overseen by the Carbon Management Committee (CMC) and coordinated by the Environment Manager.

4.1 Carbon Management Committee

Delivery of this Carbon Management Plan will require support from teams across the campus. A Committee will be established with the goals of:

- reviewing and updating actions included in the plan
- identifying further energy and carbon saving initiatives
- embedding commitments to carbon reduction into teams and processes across the business
- taking measures to adapt the plan to any significant impacts on achieving targets.

The committee will include representatives from; finance and procurement, engineering, capital projects, security, airside operations, fire service, commercial, terminal and communications.

The CMC will meet quarterly to achieve the groups goals.

5. Carbon Management initiatives

5.1 Objectives

Underpinning the current and future initiatives are a set of core principles that must become embedded into business principles and decision making.

5.1.1 Energy

- In addition to measuring total energy consumption, consumption per passenger will also be monitored to allow consumption to be measured against projected business growth. Edinburgh Airport aims to reduce energy consumption per passenger whilst ensuring the continuation of core business activities.
- Reduce dependencies on traditional fossil fuels through purchase or generation of renewable sources.
- Invest in systems to allow the understanding of energy consumption e.g. smart meters and IT software, operating the Business Management System to match consumption with demand and avoid waste
- Use offsetting for residual emissions only
- Increase zero emissions vehicles into the operation fleet
- Expand transport alternatives to make it easier to travel around campus whilst using less fuel

5.1.2 Building design

- Implement sustainable design and construction into capital projects
- Design buildings to minimise energy demand through using natural lighting, ventilation and cooling, insulation and controls
- All new building should be high performance and energy efficient
- Apply lifecycle energy and carbon analysis to capital projects

5.1.3 Engagement and communication

- Conduct stakeholder analysis to identify key stakeholders and their preferred methods of communication
- Measure and monitor emissions through an annual carbon footprint report and publish the results annually
- Review and update the carbon management plan on an annual basis
- Dedicate resources to monitor, measure and deliver on carbon reduction targets
- Create a culture of carbon awareness across the organisation
- Implement principles of green purchasing to procure products that use less energy, last longer and are more sustainable

5.2 Current and ongoing initiatives

Understanding energy consumption and improving energy efficiency provides multiple benefits. As well as reducing carbon emissions and increasing cost savings, efficiency supports sustainable growth and increases energy security through reducing demand.

Since 2016 Edinburgh Airport has invested £1,068,000 in energy savings projects. This has resulted in savings to date of 4,165,000kWh and £496,000.

As a result of the energy saving programme we have seen a reduction in our scope 2 emissions each year since 2016 despite a 15% increase in passengers numbers and a 30% increase in floor space as a result of the terminal expansion opened in 2018.

Multi-storey Car Park

Between 2016 and 2017 £380,000 was invested to replace traditional lighting in the multi-storey car park with LEDs. Lighting controls were also installed to reduce inefficiencies saving 400,000kWh's per year and resulting in annual savings of £48,000.

Terminal Lighting

In 2017 £390,000 was invested to begin a programme of LED replacement in the terminal building saving 550,000kWh's per year and resulting in annual savings of £66,000. An additional £30,000 was invested in 2018 saving an additional 60,000kWh's per year and resulting in further annual savings of £7,200.

Air Handling Units (AHU)

In 2017 £24,000 was invested to replace AHU's, saving 150,00kWh's per year and resulting in annual savings of £18,000.

Energy Management System/Building Management System

In 2017 £34,000 was invested in the EMS and BMS to improve controls and identify energy saving opportunities, leading to annual savings of 1,200,000kWh's and £144,000.

Stand Lighting

Between 2018 and 2019 £160,00 was invested in upgrading stand lighting to LED's leading to annual savings of 75,000kWh's and £9,000.

Street lighting

In 2017 £50,000 was invested to replace street lights across the campus with LED's leading to annual savings of 50,000kWh's and £6,000.

Renewable electricity

In April 2018 Edinburgh Airport renewed it's electricity contract, as part of this contract renewable 100% of purchased electricity now comes from renewable sources (biomass).

5.3 Future planned initiatives

The projects identified below are a sample of those that have been selected for implementation within the next five years. These projects have been taken from the latest five year plan and have already been planned for delivery as an ongoing programme of works.

As the Carbon Management Plan becomes embedded into wider business processes and decision making, additional projects will be added to the list of initiatives and progress reported against on an annual basis.

Low carbon transition

Funding has been sought by the Scottish Government to introduce low carbon infrastructure. Although this project is in the very early stages the current plans include electric vehicle charging infrastructure and a solar farm.

Stand LED Lighting

There is an ongoing improvement programme in place to replace stand lighting with LED's.

Airfield Ground Lighting System

As part of a larger runway resurfacing project due to take place in 2023, runway lights will be replaced with LED's leading to significant energy savings.

TEX Energy Efficiency Improvements

There is an ongoing improvement programme to install energy efficiency technologies to the Terminal Expansion, these include additional meters and replacement of air handling units.

Capital House Boiler Replacement

Capital investment has been ringfenced to replace the boiler in one of the staff office buildings, lying out with the terminal building.

Terminal LED Lighting

The replacement of terminal lighting began in common use areas including the check in hall and departure lounge, the programme is due to continue to additional areas including international arrivals and staff corridor areas.

Vehicle Fleet

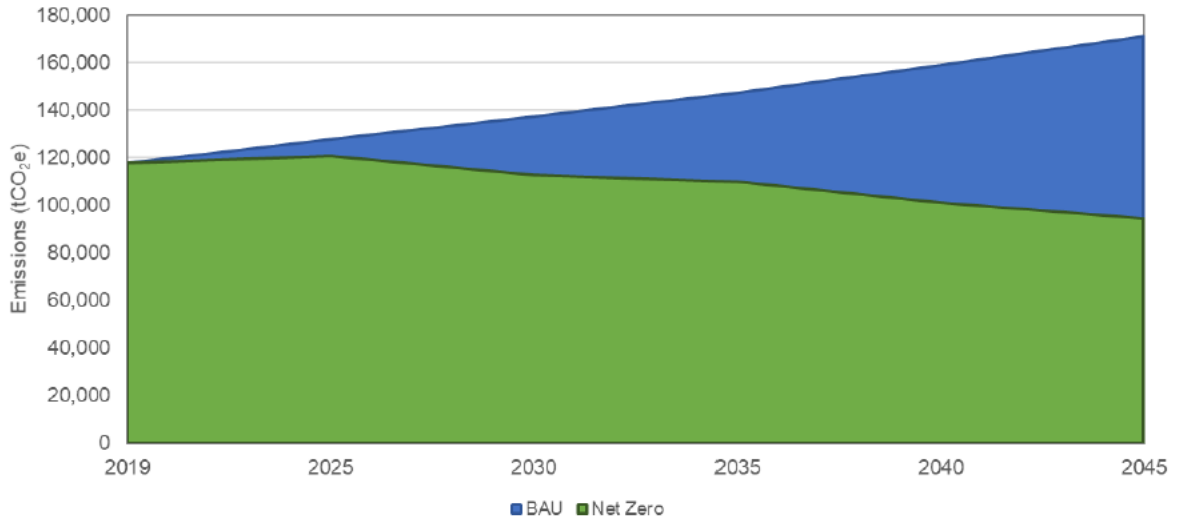
In 2018 a review of operational vehicles took place, with three pool cars being replaced with electric vehicles. An ongoing review programme is in place to upgrade operational vehicles as they reach end of life. Electric and hybrid vehicles are prioritised; however this must also be balanced against operational requirements. Partnership working with organisations such as the Energy Saving Trust allow us to keep ahead of technology developments and continue to build electric vehicles into our fleet replacement programme.

5.4 Net Zero Roadmap

In 2020 Edinburgh Airport commissioned Ricardo to support with the development of a Net Zero Roadmap. Ricardo developed a model describing Edinburgh Airport's carbon emissions out to 2045, comparing the predicted business as usual (BAU) emissions versus a 'Net Zero' scenario where a series of measures have been implemented in the pursuit of achieving zero carbon emissions by 2045.

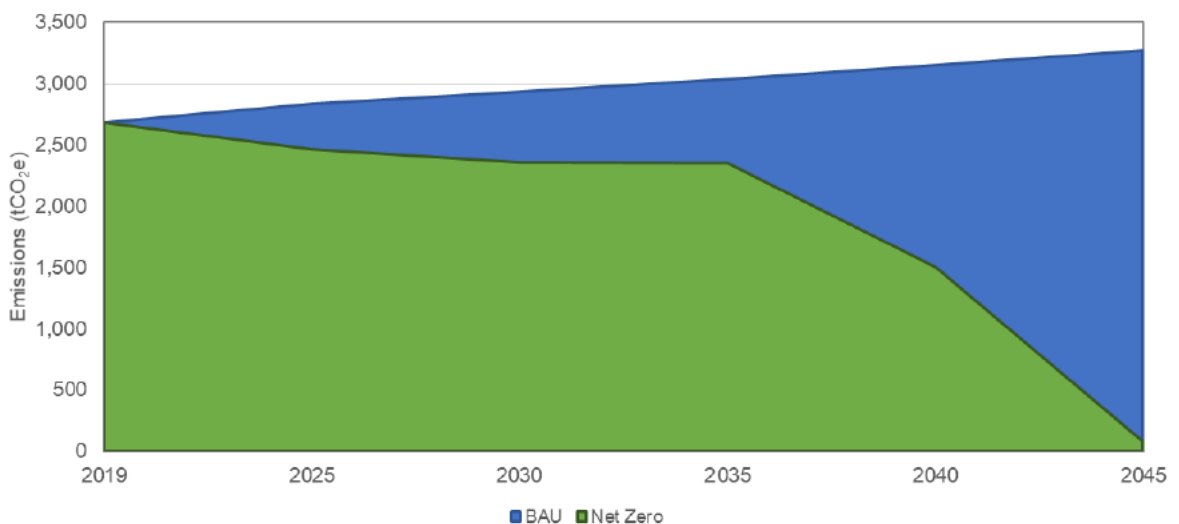
The results of the modelling indicate that if all of the identified carbon reduction measures are implemented by the Airport, either through direct action or by influencing third parties, the airport can reduce its 2045 carbon footprint by 45% compared to continuing along the BAU trajectory. Over the 25 year period that has been modelled, the total saved carbon is around 850,000tCO₂e, or around 7 times 2019's total carbon emissions.

The chart below shows the BAU and Net Zero emissions trajectories out to 2045 in 5 year periods for all Scope 1- 3 emissions. Emissions figures are included in the table for reference. Note that the total 2045 emissions on the Net Zero trajectory are still 94,508tCO₂e. This indicates that there are still emissions sources that will either need to be addressed with energy/carbon saving measures, or offset to achieve net zero emissions by (or before) 2045.



Scenario	2019	2025	2030	2035	2040	2045
BAU (tCO ₂ e)	117,813	127,685	137,263	147,433	158,867	171,164
Net Zero (tCO ₂ e)	117,813	120,861	112,898	109,810	101,148	94,508

The chart below shows the BAU and Net Zero emissions trajectories out to 2045 in 5 year periods for Scope 1 and 2 emissions only. Emissions figures are included in the table for reference. Note that the 2045 Scope 1&2 emissions on the Net Zero trajectory are still 77tCO₂e, and are due to fire training on site.



Scenario	2019	2025	2030	2035	2040	2045
BAU (tCO ₂ e)	2,682	2,838	2,939	3,045	3,156	3,273
Net Zero (tCO ₂ e)	2,682	2,468	2,362	2,355	1,501	77

The Net Zero Roadmap will be reviewed every five years to ensure progress is being made towards our Net Zero goal.

5.4 Roles and responsibilities

Project Sponsor

The Technical Director will champion the project and have ultimate responsibility for strategic direction and for agreeing budgets required to deliver the objectives of the plan. The Project Sponsor will ensure systems, processes and resources are in place delivering the objectives and targets of the plan. The Communications Director, with overall responsibility for the Sustainability Strategy will also play a key role in supporting the delivery of the Carbon Management Plan.

Executive team

The Executive team will oversee the strategic implementation plan, have strategic input into its development review progress and ensure objectives relating to their areas are agreed and implemented. They will advocate and promote the strategy and its targets.

Environment Manager

The Environment Manager will have responsibility for the programme, coordinate the implementation of the CMP and report on its progress to the Project Sponsor. Responsibilities of the Environment Manager will also include the incorporation of progress into the organisation's environmental and environmental strategy, data collection and reporting.

Senior Engineering Manager

The Senior Engineering Manager will have responsibility for the programme and for ensuring the incorporation of progress into the organisation's energy strategy.

Carbon Management Committee

The Energy Committee will meet on a quarterly basis and be responsible for reviewing and updating actions included in the plan, identifying further energy and carbon saving initiatives and embedding commitments to carbon reduction into teams and processes across the business. They will also support with the collection and collation of data and help raise awareness of the plan and engage staff through the communications strategy.

5.5 Partnership working opportunities

Edinburgh Airport is working with, and will continue to work, with a number of partners to deliver the Carbon Management Plan, including but not limited to: Scottish Enterprise, Zero Waste Scotland, Energy Saving Trust and local businesses and organisations. Working proactively to identify and build partnership opportunities will support with the delivery of the plan.

6. Communication, awareness and training

The objectives listed above create a number of opportunities and challenges. Critical to the success of the Carbon Management Plan is the understanding and buy-in of staff across the organisation. An effective communication strategy will facilitate this and is important to maintaining the profile of the plan. The following objectives have been set for the stakeholder engagement plan, which will be developed with the Communications team:

- raise awareness among staff and key stakeholders
- obtain buy-in from staff and key stakeholders in relation to how they can support the delivery of the plan e.g. through energy saving practices and use of equipment in a sustainable way, preserving the lifespan of our current facilities
- creating an enduring culture to ensure that that good practice will be easily adopted by all new staff
- to inform staff and stakeholder of progress and key milestones

- to ensure there is an opportunity to contribute to the plan through consultation, engagement and feedback
- to champion a low-carbon approach to the wider community by publicising successes
- to develop a range of communication channels to be used as appropriate for the audience/message
- to understand third parties Net Zero plans and opportunities for partnership working.

The channels used and overall effectiveness of the stakeholder engagement plan will be reviewed regularly during the project to determine whether the objectives are being attained. The campaign will use print and electronic media, as well as talks and roadshows, to promote the message across the organisation.

There are many avenues of communication available and these will be fully utilised in promoting the carbon reduction message to all staff and visitors. Effective communication and engagement is the key to success. It is recognised that substantial cultural change will take time to deliver.

Initiatives for building awareness include:

- Publishing the Carbon Management Plan, and ensuring it is accessible and available to all staff, visitors and external stakeholders
- High profile energy and carbon awareness campaigns, on a rolling basis
- Regular communication and reporting through the staff website, staff magazine and Yammer
- Featuring the low carbon culture of the organisation in external press releases wherever possible
- Promoting the low carbon culture of the organisation to new staff during staff induction, including providing them with written guidelines
- Training for existing staff – including specific groups such as security staff, cleaners and support staff
- Incorporation of carbon-mitigating targets into staff objectives and discussing progress during annual performance & development reviews
- Consider publishing league tables of departments, or buildings, or specific groups
- Introduction of suggestion schemes
- Provision of interesting workshops.

7. Measuring, monitoring and reporting

The annual carbon footprint (which also includes scope 3 emissions) will be the primary way of monitoring carbon reduction and performance against targets. The information is obtained through the organisations own records and converted to carbon dioxide equivalent (tCO₂e) using recognised GHG Protocol consistent emission factors. This report is produced by an external consultancy to ensure accuracy and robustness of data.

Monthly monitoring of gas and electricity data will also be used to monitor progress and reporting will be completed.

Data from the carbon footprint will be published in the annual Corporate Responsibility Report which is published on the Edinburgh Airport website and available to all interested stakeholders.

