We are fully committed to the UK Government and EU targets of net zero emissions by 2050 and believe that European aviation should aim to reach net zero earlier than this.

This year has been very significant in the development of easyJet’s approach to sustainability. Despite the impact of the pandemic, sustainability remains a fundamental part of our business and of significant importance to our customers.

In November 2019 we established our new Sustainability Strategy, focused on driving down our environmental impact. Our strategy has three pillars: tackling our carbon emissions; stimulating carbon innovation; and going beyond carbon.

To deliver on our strategy we have also significantly strengthened our Sustainability governance this year. Both the plc Board and the Airline Management Board regularly discuss sustainability issues and we have established a Sustainability Steering Committee to direct the strategy, with a new dedicated sustainability team working across the business.

We continue to operate a fleet of modern, fuel-efficient aircraft, including our Airbus A320 / 321 neo aircraft which are 15% more fuel-efficient than equivalent previous-generation aircraft, and we are always looking for ways to be even more fuel-efficient and emit less carbon. This year we commissioned The Carbon Trust to complete a carbon footprint assessment across easyJet, so we can better understand emissions throughout our value chain and how to tackle them.

Alongside our continued efficiency efforts, we believe that radical action to address the impact of climate change on society and nature is also needed now. Last year we became the only major airline worldwide to offset all our organisation’s direct carbon emissions (Scopes 1 and 2), through programmes that plant trees or avoid the release of additional carbon dioxide. Since then, we have already retired 3.1 million carbon credits from high-quality projects to provide carbon-neutral flights to our customers at no additional cost to them.

We remain committed to our approach on carbon offsetting and have continued to offset all our flights through the pandemic. Offsetting can only be an interim solution, however, while the zero-emissions technology that we need is developed to reinvent aviation. We are collaborating with several industry leaders to support technological step-change: working with Wright Electric in their development of Wright 1 – an all-electric 186-seater, and a strategic partnership with Airbus in their ambition to develop a zero-emissions commercial aircraft by 2035.

We are excited to see the growing momentum behind disruptive technologies such as all electric, hybrid-electric and hydrogen. There is significant potential for these technologies, particularly on short-haul networks such as our own.

Behind our carbon emissions, we are also making further progress. Due to the action we have taken to reduce the amount of plastic associated with the food and drink sold on our flights, we have already removed over 27 million individual items of plastic from our inflight retail operation.

I am also particularly pleased to say that easyJet’s long-term work with our charity partner Unicef, whom we have supported through onboard collections since 2012, has contributed to the achievement this year of the eradication of wild polio in Africa. The efforts of our cabin crew and the generosity of our customers have helped Unicef deliver the work needed to achieve this important milestone.

While easyJet and the aviation industry face many challenges from the pandemic, we remain absolutely committed to sustainability. We will continue to take the lead in tackling our own carbon emissions and helping to drive the technological changes necessary to decarbonise aviation in the critical decades ahead.

Johan Lundgren
Chief Executive Officer
OUR SUSTAINABILITY STRATEGY

TO LEAD AND CHALLENGE GLOBAL AVIATION TOWARDS NET ZERO EMISSIONS WHILE POSITIVELY IMPACTING OUR COMMUNITIES AND OUR PEOPLE

TACKLING CARBON EMISSIONS
We are the world’s first major airline to operate carbon-neutral flying across our entire network, and continue to work tirelessly to minimise carbon across our operations
• Fly carbon-neutral by offsetting CO₂ from fuel and operations
• Continuously reduce the carbon intensity of our flying
• Advocate smarter regulation for aviation that rewards carbon efficiency

STIMULATING CARBON INNOVATION
We are supporting the development of new technologies to reinvent aviation as quickly as possible
• Champion and collaborate on development of hybrid, electric and hydrogen aircraft
• Be an informed adopter of sustainable aviation fuels and advanced carbon capture technologies when available and commercially viable

GOING BEYOND CARBON
We are working in a range of ways to take action on sustainability, beyond our carbon impact
• Commit to waste and plastic reduction at easyJet and within our supply chain
• Create a culture where employees can champion sustainability
• Diversity, Inclusion and Wellbeing Strategy
• Focus our charitable efforts on environmental sustainability

IMPROVING OUR UNDERLYING CAPABILITY
Initiatives include recruiting a dedicated Sustainability team; increasing the scope of environmental reporting; development of an ISO14001-compliant Environmental Management System; additional oversight through committees and working groups, such as on business integrity and modern slavery

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS
Our strategy will contribute towards the achievement of the United Nations Sustainable Development Goals.

EASYJET HOLIDAYS – A FOCUS ON SUSTAINABLE TOURISM
The new easyJet holidays business launched in November 2019 and sustainability has been a key part of the strategy in the founding of the business. Despite the challenging environment due to the COVID-19 pandemic, the holidays business has continued to focus on its sustainability programme. A full materiality assessment was conducted and climate change has been identified as a key focus area. easyJet holidays will soon set out further plans for reducing the carbon impact of customers’ entire holiday journey, aligned to and building on the work of the airline on its carbon footprint.

The strategy also includes working in an honest and fair way with partners. Outlining minimum standards to be met, to ensure the sustainable delivery of holidays, and supporting destinations that rely on the positive impact of tourism. This has been reinforced by the impact the COVID-19 pandemic has had on the way we travel and holiday.

Positive for our partners
• We believe in upholding labour standards, promoting health, safety and wellbeing, and respecting equal pay rights
• We work with our partners to ensure these high standards are maintained across our supply chain, adding value in our communities and for the people we work with
• We encourage all our direct hotel partners to actively work towards certification that meets the Global Sustainable Tourism Council (GSTC) standards

Positive for our planet
• We believe in minimising our carbon impact throughout the entire holidays journey
• We believe we can play a role in managing waste and resources

Positive for our destinations
• We believe tourism can be a force for good and we support our many and much-loved destinations that rely on tourism
• We support sustainable tourism in all our destinations, while celebrating the local elements that make each of them unique
• We also believe we can play a role in helping holidaymakers choose more diverse locations to visit and explore lesser known areas through our ‘Undiscovered’ range.

www.easyjet.com
HOW WE MANAGE SUSTAINABILITY

PLC BOARD AND AIRLINE MANAGEMENT BOARD
Both the plc Board and the Airline Management Board have regularly discussed sustainability issues this year. This has included considering and approving the new Sustainability Strategy and the introduction of carbon offsetting to address all our organisational emissions (Scopes 1 and 2 emissions).

The Group Markets Director is responsible within the Airline Management Board for ensuring that an impactful sustainability strategy for the airline and easyJet holidays is implemented to mitigate risk and create opportunity through environmental and social sustainability principles, considering the differing challenges and priorities across our business.

NEW SUSTAINABILITY STEERING COMMITTEE
In 2020 we established a dedicated Sustainability team, led by a new Sustainability Director. The Sustainability Director reports to the Group Markets Director and the team ensures that sustainability thinking is embedded across the business in line with the strategy, where necessary leading and delivering projects and programmes to manage risk and deliver solutions. This includes developing targets, commitments, policies and appropriate KPIs.

We have also established a dedicated Sustainability Steering Committee. The Committee has met six times this financial year and attendees include the Chief Financial Officer, the Chief Commercial Officer, the Group Markets Director, the Director of Flight Operations, the Group General Counsel and the Sustainability team.

SUSTAINABILITY TEAM
This year we have established our first dedicated Sustainability team, led by the Sustainability Director, who is responsible for working with management across the business to develop and implement the Sustainability strategy across the airline and works alongside the easyJet holidays team on their Sustainability activities. The team also comprises specialists with responsibility for covering the carbon impact of our operations and reporting our progress as well as driving carbon innovation across the business, and implementing Environmental Management System improvements to waste management and recycling, as well as ensuring the minimisation of single use plastics and Sustainability in procurement.

BUSINESS KPI ON CARBON EMISSIONS
Our ‘carbon emissions per passenger kilometre’ KPI remains one of the business’s six KPIs and is the responsibility of our Director of Flight Operations. The Director of Flight Operations also leads our work in developing partnerships with organisations and on internal initiatives to implement innovative fuel and carbon-saving solutions.

MORE INFORMATION ON OUR LATEST PERFORMANCE ON THIS KPI IS ON PAGE 32

NEW ENVIRONMENT POLICY
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PLC BOARD
The plc Board regularly considers sustainability issues and has approved the easyJet Sustainability Strategy.

AIRLINE MANAGEMENT BOARD
The Chief Executive Officer chairs the Airline Management Board (AMB), which ensures that decisions made are actioned across the business. The Chief Executive Officer is responsible for updating the plc Board, where decisions about our Sustainability strategies are agreed.

SUSTAINABILITY COMMITTEE
The committee, which includes Airline Management Board members, is collectively responsible for driving the performance of the airline against strategic KPIs.

SUSTAINABILITY TEAM
The team ensures that Sustainability thinking is embedded across the business in line with the strategy, where necessary leading and delivering projects and programmes to manage risk and deliver solutions.

RISK
For a detailed explanation of our sustainability risks, including climate-change-related risks, please refer to the Risks section on page 71.

CDP CLIMATE CHANGE
We have again participated in the CDP Climate Change programme this year. The results of this assessment are expected to be published by CDP later in 2020.

REMUNERATION TARGETS ON CLIMATE CHANGE
Climate change-related personal targets were agreed to form part of the remuneration package for all members of the Airline Management Board for this financial year.

These targets focused on successfully maintaining and delivering our carbon offsetting programme, through which we offset the carbon emissions from fuel used on all our flights and in our ground operations, and on driving and achieving carbon efficiencies.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

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In 2019 we undertook our first formal materiality assessment for our airline business.

The assessment was carried out by an independent sustainability firm in consultation with easyJet, and involved a desktop review of internal and external information sources to produce a long list of potential sustainability issues, followed by in-depth interviews with key stakeholders carried out by the consultancy and shared with easyJet without attribution.

Those interviewed were based across Europe and included: plc Board members, investors, suppliers, regulators, corporate customers, employee representative groups and trade unions, and Non-Governmental Organisations (NGOs). Customer and employee surveys were also used to identify and rank the most important issues for these groups.

The result was a materiality matrix that plots stakeholder prioritisation against business impact for each topic. Topics in the top right of the matrix were identified as the most material to easyJet’s business.

This matrix shows the output of the materiality assessment on sustainability issues for easyJet. However, some issues which are important to the business as a whole may not be prioritised in this matrix. This materiality assessment took place in summer 2019 before the COVID-19 pandemic, so the importance of some issues may have changed since this assessment. The sustainability team are planning to re visit this during the 2021 financial year.
SUSTAINABILITY CONTINUED

AREAS OF FOCUS

CARBON OFFSETTING

The global scientific community has clearly stated the need for the world to reach net zero CO₂ emissions by 2050 in order to limit global warming to 1.5°C and to reduce the destructive impacts of climate change on human society and nature.

This is particularly challenging for sectors such as aviation where scalable zero-carbon technologies will not be available in the short-term. To help inform a plan for our own ‘net zero’ pathway, easyJet is engaging with a Science-Based Targets Initiative (SBTi) project to develop a decarbonisation trajectory and target-setting tool specific to the aviation sector.

Conservation and restoration of nature is increasingly recognised as a way to achieve emissions reductions while simultaneously helping build resilience to climate change.

Whilst our ultimate aim is to achieve zero emissions flying in the UK and across Europe, easyJet’s Board decided at the start of the 2020 financial year to invest in the most effective immediate measure we could take to mitigate our carbon impact – namely to offset, via investment in high-quality carbon credits, 100% of easyJet’s CO₂ footprint (Scopes 1 and 2).

We have invested exclusively in Gold Standard and Verified Carbon Standard (VCS) carbon credits, with around 20% from renewable energy projects but the majority comprise of nature-based credits – e.g. reforestation, afforestation, and avoided deforestation, including borehole rehabilitation and cookstoves projects – in some of the most intense deforestation hotspots around the world. Not only are these projects effective in reducing deforestation, but they also work with local communities to deliver programmes for alternative income generation which incentivises the protection of forests over the long term.

Whilst the voluntary carbon offset market is increasingly recognised as having major potential to contribute towards limiting global warming, it remains relatively small and unregulated. For this reason we were pleased to be invited to join the Taskforce on Scaling Voluntary Carbon Markets, an initiative launched by Mark Carney, the former Governor of the Bank of England, in September 2020, and sponsored by the Institute of International Finance. This initiative aims to facilitate the rapid scaling and maturing of this market.

Our customers also support our offsetting work. There are higher satisfaction rates and brand preference for easyJet among those customers who are aware that the fuel emissions from their flights have been offset.

EFFICIENT OPERATIONS

We continue to operate our aircraft as efficiently as possible but nevertheless are always looking for efficiency improvements. This includes adjusting standard operating procedures, which helps to reduce fuel usage and therefore carbon emissions. All measures are taken only when safe and practical to do so, within the constraints of the operational environment.

Initiatives include:

- The use of single-engine taxi on arrival and departure
- Reducing the use of aircraft flaps on the approach to landing, to reduce drag
- Using advanced weather information to improve navigation performance in-flight, which optimises routing by avoiding poor weather and headwinds
- The use of engine washing to remove debris, which improves the air turbine efficiency. This year we carried out approximately 300 engine washes
- Reviewing and optimising the amount of discretionary fuel uplifted on each flight. This financial year we have reduced the amount of discretionary fuel on each flight by an average of 14kg compared to the 2019 financial year. Captains always have the final decision on the fuel required for flight and safety remains the highest priority
- Optimisation of the climb speed on takeoff to get to cruise altitude, which facilitates reaching a more fuel-efficient phase of flight sooner
- The use of ground power by our aircraft when on-stand at airports, reducing the use of the aircraft’s auxiliary power unit (APU) to cut noise, fuel and emissions.
In 2019 we created a formal partnership with Airbus to discuss hydrogen and electric aircraft concepts, and how they might fit into the easyJet model. The project aims include promoting government and industry understanding of the operational and infrastructure opportunities and challenges of zero-emission aircraft.

We commenced a series of workshops with Airbus in early 2020 and this collaboration is continuing.

Airbus’ ambition is to develop a zero-emission commercial aircraft for entry into service by 2035. In September 2020 they announced three concept aircraft under the name ‘ZEROe’: a 100-seat turboprop, a 200-seat turbojet and a futuristic-looking, blended wing design.

All three concept aircraft would be powered by hydrogen as a fuel, and will produce no carbon emissions. Propulsion may take the form of hydrogen combustion, hydrogen fuel cells, or a combination of the two.

To meet the ambitious 2035 target, Airbus will need to mature the ZEROe technology by 2025, to allow sufficient time to create a full-scale prototype by the end of the decade and then complete all airworthiness and certification trials.

Since 2014, we have raised funds through onboard collections for our charity partner Unicef, which have supported the charity’s work within the Global Polio Eradication Initiative. £14.8 million has been raised since the partnership started.

In August 2020 the World Health Organization officially declared Africa wild poliovirus-free. This is a significant achievement in the journey to the global eradication of polio.

The initiative has involved the immunisation of hundreds of millions of children across the 47 countries in the WHO African region with polio vaccines, as well as strengthened surveillance networks to detect and immediately respond to any lingering traces of the virus. Nigeria was the last country on the continent to be certified wild poliovirus-free.

Unicef and partners in the Global Polio Eradication Initiative — which include Rotary International and the Bill & Melinda Gates Foundation — have worked together to end polio worldwide. Since 1988, polio cases have decreased by 99.9%. With the African region’s wild-polio-free certification, five of the six WHO regions are now free of the wild poliovirus.

The poliovirus continues to circulate in parts of Pakistan and Afghanistan, the last two polio-endemic countries in the world. Unicef and its partners continue to work towards the global eradication of the disease.
TACKLING CARBON EMISSIONS

OUR APPROACH
We have been focused on reducing our carbon emissions for a long time. We have been transitioning our fleet to increasingly more modern, fuel-efficient aircraft, flying them in ways which maximise fuel efficiency, and optimising passenger loads as much as possible.

We nevertheless believe that airlines need to take further action now, which is why last November we became the only major airline worldwide to offset all our organisational emissions (Scopes 1 and 2 emissions).

Carbon offsetting is an interim measure while new technologies are developed, but at the moment we believe it is the best way we have to address our carbon emissions and, through targeted messaging, to educate our customers about these issues.

CARBON OFFSETTING
We employ a rigorous process to select the schemes we buy credits from. Our portfolio of projects all meet either the Gold Standard or VCS (Verified Carbon Standard) certification, which are globally recognised and respected for their standards of offsetting. Their certifiers check projects to ensure the carbon reductions they are claiming would not have happened without the project, and that by reducing carbon emissions in one place they do not inadvertently increase them elsewhere.

In developing our carbon credit portfolio, we partnered with Climate Focus, an international advisory company with more than 20 years of experience in climate finance, carbon markets (supply and demand) and climate policy. Climate Focus acted as our adviser on selecting reliable projects and partners.

Since we began offsetting on 19 November 2019, we have retired 3.1 million carbon credits. This has included high-quality forest conservation projects in Peru and Ethiopia, and projects which deliver additional social and economic benefits for local communities.

‘Retiring’ a carbon credit means it is taken off the market – never to be traded again.

Carbon Clear Ltd (Eco Act) procured these credits on our behalf, and the related retirement certificates are available at http://corporate.easyjet.com/.

The introduction of offsetting has also enhanced our relationship with our customers. Between December 2019 and September 2020, those customers surveyed who were aware that their flight was carbon-offset were on average 6.8 percentage points more satisfied with easyJet than customers who were unaware of the offsetting initiative.

CARBON MAPPING
This year we also commissioned a global climate change and sustainability consultancy, The Carbon Trust, to complete a full carbon mapping and calculation exercise to retrospectively review our the 2019 financial year carbon footprint and to help us establish an enhanced process for the 2020 financial year and future footprinting.

Our measurement and reporting work are aligned to the European Union’s Emissions Trading System (EU ETS), the Greenhouse Gas (GHG) Protocol and the recommendations of the The Task Force on Climate-Related Financial Disclosures (TCFD).

In the 2020 financial year, our carbon footprint is calculated and expressed as a suite of carbon dioxide equivalent (CO2e) figures in metric tonnes.

The GHG Protocol categorises emissions in three scopes:
- Scope 1 – direct emissions from owned and leased assets (typically combustion of fossil fuels)
- Scope 2 – indirect emissions from imported energy used in owned assets (typically grid electricity)
- Scope 3 – all other indirect emissions resulting from upstream and downstream business activity, e.g. supply chain, business travel, aircraft, etc.

Our carbon footprint work included calculating Scope 3 (in addition to Scope 1 and 2) for the first time. We looked at every geographic location where we operate using the appropriate and up-to-date location-based emission factors issued by competent authorities (UK Government departments including DEFRA and BEIS). We used the operational control approach for the calculation of our greenhouse gas emissions.

The 2020 financial year carbon mapping work estimated that 99.96% (2019: 99.97%) of easyJet’s organisational (Scopes 1 and 2) carbon emissions was as a result of the use of aircraft fuel.

In addition to our existing carbon emissions reporting included in previous years’ Annual Reports and Accounts, we have this year extended our carbon emissions reporting to meet the additional requirements of the new Streamlined Energy and Carbon Reporting regulations, 2019.

It is important today for companies to consider environmental impacts across their whole value chain. Our work with easyJet has helped them to understand and measure these impacts beyond those directly related to flying. Working to reduce these impacts will ensure a focus on sustainability is maintained across the Group and with its suppliers.

MYLES MCCARTHY
Director, Carbon Trust
### GREENHOUSE GAS EMISSIONS

<table>
<thead>
<tr>
<th>GHG performance summary</th>
<th>FY20</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope 1 – tonnes of CO(_2)e</strong></td>
<td>4,247,159</td>
<td>8,324,525</td>
</tr>
<tr>
<td><strong>UK emissions</strong></td>
<td>2,177,784</td>
<td>5,138,165</td>
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<tr>
<td><strong>Global emissions</strong></td>
<td>2,069,375</td>
<td>3,186,360</td>
</tr>
<tr>
<td><strong>Global emissions (excl. UK)</strong></td>
<td>1,456</td>
<td>913</td>
</tr>
<tr>
<td><strong>Total Scopes 1 &amp; 2 – tonnes of CO(_2)e</strong></td>
<td>4,248,135</td>
<td>8,325,981</td>
</tr>
<tr>
<td><strong>Scope 3 – tonnes of CO(_2)e</strong></td>
<td>1,145,845</td>
<td>2,112,047</td>
</tr>
<tr>
<td><strong>Total carbon footprint – Scopes 1, 2 &amp; 3 tonnes of CO(_2)e</strong></td>
<td>5,393,980</td>
<td>10,438,028</td>
</tr>
<tr>
<td><strong>Total energy use (kWh) – Scopes 1 &amp; 2</strong></td>
<td>8,350,920,011</td>
<td>33,605,118,594</td>
</tr>
<tr>
<td><strong>Carbon offsets</strong></td>
<td>3,146,196</td>
<td>Not applicable</td>
</tr>
<tr>
<td><strong>Total Scopes 1, 2 &amp; 3 tonnes of CO(_2)e</strong></td>
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</table>

*UK emissions in the GHG Table include those emissions from flights operated under our UK airline AOC, i.e. not just flights to and from the UK.
**Carbon credits retired to account for the tonnes of CO\(_2\)e emitted by the use of aviation fuel and non-aviation fuels (scope 1 & 2) for the period 19 November 2019 to 30 September 2020.

### STRATEGIC REPORT

#### INTENSITY METRIC

We use an intensity metric based on the carbon efficiency of our airline. This is expressed as grams of carbon dioxide equivalent (gCO\(_2\)e) per revenue passenger kilometre (RPK). However, for on-going comparability purposes, we have also included grams of carbon dioxide (gCO\(_2\)) per revenue passenger kilometre (RPK).

This year we have had our intensity metric verified by a third-party specialist auditor, Verifavia. Verifavia provided an independent verification audit using a reasonable assurance approach to review easyJet’s 2020 financial year aircraft fuel burn, RPK and associated output CO\(_2\) and CO\(_2\)e KPIs.


Whilst this verification approach only focuses on our airline emissions, these equate to 99.96% in the 2020 financial year of our Scopes 1 and 2 carbon footprint.

#### CARBON PERFORMANCE

The carbon intensity of our flying, based on carbon dioxide emissions per passenger kilometre, has remained relatively unchanged year on year, despite the impacts of the COVID-19 pandemic. Although lower load factors, as we have experienced in the 2020 financial year, would normally increase the emissions per passenger, we have been able to largely avoid this effect by prioritising the use of our more efficient A320 / A321 neo aircraft.

This year we reviewed and updated our carbon intensity calculation methodology, so that it aligns more closely with established industry methodologies (e.g. ICAO and EU ETS reporting). As a result we have restated our CO\(_2\) per passenger kilometre KPI for the years of the target (2016 to 2019 financial year) and used the new methodology to calculate the 2020 financial year.

While the baseline number has changed from 80g to 74g, the target previously stated as 72g has now also been reduced to 66.6g. Therefore the target remains a 10% reduction in carbon dioxide emissions per passenger kilometre from our flights by 2022, compared to our 2016 figures.

In the 2020 financial year our carbon dioxide emissions per passenger kilometre was 70.77g, compared to 70.41g in 2019. In addition to the stable carbon intensity target, due to the significantly reduced flying this year our total carbon dioxide equivalent emissions from the fuel used in our flights was 4,264,435 tonnes. A reduction of 49% on the previous financial year primarily due to the reduction in flying as a result of COVID-19. Since 2000, we have improved our carbon emission per passenger kilometre efficiency by over one third.

The impact of the COVID-19 pandemic, including aircraft deferrals and future load factors, will affect progress towards our carbon intensity target. We will continue to monitor these effects and our trajectory towards the target.

#### EMISSIONS PER PASSENGER KILOMETRE SINCE 2016

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<tbody>
<tr>
<td>gCO(_2)/RPK</td>
<td>70.77</td>
<td>70.41</td>
<td>71.56</td>
<td>72.46</td>
<td>73.96</td>
</tr>
</tbody>
</table>
**ENERGY AND CARBON EFFICIENCY ACTIVITY**

We have focused on a variety of ground-based energy efficiency schemes this year. We rolled out new, improved and upgraded lighting controls for the LED fittings (super-efficient lights), completing this work at our largest site, Hangar 89 at London Luton Airport. We also progressed the deployment of these controls at another of our large office premises that forms part of our Luton Campus.

We optimised the existing plant and equipment that provides heating/cooling at our Luton Campus and our London Gatwick Airport base with thermostatic controls and timers during the second half of the year. We will continue to roll these out across our base portfolio in the 2021 financial year.

We also updated our New Build and Retrofit Fit-Out Guide to include minimum energy-efficiency standards we expect our buildings to include. This is in addition to our work to increase the operational fuel and carbon efficiency of our aircraft operations.

**EFFICIENT AIRCRAFT**

We operate a fleet of modern, efficient Airbus A320 family aircraft. In 2017 we started to operate our first Airbus A320neo (New Engine Option) aircraft, equipped with LEAP-1A engines and in 2018 we also started operating the larger Airbus A321neo aircraft.

The Airbus neo aircraft (A320 and A321) are 15% more fuel efficient per seat and 50% quieter during takeoff and landing than their equivalent previous generation aircraft (A320ceo and A321ceo – Current Engine Option).

These new generation aircraft currently make up over 15% (2019: 11%) of our overall fleet and will make up a larger proportion in the future as both older aircraft leave our fleet and the size of the fleet reduces. During the period of reduced utilisation due to the COVID-19 pandemic, storage and parking of aircraft has been focused on older A320ceo family aircraft, with the result that a higher proportion of the active aircraft in this period have been neo-type aircraft, our more fuel efficient aircraft.

All future aircraft deliveries from easyJet’s order book will be new, more efficient A320neo and A321neo aircraft.

**NUMBER OF AIRCRAFT BY TYPE**

<table>
<thead>
<tr>
<th>Aircraft type</th>
<th>Number</th>
<th>Percentage of fleet</th>
</tr>
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<tbody>
<tr>
<td>A319</td>
<td>122</td>
<td>36%</td>
</tr>
<tr>
<td>A320</td>
<td>169</td>
<td>49%</td>
</tr>
<tr>
<td>A320neo</td>
<td>37</td>
<td>11%</td>
</tr>
<tr>
<td>A321neo</td>
<td>14</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>342</strong></td>
<td><strong>100%</strong></td>
</tr>
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</table>

**SOME OF THE PROJECTS EASYJET HAS INVESTED IN TO OFFSET ITS ORGANISATIONAL CARBON FOOTPRINT**

**UGANDA**

**TIST TREE PLANTING CERTIFICATIONS**

A combined tree planting, development and carbon programme. Smallholder and subsistence farmers organise themselves into community groups to plant trees on their degraded land, improve their livelihoods and reverse environmental degradation.

**CERTIFICATION**

Verified Carbon Standard
The Climate, Community & Biodiversity Alliance certifications

**ETHIOPIA**

**BALE MOUNTAIN REDD+**

Implementing a Participatory Forest Management framework for the Bale region, which is home to Africa's largest alpine forest, an area of high biodiversity and ecological importance. This helps local communities and government to manage the responsibility and benefits of the forest together and gain economic incentives from the sale of carbon credits for avoiding deforestation.

**CERTIFICATION**

Verified Carbon Standard
The Climate, Community and Biodiversity Alliance certifications
SUSTAINABLE AVIATION FUELS
We believe Sustainable Aviation Fuels (SAFs) will be part of our decarbonisation pathway, as and when they become more widely available and affordable. However, we do not see SAFs as a long-term decarbonisation solution for short-haul aviation, since current pathways are not zero carbon and total projected emissions savings remain limited.

In the long term they are best suited to long-haul flying where there may not be alternatives to using SAFs. We support the development of genuine zero emissions technologies for short-haul, such as electric or hydrogen-powered flight.

PUBLIC POLICY
We continue to engage with policy makers across Europe on how public policy can help airlines to address their carbon emissions.

We have been a long-term supporter of the EU Emissions Trading System (EU ETS) scheme and all easyJet flights within the European Economic Area, which make up the majority of all our flights, are covered by the scheme.

The new global framework for managing aviation carbon through offsetting is the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA). The baseline year for the scheme has recently been changed, which has reduced the likelihood of airlines having to pay to offset any CO₂ at all for the initial years (2021 to 2023 pilot phase).

We have therefore challenged all airlines to join us in offsetting their carbon dioxide emissions. Until this happens, easyJet’s offsetting position is a strong differentiator during this crucial next decade for the planet and for aviation technology.

We also continue to engage with EU policy makers on the future of EU Emissions Trading System. We believe aviation within the EU should remain in the EU ETS and flights to destinations outside the EU should remain in CORSIA to support global efforts, but with an obligation equivalent to that of EU ETS.

We also believe that where aviation taxes exist or are introduced in the future, these should be designed to incentivise efficient flying. Currently taxes are often linked to individual passengers, which means a flight with more passengers – which will create less carbon per passenger journey – is taxed more highly. Instead any taxes should be linked to the overall emissions of a flight, including the length of the flight and the efficiency of the aircraft used.

PERU
MADRE DE DIOS
Dramatically reduces deforestation in the Peruvian Amazon, the threat of moving communities and illegal logging, by increasing surveillance in the conservation area and establishing sustainable forest management practices.

CERTIFICATION
Verified Carbon Standard
The Climate, Community and Biodiversity Alliance

BULGARIA
SVILOSA BIOMASS
A programme which demonstrates the viability of biomass as an alternative sustainable energy, improving local livelihoods and air quality, and stimulating sustainable energy technology in the region. The project uses available waste biomass residues, by-products of wood processing at the Svilosa pulp processing plant as an energy source.

CERTIFICATION
Gold Standard

INDIA
BREATHING SPACE
IMPROVED COOKING STOVES
This programme reduces the greenhouse gas emissions from the burning of non-renewable biomass for cooking by enabling the distribution of fuel-efficient and improved cook stoves. The cook stoves reduce fuel consumption by circa 50 to 80%, helping families to cut their spending and to save time on collecting wood fuel and reduce indoor air pollution.

CERTIFICATION
Gold Standard
OUR APPROACH
We remain committed to decarbonising aviation and helping the world achieve net-zero emissions before 2050. We are collaborating in several partnerships to support technological step change.

easyJet has been supporting Wright Electric over the last three years in its aim to produce an all-electric 186 seat commercial aircraft, the Wright 1, which could be used for short-haul flights.

Wright is currently engineering electrical systems at the megawatt scale which will be necessary for commercial aircraft. It is building a 1.5 MW electric motor and inverter at 3 kilovolts. These components will form the power plant of Wright’s revolutionary Wright 1 aircraft. Wright intends to conduct ground tests of its motor in 2021 and flight tests in 2023.

The motor development program is the latest step towards building its narrow-body class aircraft. Wright will be simultaneously conducting aerodynamic tests on its fuselage, which will inform the propulsion design. The company expects entry into service of its flagship Wright 1 in 2030.

A number of government agencies in the United States are aiding research by providing funding into electric aviation including US Department of Energy’s Advanced Research Projects Agency (ARPA-E).

In 2019 we established a joint research project with Airbus. The project is intended to grow the industry’s understanding of the operational and infrastructure opportunities and challenges of plug-in hybrid and full electric and hydrogen aircraft.

We are working with Airbus on three distinct work packages set to define the impacts and the requirements necessary for the large-scale introduction of next generation sustainable aircraft on infrastructure and everyday commercial aircraft operations. Airbus’ ambition is to develop a zero-emission commercial aircraft by 2035.

Airbus is delighted to be collaborating with easyJet in the ZEROe programme. easyJet’s passion to decarbonise aviation and ultimately remain competitive in a changing world, is shared by Airbus. Together we have the opportunity to educate and challenge governments and industry to create supporting technology and infrastructure needed for the introduction of zero-emissions aircraft.

"Wright Electric is dedicated to bringing low-emissions 186 seat electric planes systems to market. Wright Electric’s mission is to make commercial aviation greener, and our megawatt engine program is the next step in making our mission a reality. We are pleased to have easyJet as a partner to support this goal."

JEFFREY ENGLER
Chief Executive Officer of Wright Electric

"Airbus is pleased to be collaborating with easyJet in the ZEROe programme. easyJet’s passion to decarbonise aviation and ultimately remain competitive in a changing world, is shared by Airbus. Together we have the opportunity to educate and challenge governments and industry to create supporting technology and infrastructure needed for the introduction of zero-emissions aircraft."

GLENN LLEWELLYN
VP Zero Emissions Technology
Airbus
Captain David Morgan, Director of Flight Operations, is leading our work on innovation to support the development of new technologies to decarbonise aviation. This includes our partnerships with aerospace companies such as Airbus and Wright Electric on innovative aviation technology (see separate case studies).

David is currently part of a series of industry initiatives:

- Member of the Technology Advisory Group, Aerospace Technology Institute: promotes transformative technology in air transport, creates the technology strategy for the UK aerospace sector and funds research and development
- Member of the Advisory Group, UK Future Flight Challenge: aims to revolutionise the way people, goods and services fly; it will support the development of new technologies from freight-carrying drones to urban air vehicles to hybrid-electric regional aircraft, as well as develop the supporting ground infrastructure, regulation and control systems, required to use these new aircraft practically and safely
- Steering Committee Member, Airspace Change Organising Group: to coordinate the redesign of airspace in the UK, which is expected to reduce the carbon emissions of aviation in the UK

We are working with a range of other partners in leading the aviation industry towards net zero:

- UK Jet Zero Council – Our Chief Executive Officer, Johan Lundgren, has been appointed a member of the UK Government’s Jet Zero Council, which has been tasked with making net-zero emissions possible for future flights
- Science-Based Targets Initiative – We are involved in a technical working group to develop a decarbonisation trajectory specific to aviation which aligns with The Paris Agreement. This is due to include the pilot testing of a new target setting tool for airlines. The process is being guided by Boston Consulting Group, WWF and ICCT (International Council for Clean Transportation)
- Sustainable Aviation – easyJet is a member of Sustainable Aviation, the UK body which aims to use the collective approach of UK aviation to achieve goals on climate change, noise and local air quality
- EU Clean Sky hydrogen project – We have contributed to a study led by McKinsey, on behalf of the EU Clean Sky hydrogen project, evaluating hydrogen as a decarbonisation option for aviation. Its clear conclusion is that hydrogen has the potential for a major role in aviation’s future technology mix. The study will inform the EU on ways to achieve its objective of net carbon neutrality across all sectors and states by 2050
**GOING BEYOND CARBON**

**OTHER ENVIRONMENTAL IMPACTS**

**AIRCRAFT NOISE**

The noise from our aircraft can affect those who live near airports or under flight paths. We work with individual airports and air traffic control teams to implement noise mitigation activities that best fit each location. Our pilots also use flying techniques that reduce the impact of aircraft noise, such as continuous descent approaches.

The new generation Airbus A320neo and A321neo aircraft are 50% quieter during takeoff and landing than the equivalent previous generation aircraft.

We have also carried out a retrofit programme to address a sound, associated with A320 family aircraft of all airlines, due to the airflow under the wing.

**PLASTICS REDUCTION**

To help reduce the amount of single-use plastic used on our flights, we have focused on changes to our inflight food and drink products and service.

We have prioritised our actions using the following principles:

- Reduce the number of plastic items that are used
- Replace plastic items with non-plastic alternatives
- Reduce the amount of plastics used in items

The initial changes have been to the ‘dry store’ items which are used to serve food and drink products and by doing so we have already eliminated over 27 million individual items of plastic.

Changes made include:

- Replacing a plastics drinks stirrer with a wooden alternative – 9.2 million individual items of plastic eliminated
- Removing plastic spoons – 10.1 million individual items of plastic eliminated
- Introducing a new hot drinks cup which is now made of sustainably sourced cardboard, except for a plant-based plastic lining, and that is compostable
- Introducing a new hot drinks lid derived from plant sugars that is compostable – replacing over 5.8 million items of plastic
- Replacing the plastic cups given to customers to put their used tea bags in with a small plant-based bowl – saving over 2.4 million individual plastic items

**WASTE MANAGEMENT**

Management of onboard waste is complex and challenging due to waste handling and treatment regulations in different countries, varying capability to accept recycling at many airports, complexity of third parties involved in waste handling, restricted space within the cabin and short aircraft turnaround times. The interpretation and enforcement of International Catering Waste (ICW) legislation at both the local airport and national policy level often means that all waste generated is deemed as ICW upon arrival, meaning that materials are being sent to incineration or deep landfill when they could be recycled.

Over the next year we plan to work in partnership with our largest airports, ground handling and cleaning contractors and our cabin crew to improve our recycling rates.

**ENVIRONMENTAL MANAGEMENT SYSTEM**

To manage our environmental impacts, performance and compliance obligations, we will be implementing an Environmental Management System (EMS). This will assist us in meeting our Environment Policy commitments in a structured, systematic, and documented way.

We are joining the IATA Environmental Assessment Programme (IEnvA), an Environmental Management System specifically developed for the airline sector. The programme was developed by airlines, IATA, and leading experts in the aviation environmental sustainability industry. IEnvA follows the requirements set by ISO14001:2015, an international Environmental Management System standard. Over the next year we will be engaging with colleagues across the business to implement and embed the EMS into day-to-day activities.

**WILDLIFE CONSERVATION**

easyJet does not carry any commercial freight, which means we do not carry live animals – with the exception of assistance dogs travelling with customers – or any parts of deceased animals, including ‘hunting trophies’, on our flights. We also do not promote attractions with live mammal animals, such as oceanariums with dolphins and whales.

**EMPLOYEE ENGAGEMENT ON SUSTAINABILITY**

This year we have continued to discuss sustainability with our employees. This has included regular updates from our Chief Executive Officer and leadership team on sustainability initiatives, including the establishment of our Sustainability Strategy and the introduction of our carbon offsetting.

We have also used our internal online forum ‘Workplace’ to create a dedicated sustainability forum to ask for feedback and suggestions on sustainability issues, including from our cabin crew on ways to reduce plastics and waste from the inflight retail range.

**CHARITABLE ACTIVITY**

**CHARITY COMMITTEE**

Our Charity Committee makes donations to support charities nominated by easyJet employees. This is to ensure that the causes we support help the communities in which we operate and have personal meaning to easyJet employees.

Any employee can submit a nomination for an award for a charity of their choice. Nominations are considered anonymously and 12 charities are selected each month for a flight voucher for two people, or a financial donation of £250 / €300.

This financial year we made 40 awards between October and January, before the impact of COVID-19 which meant we had to pause these awards.
UNICEF
We have a pan-European charity partnership, Change for Good, with Unicef, the world’s leading children’s organisation. Our cabin crew make onboard appeals for customers to donate spare change and unwanted foreign coins at certain times of each year. Since 2012 the partnership has raised £14.8 million.

This year our collections on flights during December and January were again in support of Unicef’s vaccination programmes, as part of the global initiative to eradicate polio, which has been running since 1988. Since it began, the initiative has contributed to protecting children against polio, decreasing cases by 99%. Today, the wild polio virus is found in only two countries: Afghanistan and Pakistan.

(See separate case study on page 41 about Africa being certified as ‘wild polio free’ in August 2020).

By the end of 2019, the partnership had helped vaccinate 5.3 million mothers and babies against deadly diseases and protect more than 30 million children against polio, as well as supported the procurement and distribution of 2,600 cold boxes, 6,000 vaccine carriers and 22,280 ice packs, and the installation of 44 solar refrigerators to improve vaccine safety and storage capacity. In March 2020, owing to strict COVID-19 infection-control measures, polio vaccination campaigns were put on hold. Since July, vaccination campaigns have been slowly resuming, and Unicef anticipate that the funds already raised by easyJet will help protect more children against polio and reach more communities towards our goal of ending polio for good.

Our partnership with Unicef would normally include further collections on flights over the Easter and summer travel periods. However, we were not operating flights in April 2020, when our Easter collection would normally take place. As our focus for the summer was on the safe resumption of flying, we and Unicef agreed that the planned summer collection would also not take place.

This means that this year over £513,000 was raised for Unicef through the partnership, from the inflight collections on World Polio Day (October 2019) and during our winter collection period for 2019/20.

AUSTRALIAN FIRES 2020
In January 2020 we launched an emergency onboard collection to support the Australian Red Cross’ response to the bushfires across Australia. The cause was particularly important to our cabin crew community, who led the collections onboard and were able to help raise over £231,000 for the charity.

DIVERSITY, INCLUSION & WELLBEING
This year we have made further progress on our new Diversity and Inclusion strategy, which was introduced in 2019.

FIRM FOUNDATIONS
Embedding Diversity & Inclusion into policies and processes
- We have completed functional engagement sessions across the business and our internal engagement measure for inclusion remains consistently strong
- We have launched a communication channel on our internal Workplace for colleagues to share experiences and stories, which has been hugely popular with significant levels of participation across our communities
- We ran several campaigns across the year to ‘educate and celebrate’ including our overarching ‘You Matter’ programme and a virtual ‘Pride in Europe’
- We have worked on our Customer terms and conditions to ensure any type of discrimination is not tolerated, alongside our internal bullying and harassment policies

INCREASE THE MIX
Ensuring the employee mix reflects our customer base
- We have improved our performance in the Hampton Alexander report, year on year, our gender pay gap has reduced, and most recently increased our representation at Board level too
- We have made changes to our HR systems in order to be able to capture more diversity data, where our colleagues are comfortable to share this. In future this will enable us to have much more information about our people across our business to support better decision making

TRAINING AND DEVELOPMENT
Upskilling leaders to support cultural change and maintain a welcoming employee experience
- We have built and delivered 10 training modules (including e-learning) across our Management & Administration team
- We have rolled out frontline modules to support inclusive behaviours in our operating environments
- We have created a virtual hub with leader and colleague content to support health and wellbeing in a COVID-19 world
PARTNERSHIPS:
Sourcing expert input and support to help guide activities:
• In the UK Glassdoor Employee’s Choice Awards, we were named amongst the Best Places to Work in 2020, ranked at 16th place, up from 26th in 2019
• Over the next year we plan to strengthen our partnership with Stonewall, to focus our practices and communications
• We also plan to sign up to the Race at Work Charter to help further improve our understanding how we can support our people

Our future focus is to deepen our foundation knowledge now, put action into practice across all teams through the Trailblazer team and line managers, and help our people thrive during this COVID-19 recovery period.

FEMALE PILOTS
Since 2015 we have been working to address the significant gender imbalance in the pilot community across aviation through the easyJet Amy Johnson Initiative, named after a pioneering British female pilot. Activity during the programme since 2015 has included:
• Visits by pilots to schools, youth and aeronautical organisations
• Sponsorship of the Aviation Badge for Brownies, the UK Girlguiding organisation for 7 to 10 year old
• Offering loan underwriting for cadet pilot programmes working with training partners to offer scholarships
• Highlighting female easyJet pilots in the media and through customer communications such as the inflight magazine

We had reached our target that 20% of the new entrant co-pilots we attract should be female by 2020, up from 5% when we started the initiative in 2015. However our planned pilot recruitment and cadet pipeline was then affected by the COVID-19 pandemic.

Although the aviation industry is not predicted to reach previous levels of demand until at least 2024, which means we will not be recruiting in the same numbers as pre-pandemic, we are committed to looking at the best ways we can make the pipeline of future aviation talent more diverse.

GENDER
Gender makeup of easyJet employees as at 30 September 2020.

<table>
<thead>
<tr>
<th></th>
<th>PLC BOARD</th>
<th>AIRLINE MANAGEMENT BOARD</th>
<th>ALL EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>FEMALE</td>
<td>45% (5)</td>
<td>33% (3)</td>
<td>41.9% (5,989)</td>
</tr>
<tr>
<td>MALE</td>
<td>55% (6)</td>
<td>67% (6)</td>
<td>58.1% (8,308)</td>
</tr>
</tbody>
</table>

DISABILITY – RECRUITMENT AND EMPLOYMENT
As part of our commitment to Diversity and Inclusion, we treat every applicant in our recruitment processes equally, including disabled people. We also support employees who are or become disabled. This includes offering flexibility and making reasonable adjustments to the workplace to ensure they can achieve to their full potential. However, for easyJet’s two largest communities, pilots and cabin crew, there are a range of regulatory requirements on health and physical ability with which all applicants and current employees must comply.

ACCESSIBLE TRAVEL
We believe that travel should be easy and affordable for everyone, including customers who need some additional help when they are travelling.

We continue to provide our special assistance service for customers, in partnership with airports and their special assistance providers on the ground. Customer satisfaction amongst special assistance customers this financial year was 83.6%, compared to 75.2% for all customers (2019: 82.3%, 74% for all customers). This is the seventh successive year that satisfaction is higher among customers who need special assistance than the average across all customers.

Since 2012 we have received expert advice on special assistance issues from the easyJet Special Assistance Advisory Group (ESAAG), made up of members from key easyJet markets with experience of special assistance issues. The Group continued its work through the first half of the 2020 financial year and met in December 2019. While the Group has not met since the pandemic began, we are working with the Chair of the Group, Lord David Blunkett, on the best way to resume the process of consultation and advice with the group.

Sophie Dekkers, our newly appointed Customer Director, will take responsibility for special assistance customer policy issues and will work closely with Lord Blunkett and ESAAG.

BUSINESS ETHICS AND SUPPLY CHAIN
ETHICS POLICIES AND OVERSIGHT
We have in place ethical and compliance policies, covering topics including bribery and corruption, gift giving, fraud, human rights and modern slavery. These policies and our commitment to the Human Rights statement are available to employees on the easyJet intranet.

All new entrants to easyJet receive mandatory ethics training during the onboarding process. All employees are also required to complete annual online refresher training on ethics, anti-bribery and corruption.

In 2019 a Business Integrity Committee was established as a management forum for ethics policies and management and this has continued to meet this year. The committee receives reports of suspected unethical behaviour, identifies Group-wide trends, and monitors follow up. The committee’s remit includes disciplinary issues or grievances raised with HR, environmental concerns and suspected fraud.

WHISTLEBLOWING
All employees of easyJet and our suppliers should feel able to raise concerns about any safety, legal or ethical issues. If they feel unable to report these concerns to a manager, we also provide a whistleblowing process.

The ‘Speak Up, Speak Out’ service is run independently of easyJet and reports can be made confidentially and anonymously. The service is available by phone, website and using a mobile app.

All reports are investigated and followed up as necessary by an easyJet senior manager responsible for business integrity. The Board oversees the whistleblowing process with the assistance of the Audit Committee. In addition, the Business Integrity Committee is a management forum on whistleblowing. It receives summaries of all reported concerns; it monitors any ongoing concerns and ensures that the proposed outcomes of investigations are fair, transparent and robust, with root causes identified and remedial actions agreed.
SUPPLIERS
We believe in open, constructive and effective relationships, ensuring that suppliers’ rights and responsibilities are clearly set out.

Our supplier relationship management framework provides a toolkit and guidance for managers who lead relationships with key partners.

This year we have worked with our suppliers to build appropriate responses to COVID-19, including taking a risk-based approach to business continuity and maintaining safe operations.

ETHICAL SUPPLY CHAIN MANAGEMENT
Our Supplier Code of Conduct is based on easyJet’s Code of Business Ethics and requires partners to comply with easyJet societal and environmental standards, and to ensure the compliance of any sub-contractors. In line with the UK Modern Slavery Act, it prohibits modern slavery and human trafficking.

easyJet holidays also encourages all its direct hotel partners to actively work towards certification that meets the Global Sustainable Tourism Council (GSTC) standards. easyJet Sustainability Director, Jane Ashton, is also a member of the GSTC Board.

MODERN SLAVERY
Our Modern Slavery Working Group is responsible for the development and implementation of our modern slavery strategy. The Working Group was established in 2016 and is composed of senior management representatives from relevant functions across the business. It continues to monitor and assess the effectiveness of the steps we are taking in addressing modern slavery.

The human rights and modern slavery clauses in our Supplier Code of Conduct Whistleblowing policy specifically require suppliers to respect internationally recognised human rights, including those expressed in the United Nations International Bill of human rights, and the internationally recognised rights and principles set out in the International Labour Organisation’s Core Conventions and Declaration on Fundamental Principles and Rights at Work. Our suppliers are also required to have at all times a written policy in relation to such matters and to ensure the policy’s effective implementation within their organisation.

More information is available in our latest Modern Slavery Act statement at https://corporate.easyjet.com/.

HUMAN TRAFFICKING
All airlines and transport providers are at risk that their services could be used by human traffickers. We have training for all our cabin and ground crew on how to identify and report possible human trafficking. Our Security team also work with authorities across our network on prevention activities and investigations.

OTHER RELEVANT INFORMATION
This year our Sustainability chapter is based on the three pillars of our new Sustainability Strategy. This means that some information which has previously been reported in this chapter is now included in the rest of this Annual Report.

The easyJet Amy Johnson Initiative has included Sponsorship of the Aviation Badge for Brownies, part of the UK Girlguiding organisation.
**GOVERNANCE**

Climate-related issues are addressed on a regular basis by the Airline Management Board (AMB), the equivalent of an Executive Committee (ExCo) that is led by our Chief Executive Officer. The AMB reports upwards to the plc (Main) Board on these matters. The AMB members are collectively responsible for driving the performance of the airline against strategic sustainability KPIs.

For further information on easyJet’s sustainability governance, see page 38.

**STRATEGY**

easyJet continued to work with external partners to inform development of climate change strategy. Collaborations included the Aerospace Technology Institute, Science Based Targets Initiative (SBTi), Taskforce on Scaling Voluntary Carbon Markets, the UK Prime Minister’s Jet Zero Council initiative and the EU Clean Sky Joint Undertaking of Fuel Cells Hydrogen propulsion project.

For further information on easyJet’s sustainability strategy, see page 36.

**SCENARIO ANALYSIS**

During the 2020 financial year easyJet appointed an enterprise risk management specialist with whom we will partner to specifically address the business risk from climate change in both our direct and indirect operations, i.e. our value chain. This partner should help us to evaluate the potential financial costs and opportunities going forward.

For further information on easyJet’s climate-change related risks, see page 71.

**RISK MANAGEMENT**

The new risk framework, which easyJet implemented in the 2020 financial year, uses a quantifiable metric ‘5-year Enterprise Value at Risk’ to assess the impact of business risk, including climate related risks, on the company. This measures the overall change in the company’s value over a 5-year timeframe, within a given confidence interval, e.g. 95%.

The key risks identified using the risk framework by the business and subsequently reviewed by the Board fall into seven broad themes, totalling 17 specific risks – one of these thematic areas is environment and sustainability.

For further information on easyJet’s sustainability governance, see page 38.

**METRICS AND TARGETS**

easyJet became the only major airline worldwide to offset all our organisation’s direct carbon emissions (scope 1 and 2), through programmes that plant trees or avoid the release of additional carbon dioxide. easyJet documented a methodology for its approach to report on a headline KPI of emissions of carbon dioxide per revenue passenger kilometre (gCO₂/RPK) and get this KPI verified by a third-party. The business continues to have a target to achieve a 10% reduction in carbon dioxide emissions per passenger kilometre from flights by 2022, compared to 2016 figures.

For further information on this target, see page 43.
## NON-FINANCIAL INFORMATION STATEMENT

We aim to comply with the new Non-Financial Reporting Directive requirements. The table below sets out where relevant information can be found in the report.

<table>
<thead>
<tr>
<th>Policies</th>
<th>Due diligence &amp; implementation</th>
<th>Relevant information</th>
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<tbody>
<tr>
<td><strong>1. ENVIRONMENTAL MATTERS</strong></td>
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<tr>
<td>• Sustainability Strategy</td>
<td>• Sustainability Steering Committee reviews implementation and progress against environmental policies and strategy which is reported to the AMB and PLC Board</td>
<td>• Chief Executive’s introduction, page 36</td>
</tr>
<tr>
<td>• Environment Policy</td>
<td></td>
<td>• How we manage Sustainability, page 38</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Our Sustainability Strategy, page 37</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tackling Carbon Emissions, page 42</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Stimulating Carbon Innovation, page 46</td>
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<tr>
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<td>• Other environmental impacts, page 48</td>
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<tr>
<td><strong>2. EMPLOYEES</strong></td>
<td></td>
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<tr>
<td>• Safety Plan</td>
<td>• The People team are responsible for the majority of employee related policies</td>
<td>• Right People, page 28</td>
</tr>
<tr>
<td>• People Handbook, which includes Code of Ethics; employee consultation policy, whistleblowing policy</td>
<td>• Whistleblowing processes are overseen by a Business Integrity Committee which also identifies any cross-company trends. Also reviewed by the plc Board and Audit Committee</td>
<td>• Engagement with employees, page 48</td>
</tr>
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<td></td>
<td>• The Safety Plan is overseen by the Safety team, the easyJet Safety Board and the plc Board Safety Committee</td>
<td>• Diversity and inclusion, page 49</td>
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<td>• Disability – recruitment and employment, page 50</td>
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<tr>
<td><strong>3. HUMAN RIGHTS</strong></td>
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<tr>
<td>• Supplier Code of Conduct, including the prohibition of modern slavery and human trafficking</td>
<td>• The Modern Slavery Working Group is responsible for the development and implementation of our modern slavery strategy</td>
<td>• Ethics policies and oversight, page 50</td>
</tr>
<tr>
<td>• Commitment on human rights statement</td>
<td>• All supplier contracts include a clause requiring them to comply with the Supplier Code of Conduct and Modern Slavery Act</td>
<td>• Whistleblowing, page 50</td>
</tr>
<tr>
<td>• Modern slavery statement</td>
<td>• Suppliers must submit an annual slavery and human trafficking report setting out steps taken to ensure that slavery and human trafficking is not taking place in supply chains or in any part of their business</td>
<td>• Ethical supply chain management, page 51</td>
</tr>
<tr>
<td>• The Modern Slavery Working Group is responsible for the development and implementation of our modern slavery strategy</td>
<td></td>
<td>• Modern slavery statement – on <a href="https://corporate.easyjet.com/">https://corporate.easyjet.com/</a></td>
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<tr>
<td>• All supplier contracts include a clause requiring them to comply with the Supplier Code of Conduct and Modern Slavery Act</td>
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<td>• Suppliers must submit an annual slavery and human trafficking report setting out steps taken to ensure that slavery and human trafficking is not taking place in supply chains or in any part of their business</td>
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<td><strong>4. SOCIAL MATTERS</strong></td>
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<tr>
<td>• easyJet and UNICEF charity partnership</td>
<td>• Employees are employed on local contracts in compliance with local laws</td>
<td>• Customer accessibility, page 50</td>
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<tr>
<td>• Charity Committee</td>
<td>• ESAAG considers and monitors easyJet’s special assistance service, including customer satisfaction amongst customers using special assistance</td>
<td>• Charity partnership with Unicef, page 49</td>
</tr>
<tr>
<td>• easyJet Special Assistance Advisory Group (ESAAG)</td>
<td>• The Regulatory Affairs Group monitors the development of public policy and its impact on easyJet</td>
<td>• Charity Committee, page 48</td>
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<tr>
<td>• Regulatory Affairs Group</td>
<td></td>
<td>• Aircraft noise, page 48</td>
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<td><strong>5. ANTI-CORRUPTION AND ANTI-BRIBERY</strong></td>
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<tr>
<td>• Ethical and compliance policies, covering topics that include bribery and corruption, gift giving and fraud</td>
<td>• All new joiners receive mandatory ethics training during the on boarding process. All employees are also required to complete annual online refresher training on ethics, anti-bribery and corruption</td>
<td>• Ethics policies and oversight, page 50</td>
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<td>• Mandatory ethics training during the on boarding process</td>
<td>• Monitored by the Business Integrity Committee and People team</td>
<td>• Whistleblowing, page 50</td>
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<tr>
<td>• Business Integrity Committee</td>
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<td>• ‘Speak up Speak out’ policy on whistleblowing</td>
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<tr>
<td>• Supplier Code of Conduct</td>
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<td><strong>6. BUSINESS MODEL</strong></td>
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<td>• Business model, page 10</td>
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<td><strong>7. PRINCIPAL RISKS AND IMPACT OF BUSINESS ACTIVITY</strong></td>
<td></td>
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<tr>
<td>• Safety risks, page 75</td>
<td></td>
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<td>• People risks, page 74</td>
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<td>• Compliance and regulatory risks, page 72</td>
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<td>• Climate change risks, page 71</td>
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<td><strong>8. NON-FINANCIAL KEY PERFORMANCE INDICATORS</strong></td>
<td></td>
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<tr>
<td>• Carbon emissions per passenger kilometre, page 33</td>
<td></td>
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<td>• Customer satisfaction, page 33</td>
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