

## Values Report 2016

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# Our values



## PERFORMANCE

We focus on delivery of long-term and sustainable value, continuous improvement and reliability.



## SAFETY

We are dedicated to safety and security, the elimination of hazards and protecting people, property and our environment.



## PEOPLE

We are committed to investing in and empowering our people through training and education and to providing them with opportunities for rewarding careers.



## SERVICE

We strive continually to anticipate customer needs, exceeding their expectations.



## RESPONSIBILITY

We are committed to managing our impact on, and contributing positively to, society and the environment.



## INTEGRITY

We earn the trust and respect of our stakeholders with honesty, fairness, openness and by honouring our commitments.





**Simon Pryce**  
Group Chief Executive

# Welcome

## to our 2016 Values Report



BBA Aviation is a values-led organisation and our Vision, Mission and Values (VMV) guide each one of us every day, wherever we are. They describe our aspirations as individuals and as a company and we all take care to behave in ways that are consistent with them whatever we are doing.

Corporate Responsibility (CR) and sustainability are embedded into our VMV and we use this Values Report to formally report on CR and sustainability issues as well as to highlight some of the inspirational people in our company and projects that we are working on that demonstrate our Values in action.

Taking a sustainable approach is crucial if we are to achieve our long-term goals and, for us, this means integrating social and environmental concerns into our business operations; embracing

the opportunities and managing the risks of social and environmental developments; and living our Values to support our objectives. We all take responsibility for this but, as described on page 2, we operate a number of specialist Committees tasked to lead in these areas and I would like to thank those involved for their efforts.

I am pleased with the progress we have made since our last report, particularly in the area of safety, where significant efforts have been made right across the business. These include the introduction of our new Safety Management System; our first global safety day; and the successful promotion of our ZIPP safety brand and goal of zero preventable incidents.

Finally, I would like to congratulate all the winners of our latest Vision, Mission and Values Awards. Many of their individual stories are described in this report.

### OUR VISION, MISSION & VALUES

BBA Aviation is dedicated to being the world's leading provider of aviation support and aftermarket services with the overarching objective to deliver exceptional, long-term sustainable value for all our stakeholders.

All Group businesses are individually and collectively focused on:

- Consistently exceeding customer expectations;
- Valuing and empowering our people in a zero incident, safe environment;
- Encouraging innovation;
- Working together for greater gain;
- Always behaving with integrity and respect.

### 2016 VISION, MISSION & VALUES AWARD WINNERS

Award	Winner
● Customer Relationships & Service Award	H+S Aviation, GE Field Service and Customer Support teams <i>see page 15</i>
● Health & Safety Award	ASIG UK operations
● Health & Safety Award	Doug Brown, ASIG Canada
● Innovation Award	Ontic Chatsworth, 310-4 Kaizen team <i>see page 5</i>
● Working Together Award	Ray Grech, H+S Aviation and Dave Mayne, Ontic <i>see page 6</i>
● Working Together Award	BBA Aviation HSE & Signature Flight Support (Mike French, Harold Fowler, Perry Derkiss, Gino Matteoni)
● Community & the Environment Award	Ontic (all locations) <i>see page 19</i>
● Executive Committee Special Award	Martin Wingrove & the cabin services team, ASIG LHR
● Executive Committee Special Award	Signature Flight Support Denver
● Executive Committee Special Award	BBA Aviation Procurement Council (Tom Vliek, Alton Johnson, Chad Robson, Marilyn Oliver-Gaye) <i>see page 4</i>

### FTSE4GOOD INDEX

Since 2006, as BBA Aviation plc, we have been a member of the FTSE4Good Index which measures the performance of companies demonstrating strong Environmental, Social and Governance practices. For more information, please visit <http://www.ftse.com/products/indices/ftse4good>

# How we manage Corporate Responsibility and sustainability



**Our Vision, Mission and Values, and thus Corporate Responsibility and sustainability, are at the heart of everything we do and we each take responsibility for actively promoting them on a daily basis to help us reach our goals.**

We manage activities and set direction in some of our focus areas through cross-business committees and councils, with others overseen by the relevant functional team.

People and Service related activities are led by our HR and operational leaders respectively and, in turn, all BBA Aviation managers. Areas such as ethics, human rights and equal opportunities are the remit of our HR and legal teams, the Executive Management Committee and the Board.

## **Safety Council**

Our Safety Council includes HSE professionals from across BBA Aviation. Its role is to enhance our safety policies and procedures and to promote safety best practices and behaviours. The Safety Council led preparations for our first global safety day in March 2016 and oversaw the development of our new Safety Management System.

## **Charitable Giving Committee**

Our Charitable Giving Committee reviews and approves applications for funds to BBA Aviation's parent company charitable giving programme.

## **Corporate Responsibility Committee**

*(formerly the Corporate Social Responsibility Committee)*

Members of the CR Committee are senior members of the BBA Aviation team with relevant business roles and the ability to share knowledge and best practice across the Group. The Committee acts as a forum for discussion of responsibility and sustainability matters, inviting specialists from inside and outside BBA Aviation to present at meetings so that information can be gathered and shared and recommendations made to the Executive Management Committee.

The CR Committee has the following remit:

- To measure BBA Aviation's environmental impact;
- To apply focus to social issues in order to maximise opportunity and minimise risk;
- To monitor developments in the CR field, including environmental and social aspects.

It is currently focused on the following special issues:

- Continuous improvement (CI) in environmental performance (including alternative fuels);
- Community involvement: local participation and charitable giving;
- Employee recognition; and
- Diversity initiatives.

The Committee's special issues are chosen by the group itself and are updated according to what is felt to be most relevant.

## Corporate Responsibility Committee 2016 report

The Committee meets monthly and operates a rolling agenda of discussion subjects determined by its agreed special issues.

### January – 2016 Planning meeting

Discussion and initial planning for CR activity at 2016 Senior Leadership Conference (*see page 20*).

### February – Diversity

HR representatives from across the Group attended for a general discussion on diversity issues and BBA Aviation's approach; including how we define diversity.

### March – Environmental CI/Alternative fuels

Peter White from the FAA and Megan Eisenstein from NATA provided an overview on the progress being made on alternatives to Avgas and how the Fixed Base Operations (FBO) industry is being represented in the process. Specialists from Ontic and Signature led discussions on the likely impact of these fuels on BBA Aviation.

### April – Environmental CI

Experts from EnterSolar and San Francisco Airport (SFO) shared with the Committee an overview on solar power generation and its opportunities for Signature and SFO's approach to sustainability, including how it works with partners such as Signature.

### May – Community involvement

The Ontic US CSR team shared their methodology for integrating community involvement into day-to-day operations and the resulting business benefits; including greater employee engagement and a positive impact on recruitment.

### June – Employee recognition

The Committee shared and discussed recognition programmes in place across our businesses with a view to adopting those showing the greatest positive impact in other areas. A list of programmes was collated and this will be used by HR in future work.

### July – Diversity

The Committee invited Chris Tabourne, AVP Diversity & Inclusion, Enterprise Holdings to share the business case for Enterprise Holdings' Diversity and Inclusion program. This was followed by a presentation from BBA Aviation HR on diversity initiatives around the Group and the progress of our Group-wide strategy (*see page 13*).

### September – Alternative Fuels

The Committee discussed global progress in alternative fuels and concluded that the subject would be revisited from time to time within the context of Environmental CI.

### October – Environmental CI

Committee discussions focused on how environmental performance objectives (beyond targeting year on year improvement) should be set at BBA Aviation and the criteria likely to be most relevant at each of our businesses. Erin Cooke from San Francisco Airport (SFO) provided information on the current metrics and baselines used at SFO and outlined SFO's development of a return on investment calculator for environmental projects.

### November – Community involvement

The Committee was joined by a guest from P&W Canada who provided an overview of their community involvement and wider CR program.

### December – Employee recognition

The Committee was joined by a number of representatives from the HR function and reviewed BBA Aviation's various employee recognition programs.





# Performance

We focus on the delivery of long-term and sustainable value, continuous improvement and reliability



**Our Performance value is relevant to everything we do at BBA Aviation. It applies to our operational and financial results and to our non-financial goals such as safety, reliability, customer service and environmental progress.**

It drives the way we approach relationships with all our stakeholders and to everything else that contributes to the successful progress of our business and the delivery of our overarching goal of creating exceptional long-term, sustainable value.

We focus on innovation and continuous improvement in every area and our teams work together to share best practices within their own operations and functions and across the Group wherever possible. This is done both informally as

a general way of working and more formally through Group committees such as the Innovation and Continuous Improvement Committee (iCI), responsible for supporting continuous improvement initiatives and the development of knowledge; the Business Alliance Team which looks at how we can leverage customer relationships across the Group and the BBA Aviation Procurement Council.

We report externally on a range of sustainability and CR KPIs, alongside those relating to financial performance, but we also operate with internal expectations and aspirations that motivate all of us – from our business leaders to our ramp and shop teams – to do the very best we can. Every one of us has a part to play and we have programs running across BBA Aviation that recognize those that make a contribution above and beyond expectations.

## 2016 ACCREDITATIONS

15 sites

**certified ISO9001: Quality Management Systems (including AS9100 and AS9110)**

2 sites

**certified ISO14001: Environmental Management Systems**

## OUR VALUES IN ACTION EVERY DAY

### BBA Aviation Procurement Council

Our Procurement Council is a cross-functional, cross business team of five, responsible for procurement and for leveraging our purchasing power to reduce costs. Having implemented a suite of cost saving

ideas, the Council has, to date, achieved significant savings for BBA Aviation in areas ranging from travel costs and telecoms, to aircraft parts and vehicles.

## OUR VALUES IN ACTION EVERY DAY

# Positive impact of Continuous Improvement



The Ontic 310-4 team

Ontic Chatsworth's Kaizen 310-4 team were worthy winners of BBA Aviation's VMV Award for Innovation for their innovative approach to delivering a major customer opportunity.

A Kaizen event is an intense period of Continuous Improvement activity involving a cross-functional team working together to improve every aspect of a process or processes.

The team came together for a two-week event in August 2015 to increase production of the Boeing 737 310-4 cockpit memory device. The 310-4 line was chosen because the 737 is a production aircraft with a requirement from Boeing of several hundred devices per month. Boeing was also planning to release a modification to 737s in the field which would create immediate significant demand for the product and Ontic had to prove its capability to meet demand before the service letter could be issued.

Before the Kaizen event, Ontic was shipping c150 parts per month, with two 310-4 trained technicians. In September 2015 output was 200; in October 400 and in November 700, at which point Boeing confirmed it was confident and issued the modification. Output in December was 1500 units to meet a large order from the field, enabling Ontic to capture significant revenue in 2015.

In December, four technicians were working on the 310-4 having been cross-trained as part of the Kaizen process. Flexible and cross-trained technicians are an important aspect of Ontic's business model, enabling the company to reliably accommodate changes in demand.

"Ontic has long been committed to CI and this Kaizen event underlines what a positive impact CI can have for everyone in the team and for the business.

Everyone at every level is an equal participant. The Kaizen process engages the whole team in setting goals and creating the map to get there. We call it checking your title at the door – there is only one purpose and that is to be better. Everyone is also equally responsible for our success which is a great feeling. Moreover, we showed our customer that we are the best in the industry by meeting and exceeding their expectations; the company is happy as we grew revenue and we produced a high-quality product which is great for Ontic's reputation.

We really did a fantastic job. I'm very proud of the team's dedication to the event and their ability to smash all of the targets that were set."

**Javier Hernandez,**  
Director Operations, Ontic Chatsworth

## OUR VALUES IN ACTION EVERY DAY

### Working together to grow customer base



Dave Mayne and Ray Grech

Following research into market trends, Dave Mayne, Global MRO Leader at Ontic recognized that there was an opportunity to work with H+S Aviation to promote and gain new customers for the H+S Engine Accessory Business (EAB) and Ontic's PT6 fuel pump products.

Working with Ray Grech, Programme Manager EAB, and other members of the H+S and Ontic teams, a marketing campaign was conceived to target H+S Aviation's existing PT6 customers and identify potential new ones. New literature was designed and a process created to contact customers and offer quick quotes before being sent out to more than 250 global customers. The project has generated significant new enquiries for both businesses and resulted in Dave and Ray winning BBA Aviation's VMV Award for Working Together.

"The project began with us discussing the best way for both our businesses to win more PT6 work and led to a marketing strategy model that we will be able to use for other products and services in the future.

It is a great example of how combining the skills of people across BBA Aviation can lead to greater things. In this case we were able to utilise Ontic's marketing skills and our customer knowledge to target the right people with the right kind of marketing information."

**Ray Grech,**  
Programme Manager EAB, H+S Aviation



#### WHAT NEXT?

We will continue to focus on continuous improvement in all relevant financial and non-financial metrics and recognize those that make a significant contribution to group performance. In particular:

- We will continue to implement initiatives promoted by the iCI Committee, the Business Alliance Team and the BBA Aviation Procurement Council; and
- We will recognize great performance in all areas through BBA Aviation's annual Vision, Mission and Values Awards.





# Safety

We are dedicated to safety and security, the elimination of hazards and protecting people, property and our environment



**Protecting the health, safety and security of our teams, our sites, our customers and all those that come into contact with us is a priority for everyone at BBA Aviation. Our reputation is based on operating safely at all times and preventing damage, spills and other incidents.**

Our goal is zero preventable incidents (ZIPP) and our health and safety strategy seeks to deliver a proactive safety culture and environment at all sites to make this achievable. Every one of us takes responsibility for safety – our own, that of co-workers and for the areas we work in - and, with the help of our local health and safety teams, for identifying ways to improve performance, from reporting near misses and hazards to speaking up when procedures aren't working or are not being

followed. BBA Aviation's cross-business Safety Council directs and monitors progress and is responsible for co-ordinating best practice and new initiatives.

In 2016 we implemented a new Safety Management System to guide everyone across the Group on our global safety expectations, held our first global safety day and continued to promote our goal of zero preventable incidents and further involve every member of the team using our relaunched ZIPP global safety brand. We have also introduced formal hazard and security incident reporting alongside near misses in our SHEBBA reporting and tracking system.

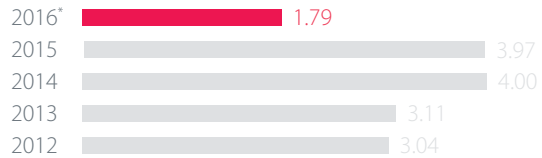


**ZIPP**

## SAFETY PERFORMANCE

Recordable Incident Rate (RIR) is BBA Aviation's primary external health and safety reporting metric. RIR measures the number of full time employees out of every 100 that sustain a recordable injury or illness in the period. ZIPP, zero preventable incidents, is BBA Aviation's internal safety reporting metric and every site's goal. The ZIPP measure accounts for reported incidents that are deemed, through a clear process, to have been non-preventable such as those caused by a third-party or Acts of God.

### BBA Aviation's RIR



\*2016 figure excludes ASIG. Comparative figure including ASIG was 3.31

1.79  
RIR

**BBA Aviation's Group-wide RIR in 2016**

130  
sites

**130 of 210 BBA Aviation reporting sites achieved zero RIR in 2016**

67  
sites

**67 of 210 BBA Aviation reporting sites achieved ZIPP, zero preventable incidents in 2016**

555  
hazards

**Our teams have proactively reported 555 hazards around the Group since hazard reporting was introduced in August 2016 (to 31 December 2016)**

2016 figures exclude ASIG

## OUR VALUES IN ACTION EVERY DAY

### Walk A Safety Mile

Every member of our leadership team is required to do two Walk A Mile days a year participating in a front line role at BBA Aviation, be it on the ramp or in a workshop.

In 2016, Walk A Miles have been undertaken with members of our Health, Safety and Environment (HSE) teams so that our senior leaders have a greater understanding of what HSE professionals do on a daily basis; how safety is integrated into our processes; and how everyone works together to deliver our ZIPP goal.



Walk A Mile at H+S Aviation, led by Dene McDermott, HSE Co-ordinator

## OUR VALUES IN ACTION EVERY DAY

# Signature SDL lays down safety challenge



The Signature SDL team and Derek Carpenter

BBA Aviation held its inaugural global safety day in March 2016.

As part of the preparations, our Safety Council launched a global ZIPP competition, challenging teams to come up with ideas for the day that would share great practice and inspire everyone to think a little differently about safety and try new things. We had many excellent submissions and the 15 winners were awarded \$1,000 to spend on safety activities at their location and their ideas included in the global safety day pack.

Signature SDL captured the spirit of the day by creating a 'Challenge Accepted' video that emphasized individual responsibility for safety. The team felt that if every individual accepts the challenge to achieve ZIPP in their own work area then BBA Aviation as a company can achieve ZIPP.

SDL's video looks at the main causes of incidents and injuries at Signature and asks team members to accept the challenge of eliminating them.

- Scott accepted the challenge to prevent pinch point injuries by practising safe ground support equipment (GSE) connections;
- Julianne accepted the challenge to prevent sprains and strains by practising safe lifting techniques;
- Victor accepted the challenge to go for a platinum 'tow it like you own it' pin;
- Abi and Stacey accepted the challenge to immediately stop any unsafe operation;
- General Manager, Greg, accepted the challenge to ensure everyone in the team had the tools to do their job safely.

The video was a great success on the safety day.

"We had a lot of fun making the video but it also makes a serious point. We are all responsible for safety and ZIPP needs to be an individual goal as well as the goal of a site, of Signature, and of the whole of BBA Aviation. It is up to every one of us.

We want our teams to believe that they can do it, that we can all do it. Through the video we asked everyone at BBA Aviation to accept the challenge of achieving ZIPP."

**Derek Carpenter,**  
Area HS&E Manager, Signature



**ZIPP**

**GLOBAL  
SAFETY DAY**

**10 MARCH 2016**

**ZERO PREVENTABLE INCIDENTS**



## OUR VALUES IN ACTION EVERY DAY



### Pinch point solution

In 2015, 18% of all injuries at Signature were pinch point related, meaning they happened during the tow process when joining the tow vehicle to the unit or aircraft being towed. The Signature Dulles ramp team worked together to create a simple yet effective tool to reduce these types of injuries which is now promoted as best practice across the network. The tow 'stick' indicates the exact spacing required between the vehicle and unit, allowing the operator to accurately position the vehicle without the need for a manual adjustment to make the connection.



### Ontic UK leads hazard reporting

When proactive hazard reporting was launched in SHEBBA, BBA Aviation's safety reporting system, Nigel Disney, HSE Manager at Ontic UK considered how he could, really engage his team with the new tool and place even greater focus on proactive safety management.

Working with Perry Derkiss and Pascal Fouquet in the SHEBBA team in Orlando and Ontic Facility Supervisor Barry Bennett and IT Manager Tim Bayes, Nigel came up with a system that allows team members to immediately report a hazard or near miss on an iPad linked to a large screen. The system is live and in a prominent location so can be seen by all staff and visitors. Data is displayed on the screen and is pushed to SHEBBA. A feedback loop shows who has agreed to resolve the reported hazard issue and by when so that everyone can track progress.

Nigel is talking to the team in Orlando to see how the idea can work elsewhere.

## WHAT NEXT?

We will continue to work towards a world-class safety culture in order to deliver zero preventable incidents. In particular:

- We will continue to focus on promoting the ZIPP global safety brand and engaging team members with our goal of zero preventable incidents;
- We will actively champion BBA Aviation sites that achieve ZIPP;
- We will hold another Global Safety Day in March 2017; and
- We will train every BBA Aviation employee in our Safety Management System and equip them to proactively identify hazards and minimize risks.



# People

We are committed to investing in and empowering our people through training and education and to providing them with opportunities for rewarding careers



Our team members are the foundation of our success. Our service skills and our functional, operational and engineering expertise are the core of our business. Ensuring that BBA Aviation attracts, develops and retains the best people is vital to the Group's success and the achievement of our goals.

We provide every member of our team equal opportunities to thrive, as well as specific and relevant job-related training designed to expand individual capabilities and give people the tools needed to reach their full potential. We listen to all points of view, encourage everyone to have their say in both formal and informal ways, and then act on what we hear by improving communication, training and the workplace environment wherever we can. Everyone is encouraged to recognize good performance and to celebrate achievement.

### Equal opportunities

We believe in an inclusive culture where there is no differentiation in behaviour or actions relating to an individual's race, ethnicity or creed, gender, age or orientation that could be considered offensive or exclusionary, and we strive to accommodate personal needs. We value diversity of background and experience, believing them to enhance the performance and culture of our business and apply this philosophy when seeking qualified individuals to fill roles across the Group.

In 2016 we welcomed nearly 3,000 new team members to our Signature business following the acquisition of Landmark Aviation. In addition to making everyone feel confident and welcome in the enlarged business, our comprehensive integration programme placed significant focus on ensuring joining personnel have a deep understanding of our company Values, their importance in our day-to-day behaviour, and the critical contribution they make to BBA Aviation's success.

### NUMBER OF TRAINING HOURS JULY 2015 - JUNE 2016

204,718 hrs

Signature North America  
>28 per team member

6,830 hrs

Signature EMEA  
>12 per team member

15,816 hrs

Global Engine Services  
>13 per team member

11,664 hrs

Ontic  
>30 per team member

## OUR VALUES IN ACTION EVERY DAY

# Dallas Airmotive One Team Ambassador program



Spencer Abbott, Angela McDade and Stu Johnson of the Ambassador Program

The Dallas Airmotive (DAI) Ambassador program was set up to create constant and clear lines of communication between employees and the leadership group during the second phase of DAI's transformational redistribution of its key product lines and test cells out of Forest Park, Heritage Park and Love Field to the company's new facility at Dallas Fort Worth.

While the first phase had planned for the physical aspects of the move such as equipment, buildings and tooling, there was little focus on the people and teams involved. With a new leadership group in place, the second phase instead aimed to ensure that all voices were heard at every stage of the process and employees given the opportunity to contribute to both the planning and implementation of the moves that would affect them.

The Ambassador program identified individuals not formally designated as leaders within their workshop teams, but who were interested in supporting the process. Ambassadors act as a conduit between shop teams and the leadership group, bringing concerns and ideas to managers, so that issues could be addressed quickly and the experience and knowledge of the whole team brought into the process. Alongside, many more people have participated in designing the layout and processes of the new facility so that they are right first time.

Throughout the project, DAI's leaders have remained focused on the fact that the transition is not just about relocating lines and re-aligning processes to create a more efficient business; it is about blending teams and cultures and asking people to change not just where they work but the way they work. It has been vital to listen, and to consider all viewpoints, and has resulted in a process that has been successful and of which the whole team is proud.

The Ambassador program is part of the much wider One Team project at Global Engine Services which has seen our businesses and sites co-operating more than ever before. More team members are participating in decision-making and more are being given the opportunity to cross-train, to move sites and lines and/or to gain experience in the field.

"It is a privilege to have been given the opportunity to better the workplace for my co-workers.

The Ambassador program provides a forum for open and transparent discussion of all matters, no matter how small, and has helped to prepare the whole team for the moves taking place as well as enabling everyone to actively contribute to the move process. This has been really beneficial – both for us as employees as it has given us a channel to voice any frustrations and concerns – and for the company, as it encourages productive conversations that bring our combined experience and knowledge together to get the best outcome.

I have found it a great experience personally as well. It has given me real insight into the management process. I get to work up close with senior members of the team and see directly how the business is led, how decisions are made and how committed they are to making the process work."

**Stu Johnson**

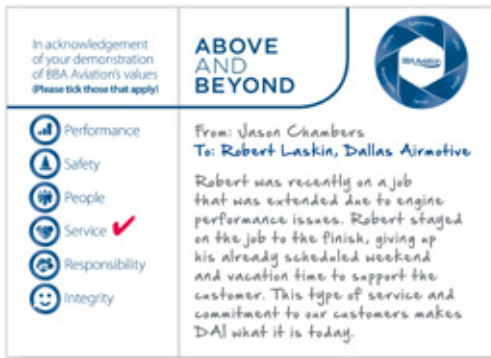
Ambassador Captain and Quality Control Technician, DAI

## OUR VALUES IN ACTION EVERY DAY

### Recognition

Recognition and credit for a job well done, a new idea or a contribution above and beyond expectations are important to all of us. We believe this is also fundamental to attracting and retaining the right people at BBA Aviation. All employees are eligible to receive a BBA Aviation "Above & Beyond" card or to be nominated for our annual

Vision, Mission and Values Awards (see page 3), and our individual businesses operate a wide range of recognition programs, from long service awards to "Tow It Like You Own It" pins. Recognition is currently a special issue for the CR Committee, which acts as a forum for the businesses to discuss and share successful recognition program ideas.

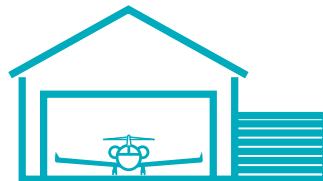


### Diversity and inclusion

Our HR teams are currently working on a global diversity and inclusion strategy which will be implemented across the Group from 2017. Current programs seek to thoughtfully and deliberately recruit for every type of role individuals who reflect the communities and cultures in which we operate and who bring balance to our organization. These efforts include recruiting from outside the aviation industry and from underrepresented populations. Beginning in 2017 we intend to broaden our definition of diversity and create a more formal structure, with metrics, to support both our recruiting efforts and our evolution to a fully inclusive culture that celebrates everything an individual has to offer.

### 50 years at Signature

In April 2016, Signature ORD celebrated 50 years of service for Line Tech Fred Both III. The whole location came together to enjoy lunch and a special cake.



### WHAT NEXT?

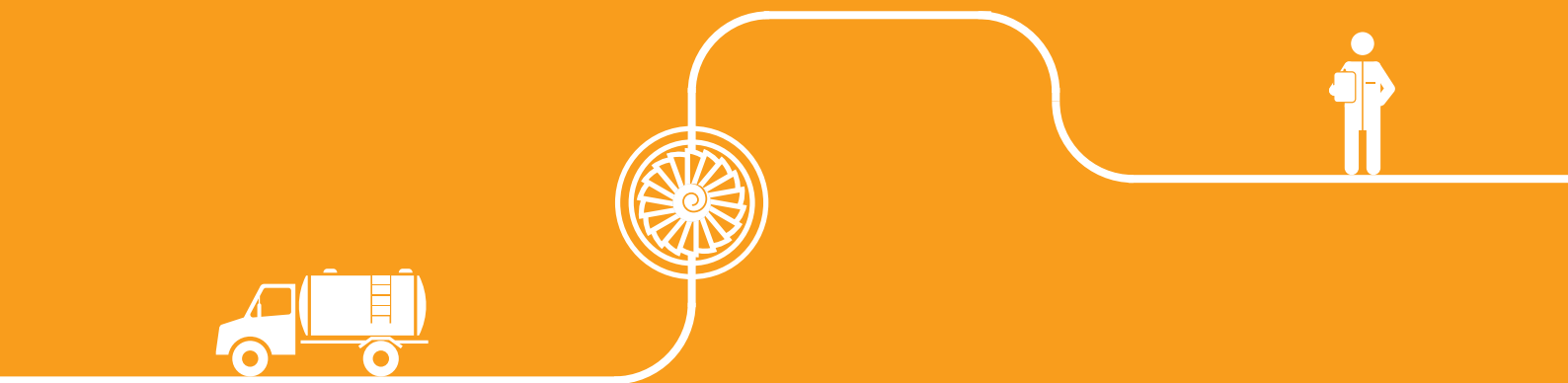
We will continue to implement policies and programs designed to attract, develop and retain the right people to help us reach our goals. In particular:

- We will continue to identify and celebrate teams and individuals who contribute to our success;
- We will implement our new diversity and inclusion strategy; and
- We will remember that this is a constantly evolving area, requiring that we continue to listen to our employees through all means possible – from intra-company social media to formal employee engagement surveys.



# Service

We strive continually to anticipate customer needs, exceeding their expectations



Our customers expect high quality, reliability and excellent service from every business and every person they deal with at BBA Aviation. Every one of us is ultimately engaged in serving our customers and we aim to exceed expectations in everything we do, from flawlessly executed pilot support to redesigning a shop process to meet customer demand.

We have designed our businesses to anticipate customer requirements both now and into the future so that we can continue to lead in this area and we constantly review what we provide in order to meet changing customer needs. Innovation is key and every one of us takes opportunities to serve the customer better whenever appropriate, including working together across teams and businesses to create and deliver new ideas.

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#1 FBO

**Signature Minneapolis (MSP) voted #1 FBO in the USA in the 2016 ProPilot survey**



## OUR VALUES IN ACTION EVERY DAY

### H+S Aviation excels in the field



*Alan Duffin, Steve Frowen, Matt Johnson, Dave Johnson and Jamie Howison of H+S Aviation.*

H+S Aviation has a strong relationship with GE and, when the company made a request for global field assistance for remedial action on its new CT7-2E1 engine, the team swung into action.

The task required on the engines was very specific and involved a process that had not been undertaken before. Seventy engines were initially highlighted as possibly affected, all of which had to have a mandatory check and then adjustments undertaken if required.

A team of two H+S Aviation engineers flew at short notice to attend a 2-day intensive course at the GE facility in Massachusetts on how to perform the required task and were then deployed around the world to various customer facilities/ helicopters, with all logistics managed by H+S Aviation.

The team have travelled and supported the requirement since late 2015/early 2016, attending in excess of 80 engines. Some engineers have been away for up to three weeks at a time, working various patterns including weekends and evenings to accommodate specific customer requirements and different cultures; often having to arrange travel with less than 24 hours' notice.

The H+S Aviation GE Field Service and Customer Support teams were the worthy winners of BBA Aviation's Customer Relationships and Service VMV Award.

"This was a difficult task and there were some challenges along the way but we worked hard to deliver everything asked of us by both GE and its customers, all of whom were delighted with the outcome and by our commitment to customer service.

We worked as a team and approached the campaign with professionalism and flexibility, enabling us to enjoy the project and get the job done."

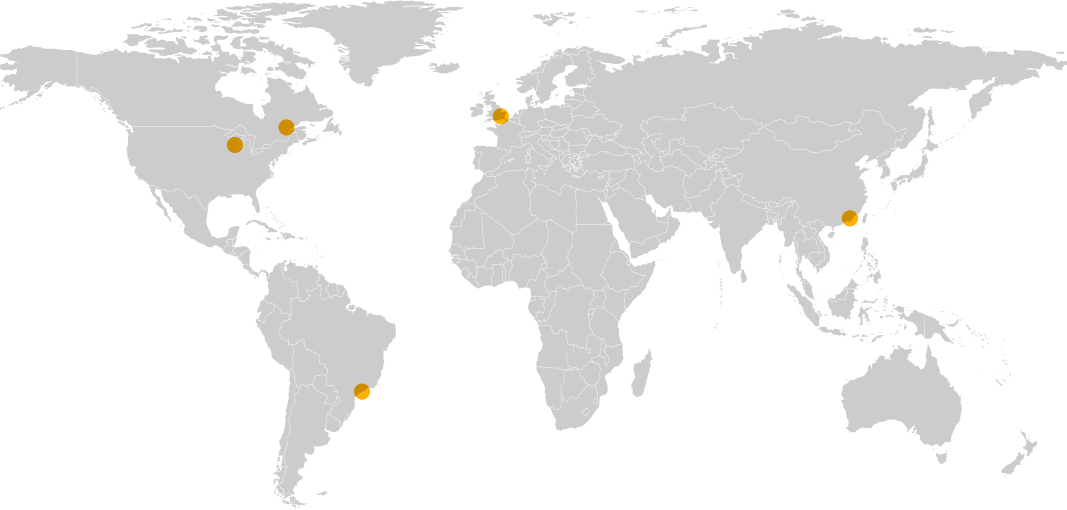
**Graeme Tegerdine**

Customer Support Engineer, H+S Aviation

## OUR VALUES IN ACTION EVERY DAY

### Signature service recognized by pilots

Signature once again achieved excellent results in the 2016 Pro-Pilot FBO survey.



### Locations

- Signature Minneapolis (MSP): #1 FBO in USA
  - 9 FBOs in US Top 45 (including Landmark TEB)
  - Signature London Luton (LTN): #2 FBO in Europe
  - Signature Starlink Montreal: #3 FBO in Canada
  - Lider Aviacao Sao Paulo\*: #1 FBO in Latin America
  - Hong Kong Business Aviation Center\*: #1 FBO in Asia
- \*Signature JV partners

### Our team

- Pat Walter (Signature MSP) voted #1 Line Tech
- Bob Schaeppi (Signature STP) voted #2 Line Tech
- Mitch Caldwell (Signature MSP) voted #1 CSR
- Sandy Tachovsky (Signature STP) voted #2 CSR



### It's Your Signature!

Building on the existing Signature Service Promise, Signature introduced the It's Your Signature! campaign to underline our absolute focus on making a good experience a great experience for all customers and pilots using Signature.

Customers already expect consistent, exceptional service from professionals that go the extra mile; clean, comfortable and well-furnished facilities; competitive pricing and expert, safe, ready on the ramp line service.

Now everyone at Signature is involved in communicating the Signature difference and embodying the Signature brand in every interaction from air-to-ground radio contact through to the Signature farewell salute.

This includes:

- Acknowledging the customer at 30 feet;
- Greeting the customer at 10 feet;
- Answering the phone enthusiastically within three rings;
- Engaging with eye contact;
- Delivering personalized service;
- Going the extra mile; and
- Extending an enthusiastic and appreciative farewell.

## WHAT NEXT?

We will continue to deliver a safe, reliable and high quality service to all of our customers; aiming to exceed their expectations at all times. In particular:

- We will continue to ensure that all team members have high quality training, enabling them to offer consistent, exceptional standards of professional service and execution whatever their role;
- We will continue to identify cross-business opportunities that benefit our customers and ensure that we have the structures in place to deliver them; and
- We will continue to share best practice across the Group.



# Responsibility Community

We are committed to managing our impact on, and contributing positively to society and the environment



**We recognize the benefits of being good neighbours and working in partnership with the communities in which we operate and contributing to the causes and organizations that we feel are important.**

We play an active role in our communities through volunteering, fundraising and getting involved in events. Some relationships have been built over many years and have made a real difference, bringing huge satisfaction to those involved and developing ever stronger team bonds through joint effort, hard work and having fun.

Our Community Involvement and Charitable Giving Framework sets out the approach we take to selecting relationships to take forward so that we are able to make a bigger difference by focusing our efforts on organizations and projects in four key areas:

- Benefiting the communities in which we operate;
- Aviation related activities;
- Education programs; and
- Engineering activities.

In many cases our businesses operate programs whereby our fundraising efforts are boosted by company contributions.

Our local efforts are also complemented by the BBA Aviation parent company charitable giving programme which, twice a year, enables teams to request additional funds for the organizations they are involved in.

## **VOLUNTEER HOURS**

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**13,091**

**Employee volunteer hours  
July 2015 – June 2016**

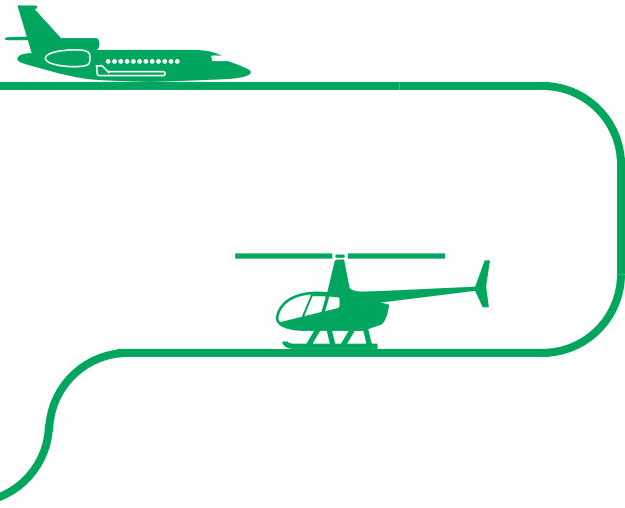
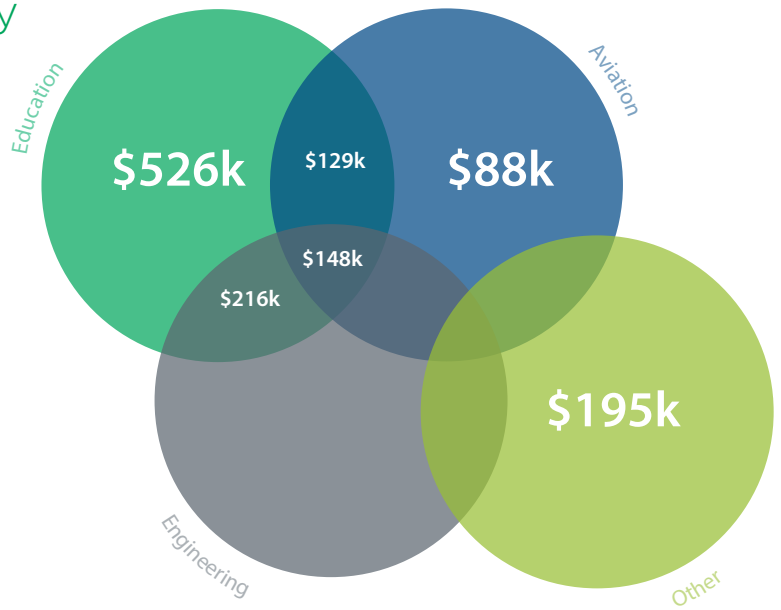
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**1,281**

**Out of hours volunteer hours  
July 2015 – June 2016**

## BBA Aviation parent company charitable giving programme

BBA Aviation's parent company charitable giving programme has made more than \$1.3m in donations since it was launched in 2010. Applications to the programme reviewed by our Charitable Giving Committee and funds awarded to organizations that are local and with whom we have a demonstrable relationship, with preference given to those engaged in aviation, education or engineering related activities.



### H1 2016 donations

Signature Austin	\$15,000	Phoenix Arising Aviation Academy
Signature Trenton	\$15,000	TTN Sky's the Limit Scholarship Fund
Signature San Jose	\$15,000	Hispanic Foundation of Silicon Valley City Year San Jose / Silicon Valley Silicon Valley Bicycle Coalition
Signature Mobile	\$10,000	Civil Air Patrol, Mobile Composite Squadron
Signature San Diego	\$10,000	Ronald McDonald House Charities of San Diego, Inc.
Signature Heathrow	\$10,000	The Farm Colnbrook
Signature Orlando Head Office	\$7,500	Able Flight
Signature East Boston	\$7,500	Angel Flight NE
Signature Frederick	\$7,500	TAPS (Tragedy Assistance Program for Survivors)
Signature Nice	\$7,500	API-END
ASIG, Aberdeen	£2,000	SANDS Aberdeen
Signature Birmingham	\$2,200	Birmingham Children's Hospital

### H2 2015 donations

Ontic Chatsworth	\$15,600	American Cancer Society
Dallas Airmotive	\$10,000	GRACE
Signature Cape Town	\$10,000	Ikamva Labantu
Signature Huntsville	\$10,000	FlyQuest
Signature Orlando CHQ	\$10,000	Poodle and Pooch Rescue
Signature Orlando CHQ	\$10,000	Second Harvest Food Bank of Central Florida
Ontic Cheltenham	£6,600	National Star College
Signature Luton	£6,500	Age Concern Luton
Signature Dublin	€6,000	Drogheda Animal Rescue
Signature Illinois	\$7,500	Ageless Aviation Dreams Foundation

## OUR VALUES IN ACTION EVERY DAY

# Ontic inspires with community efforts



Ray Pearson

Our three Ontic locations in the USA, UK and Singapore are an inspiration to everyone at BBA Aviation with their enormous commitment to raising funds for organizations that they care about and volunteering in their local communities. Each site has a group of people that, alongside their day jobs, promote and manage activities and events and everyone is encouraged to suggest ideas and get involved.

In the USA, Ontic Chatsworth was the American Cancer Society's #1 fundraiser in California and #12 nationally, having raised more than \$34,000 in 2015 through a range of events including a 24-hour Relay for Life. In Singapore, Ontic is a dedicated supporter of the Waterways Watch Society, a volunteer organization that raises awareness of keeping the Singapore waterways clean. In the UK, the Ontic team takes part in everything from mud runs and annual cycle tours to supporting a local lunch club for elderly people and the foodbank.

Ontic won BBA Aviation's VMV Community and the Environment Award.

Ray Pearson leads Ontic's UK efforts and has arranged and taken part in many challenge events as well as co-ordinating fundraising and volunteering. In 2016 Ray was diagnosed with a heart condition and, while he has reduced his commitment to running and cycling, has taken up abseiling and zipwiring. He also plans to run the London Marathon in 2017.

"It doesn't take much money or time to make a real difference to someone's life or to the work of an organization that we care about.

People at Ontic recognize this and, with the support of our company, we have the opportunity to take part in a huge range of activities, from chatting with an elderly person at the local lunch club to undertaking a cycle challenge.

Ontic puts so much emphasis on community involvement and every member of the team takes part in something, making CR activities a real opportunity to build our team and grow our local reputation.

I like working for a company like this – it makes it a pleasure to come to work."

**Ray Pearson**

Customer Services Administrator

## OUR VALUES IN ACTION EVERY DAY



### GAMA build a plane

We are one of the key sponsors of the annual GAMA Build a Plane competition which promotes learning in the STEM subjects. High school student entrants learn and implement the basics of aerodynamic engineering to modify and fly a virtual Cessna 172 Skyhawk, delivering a maximum payload in the shortest time while burning the least amount of fuel. The winning high school is treated to a once in a lifetime, all expenses paid trip to assemble a Sportsman plane and tour Boeing's Everett facility.



### 970 miles in 9 days

Avionics engineer, Alan Geering of CSE Citation Centre (part of Signature TECHNICAir™), rode the length of Great Britain in September 2016 to raise over £3,600 for Mission Aviation Fellowship (MAF). Alan averaged 120 miles per day to complete the 970-mile route from Lands' End in Cornwall to John O'Groats at the tip of Scotland in 9 days, including many thousands of meters of hard climbing. CSE is a long-term supporter of MAF, which flies a fleet of 140 light aircraft in 25 countries, helping aid workers, doctors, mission organizations and essential supplies to reach people living in some of the world's most inaccessible places.



### Starshine Academy at conference

Our Senior Leaders welcomed the opportunity to meet and mentor local school children at our Senior Leadership Conference held in Phoenix, Arizona. 30 children from the Starshine Academy joined the conference to take part in various aviation activities and a donation was made to the school.

### \$6,500 for Orlando community

Our Orlando head office was quick to respond to our team's need to show support for the local community in the aftermath of the Pulse nightclub tragedy in June 2016. A pin and jeans day was organized and details of other forms of support such as blood donation were circulated. \$1,500 was raised from individuals and BBA Aviation contributed \$5,000, with funds split equally between the city's OneOrlando fund and the GLBT Center of Orlando.

## WHAT NEXT?

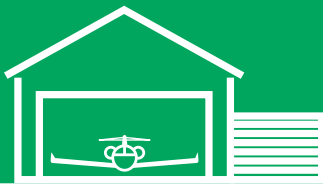
We will continue to develop long-term links with our local communities and with organizations that we care about. In particular:

- We will support those that wish to fundraise and volunteer;
- Our businesses will actively promote community involvement opportunities so that more of us enjoy the benefits that they bring; and
- We will continue the BBA Aviation parent company charitable giving programme.



# Responsibility Environment

We are committed to managing our impact on, and contributing positively to society and the environment



**We are committed to working in ways that limit the impact of our business activities on the environment and aim for continuous improvement in our environmental performance every year, including the elimination of environmental incidents.**

Every one of us is involved in our environmental efforts, from considering ways to reduce every day electricity use and recycling to behaving in a safe manner in order to avoid fuel or other spills.

We are guided by the following ideals:

- We manage and strive to reduce environmental impact through the efficient use of resources;
- We treat natural resources with respect and favor technologies that support our business objectives and deliver environmental benefits;

- We are committed to reducing and preventing pollution and reducing emissions;
- We work with customers and our supply chain to develop cost effective, sustainable products;
- We comply with all local and international environmental and reporting legislation; and
- We provide information to help our teams meet their environmental goals.

Every BBA Aviation site records and tracks resource use for both reporting purposes and to monitor the progress of projects to improve environmental performance. Every team also targets activities to reduce waste and increase the amount we recycle. Many of our most successful projects have grown from a small idea into something with a big impact.

### **Carbon Disclosure Project**

Since 2006, as BBA Aviation plc, we have participated in the Carbon Disclosure Project.

## OUR VALUES IN ACTION EVERY DAY

# Signature looks at solar



Signature BDL

Environmental performance is a key consideration for Signature when undertaking new development and refurbishment projects.

We currently have five LEED (Leadership in Energy and Environmental Design)\* certified facilities in the Signature network and LEED criteria are built into new plans at an early stage so that we can meet or exceed our environmental targets. Smaller environmental projects such as replacing inefficient lighting are also undertaken as and when the opportunity arises.

Our new San Jose FBO opened in September 2015. The state-of-the-art facility was developed in partnership with the founders of Google who use it as their home base and is pending LEED silver certification. The project has provided useful learnings for future development and refurbishment activity.

Signature has also begun working with partner EnterSolar to establish opportunities for the installation of solar panels at various locations across the network following the successful introduction of panels at Signature BDL in December 2015. Project economics vary from location to location according to sunlight levels, roof area and orientation as well as local energy costs and state subsidies for solar. Significant potential has been identified across sites in New Jersey and at Van Nuys in California with likely roll out in 2017.

Signature BDL's panels are expected to generate nearly 800,000 kilo-watts of electricity per year and offset more than 45,000 lbs of carbon a month; equivalent to saving more than 25 trees or 25,000 car miles. Solar is likely to cover c65% of BDL's electricity needs and reduce annual energy costs by approximately 50% with no capital cost to Signature.

“Strong credentials and a commitment to improving environmental performance is an expectation of our customers, of our airport partners and, importantly, of the whole of the Signature team. It can also make a significant contribution to financial performance as shown by the great cost savings we are seeing at BDL.

We learn something from every project we do and can now deliver facilities that are both beautiful and have a low environmental impact.”

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### Gino Matteoni

Director Health, Safety & Environment,  
Signature Flight Support

\*LEED certification standards are set by the US Green Building Council and it is the most widely used third-party verification for green buildings world-wide.



## ENVIRONMENTAL KPIS

BBA Aviation's environmental KPIS are normalized for comparison purposes to dollars of revenue. We use the services of an external consultant to review the process for collecting and consolidating this data. For further information about greenhouse gas emissions please see BBA Aviation's 2016 Annual Report, which will be published in March 2017.

		2015	2014	2013	2012	2011
<b>Electricity Consumption</b> KiloWattHr/\$m revenue	↓	<b>50,676</b>	54,884	48,155	51,829	55,188
<b>GHG intensity measurement</b> Tonnes/\$m revenue	↓	<b>53.30</b>	53.42	49.54	57.25	61.45
<b>Water consumption</b> 1,000 litres/\$m revenue	↑	<b>203</b>	169	161	182	196

## OUR VALUES IN ACTION EVERY DAY

### Fewer spills at Signature

The introduction of a range of measures targeting spill prevention has had significant success in reducing fuel spills across the Signature network. These include Severity Index (SI) goals of which spills are a part; robust and proactive prevention measures detailed in the Signature Safety with a Leading Edge manual; and training programs and SPCC (Spill Prevention, Control, and Countermeasure) plans in place at site level. Should there be a spill, aggressive response and reporting processes are in place so that incidents are dealt with quickly and lessons learned.



## WHAT NEXT?

We will continue to promote and support activities that reduce the impact of our businesses on the environment and pursue continuous improvement in environmental performance. In particular:

- We will look for further opportunities to utilize solar energy at our locations;
- We will continue to pursue LEED certification for new and renovated Signature FBOs; and
- We will comply with all current and upcoming regulatory and legislative reporting.



# Integrity

We earn the trust and respect of our stakeholders with honesty, fairness, openness and by honoring our commitments



**Acting with integrity is critical to maintaining good and continuing relationships – from those we have with customers and other external stakeholders to the way we interact with each other – and is vital for BBA Aviation’s current and future success.**

We are all committed to the highest level of ethical conduct and to acting in accordance with legislation, best practice in areas such as human rights and equal opportunities and BBA Aviation’s own policies on how we do business. Everyone is encouraged to speak up should they have any concerns about policies being breached or behaviours that fall short of our standards and regular information, training and support is provided to deepen understanding of the importance of these issues.

Compliance with our policies is monitored through BBA Aviation’s internal audit process and through both informal and formal reporting processes. Any breach is taken extremely seriously.

## Human rights

We respect the principles of the Universal Declaration of Human Rights and the International Labour Organization’s core conventions and are guided by their provisions when conducting business.

## Code of Business Ethics

Our Code of Business Ethics and other policies cover:

- Compliance with laws and regulations;
- Fair competition;
- Bribery and corruption;
- Reporting of management information;
- Conflicts of interest;
- Protection of proprietary information and company assets;
- Trading on inside information;
- Gifts and entertainment.

Everyone at BBA Aviation is expected to conduct themselves according to both the language and the spirit of the code and to ensure that third parties acting on behalf of BBA Aviation commit to do the same. Anyone aware of any violation or potential violation is required to report it immediately via their manager, HR, another senior person or by calling our 24-hour disclosure of unethical conduct hotline.

## OUR VALUES IN ACTION EVERY DAY

### Ethics every day



David Wheeler

Creating and delivering our ethics training programs and guiding our teams on ethical matters is a fundamental part of the responsibilities of BBA Aviation's legal team.

Every one of our banded employees and all team members in a customer or supplier facing role must take part in ethics training every year; and every second year it is run as a longer face-to-face or webex program with active trainee participation.

More than 1600 team members took part in face-to-face training in the second half of 2016, utilizing a new program developed by David Wheeler, General Counsel, Global Engine Services and Ontic.

David prepared the teaching material with two aims in mind – firstly to cover the curriculum in an engaging way, making sure that people were having fun while learning and, secondly, to underline the role of our legal teams as a crucial business partner and enabler, always available to advise should queries arise.

Training begins with our Vision, Mission and Values and the importance we place on the highest standards of ethical conduct every day at BBA Aviation, then reviews some statistics before moving onto the key themes illustrated by real-life scenarios to aid understanding of the complexity of some of the issues our teams may face. The program closes with a version of the Jeopardy game show and asks participants to spot the ethical issues that might arise in various situations – from working in an environment covered by sanctions to everyday customer/supplier relationships.

"The world is ever-changing, it isn't black and white, and we all need to know what to do in the grey areas, which is where our legal team and our training programs come in. Legal has an open door and is here to help everyone achieve their business objectives.

I take every opportunity to get out of my office, walk the floor, answer questions and just generally talk to people. My goal is to give information that guides and that is useful in a practical sense so that our teams can go out and do business, safe in the knowledge that they will recognize and deal with potential ethical issues if they come up.

Our most important policy is our disclosure of unethical conduct policy. Reporting unethical conduct is like reporting near misses – it's vital to be proactive and enables us to build a stronger company, working in line with our Values."

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**David Wheeler**

General Counsel,  
Global Engine Services and Ontic

### WHAT NEXT?

BBA Aviation will continue to review and update its ethics-related policies regularly and educate all members of the team on the importance and requirements of these policies. In particular:

- We will maintain our regular training programs and updates; and
- We will maintain the visibility and accessibility of our legal teams and promote their purpose as a business facilitator.

# About this report

This report uses a selection of data and details of projects underway at BBA Aviation and in our businesses that illustrate our values in action. Data and information contained in this report relates to the period July 2015-June 2016 unless otherwise stated and was correct at the time of writing (December 2016).

BBA Aviation sold ASIG (referred to on page 1) in January 2017.

## Data verification

The data and information in this report has been validated through BBA Aviation's internal processes and we use external consultants to assist with validating our Health and Safety KPIs and GHG emissions data.

## Acronyms

**CI**  
Continuous Improvement

**CR**  
Corporate Responsibility

**CSR**  
Corporate Social Responsibility

**EAB**  
Engine Accessory Business

**FAA**  
Federal Aviation Administration

**FBO**  
Fixed Base Operation

**GAMA**  
General Aviation Manufacturers Association

**GHG**  
Greenhouse Gas

**GSE**  
Ground Support Equipment

**H1**  
First half

**H2**  
Second half

**HSE**  
Health, Safety, Environment

**iCI**  
Innovation and Continuous Improvement

**KPI**  
Key Performance Indicator

**NATA**  
National Air Transport Association

**RIR**  
Recordable Incident Rate

**SHEBBA**  
BBA Aviation's safety and environment reporting and management information system

**SI**  
Severity Index

**SPCC**  
Spill Prevention, Control and Countermeasure

**VMV**  
Vision, Mission & Values

**YTD**  
Year to Date

## Feedback

We welcome your feedback on this report at [csr@bbaaviation.com](mailto:csr@bbaaviation.com) or via the contact us section on our website [www.bbaaviation.com](http://www.bbaaviation.com)

## For more information

For additional information on BBA Aviation please see the BBA Aviation website [www.bbaaviation.com](http://www.bbaaviation.com)