

SUSTAINABILITY REPORT 2020

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easyJet

EXECUTIVE SUMMARY

The below report assesses easyJet's sustainability practices, comparing them to other worldwide airlines, to find concrete business solutions for the improvement of present practices.

Concerning internal stakeholder management, the primary recommendation suggested would be to appoint 5% more employees with disabilities by 2022, in order to improve diversity and inclusiveness. This is advised to be implemented through a comprehensive hiring plan and extensive job advertisement. In terms of new product development, easyJet should reach an average of 1.5% reduction in emission annum and achieve zero cabin waste by 2021, through re-designing in-flight services. Furthermore, a core objective would be improving assistance for passengers with impairments by investing in the implementation of new technologies. For facilities management is found that while easyJet is striving for success in sustainability, they do fall short in certain aspects. The priority recommendation for this is to recycle 100% of all waste produced by the airline, including unused resources. This will significantly improve the current, basic waste management system. Regarding marketing and communications, the suggested recommendation comprises an increase in marketing channels and enhancing "non-green" consumers' awareness.

Lastly, the supply chain management presented unsatisfactory practices. The priority to mitigate the current issues, was given to the modification of the current assessment method reviewing suppliers' sustainability actions.

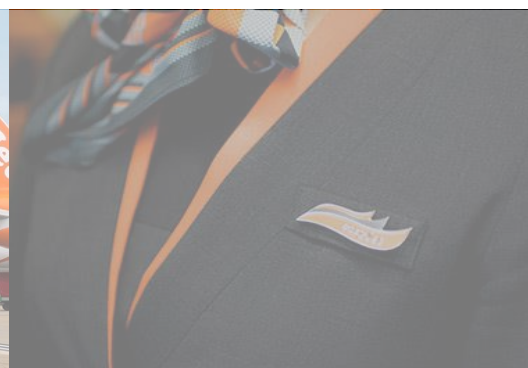


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OVERVIEW

EasyJet is a low-cost airline founded in 1995 by Sir Stelios Haji-Ioannou, today operating 1,051 routes across 34 countries and 159 airports in Europe and North Africa (EasyJet, 2019a), displayed in figure 1.



Figure 1: easyJet Network (Source: easyJet, 2020a)

Operating revenue averages 7.7 million dollars a year (Orbis, 2020), with a steady increase in revenue (see figure 2) and a step climb of 30% in employment numbers from 2016 to 2019 (see figure 3).

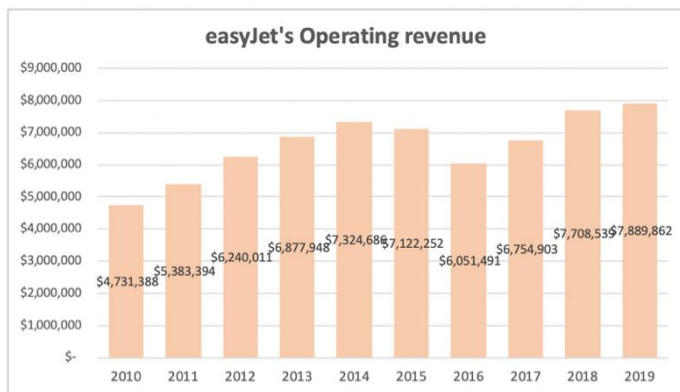


Figure 2: easyJet's operating revenue (Source: Orbis, 2020)

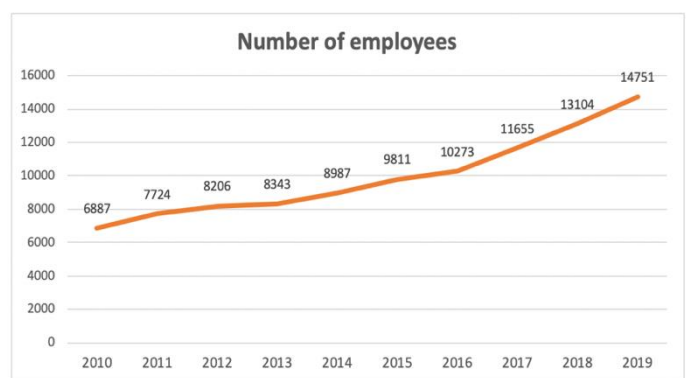


Figure 3: easyJet's number of employees (Source: Orbis, 2020)

The company has recently taken a stand on sustainability issues, recognising the impact that aviation has on the environment (see figure 4) and implementing measures to become one of the most efficient airlines in Europe (see figure 5).

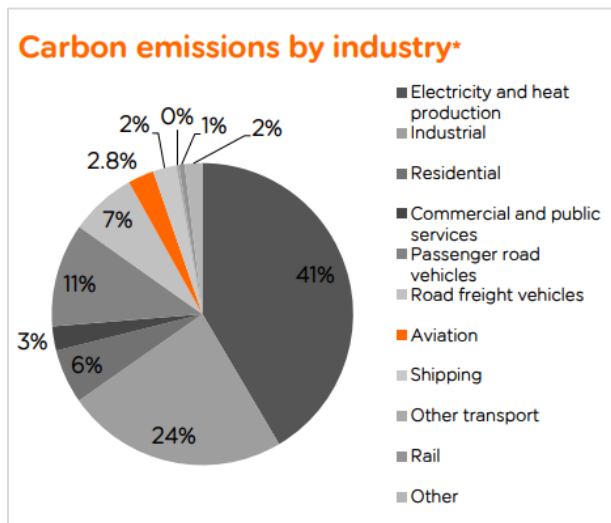


Figure 4: Reasons to be more sustainable (Source: easyJet, 2019, pp37)

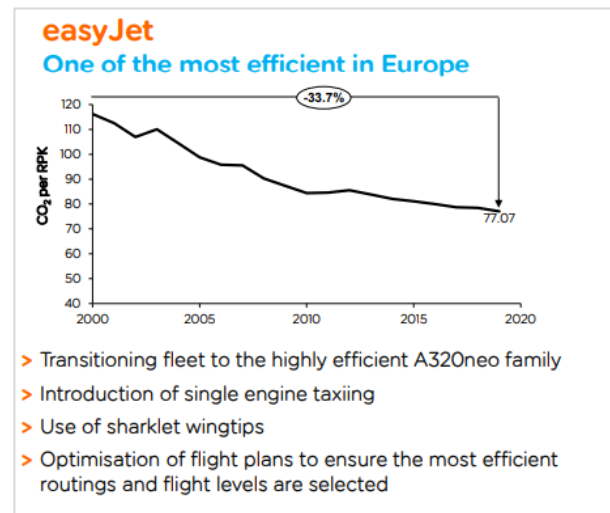


Figure 5: Measures implemented Source: easyJet, 2019)

The report is divided into 5 sections which will be investigated as follows:

1. Internal stakeholder management
2. Product Development
3. Facilities Management
4. Marketing & Communication
5. Supply Chain Management

This report aims at addressing these areas of interest and providing ways in which recommendations could be monitored, implemented and evaluated, in comparison with other airlines, such as KLM, China Airlines and Air New Zealand. Additionally, key risks will be mentioned addressing the feasibility of each target set.

1. INTERNAL STAKEHOLDERS

1.1 Analysis of internal stakeholder concept

Internal stakeholder management comprises of employee engagement, representing a crucial element of sustainable operations and a vital comprehensive component of corporate sustainability (Saratun, 2016). The concept of employee engagement is considered novel and the notion deemed vague by scholars (Saratun, 2016). Nevertheless, in recent years, human resources organisations expressed an increased interest (Shuck and Wollard, 2010).

Understanding employee wellbeing could lead to increased motivation, efficiency/productivity for business operations (Cheese and Cantrell, 2005). Researchers such as Harter et al., (2002) consider a causal link between engaged employees and consumer satisfaction. Studies undertaken by Cone Inc. discovered millennials predominantly choosing to work for a socially responsible organisation (Mirvis, 2012).

	Engagement Model		
	Transactional	Relational	Developmental
Company Perspective			
Strategic Intent	HR Management	Socially Responsible Culture	Socio-Commercial Innovation
Intended Impact	Improved Recruiting/Retention	+Improved Organizational Identity/Image	+Enhanced Impact on Business & Society
Positioning Participants	Employee Benefit Employee Segments	Joint Obligation All Company	Joint Opportunity Full Corporate Ecosystem
Employee Perspective			
Personal Motivation to Engage	Need—What I want from my job	Identity—Who I am "Whole Person"	Purpose—Who I wish to be
Benefits of Engagement	Self-Satisfaction	+Self-Expression	+Self-Development
Personal Involvement	Individual Service	Collective Service	Service+Learning
Key Considerations			
Downside Risks	"Substitutable"	"Total Community"	"Challenging" Employees
Strategic Space	Modest Market for Virtue; Good Enough Value Proposition	Strong Market for Virtue; Compete via Cohesion and Differentiation	Strong Market for Virtue; Compete with CSR Innovation
Stage of CSR	Engaged	Integrated	Transformative
Serving Society	Reactive	Proactive	Leading
View on People	homo economicus	homo reciprocans	homo communicans

Figure 6: Engagement model (Source: Mirvis, 2012)

Mirvis (2012), investigated three distinct approaches utilised by businesses to engage employees through the use of corporate social responsibility. Based on figure 6, transactional is where various activities are carried out to fulfil employee needs. The relational method is premised on psychology, accentuating social responsibility. Lastly, the developmental method explores employee means to develop their social responsibility awareness through participation.

Each of the above approaches are considered to form a contract based on psychology between the organisation and the employees. For example, the transactional approach considers recruiting and retaining employees alongside

sustainable programs to form part of the business incentive scheme. Conversely, the relational method presents corporate social responsibility at the centre of the company, leading with people driven by value. On the other hand, the developmental model perceives corporate social responsibility as an opportunity to engage the employer, society and the employee. According to Wrzesniewski et al. (2003), this is due to their desire to find meaning in the job. Consequently, organisations that partake in sustainable activities could influence well-being, productivity and ultimately engagement positively (Glavas, 2012). This is supported by Glavas and Aguinis (2012) who consider a combination of employee engagement, motivation and satisfaction leading to improved efficiency and further ingenuity.

1.2 Engagement of easyJet in internal stakeholder management

According to the engagement model presented in figure 6, the approach taken by easyJet would fall under the transactional category, where employees are retained, having their needs fulfilled. However, this approach doesn't cover involving the employees in sustainable activities, and as aforementioned, a combination between satisfaction and engagement is crucial to improve efficiency.

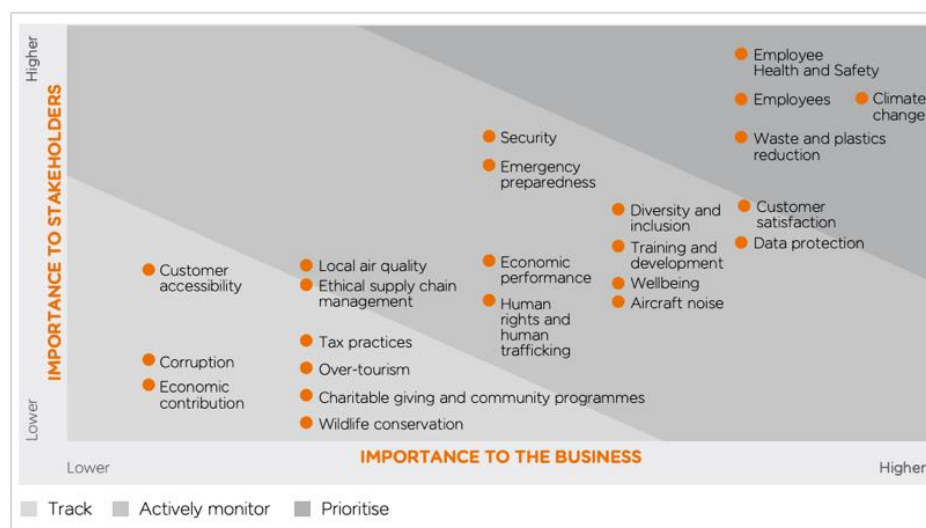


Figure 7: easyJet materiality matrix (Source: easyJet, 2020b)

According to EasyJet's materiality matrix, internal stakeholder management is considered crucial, being explored thoroughly through their annual report. Employee engagement is at the core of the business and wellbeing, training, diversity are extremely significant. The material focus is represented by employees' health and safety and the holistic well-being includes air/ground

safety, and physical/mental health. Their integrated framework outlining risk management includes health and safety risks with detailed measures to prevent disorderly behaviour, however, this does not have public access (easyJet, 2020c). The airline provides a comprehensive internal stakeholder management system through which employees can inform the adequate team about legal, safety or even ethical concerns. This ensures reports being carried out using a confidential approach, where feedback is presented, and employees are engaged. Representative groups ensure employees' opinions are listened to and acted upon. Regarding employees with disabilities, the airline fails to mention programs carried out and the number of employees with special needs already in the company. As mentioned by the organisation, the majority of their pilots are represented by the male category, leading to an unbalanced pay difference.



According to figure 8, easyJet's overall engagement score in 2019 was 8/10, meaning that workers feel engaged in various aspects of the airline's business operations. With regard to the employee net promoter core, the result is 23/30, based on the likelihood of recommending easyJet as a place to work (easyJet, 2020e). In comparison with KLM, their employee promoter score was 61 out of 100 in 2018 (Air France-KLM, 2018). This shows a superior score with perhaps more determinants added to assess employee satisfaction. When comparing Glassdoor ratings, easyJet presents a 4.1 score based on 187 employee reviews, whereas its closest competitors display a 2.9 score based on 549 reviews for

Ryanair and respectively, WizzAir exhibits a lowest average of 3.3 based on 82 reviews (Glassdoor, 2020). From this, it can be concluded that easyJet fulfils employee needs, which can be seen from their significant employee scores. Notwithstanding, the airline fails to address the implementation of certain matters, such as: employees with disabilities, unfair gender balance, the absence of a fatigue management system and lastly involving employees in community work.

1.3 Recommendations

Recommendation	Reason for the recommendation	Implementation	Monitoring	Evaluation	Risks involved with achieving the target/recommendation
 <p>Aim to appoint 5% more employees with disabilities. No other airline mentions the amount of disability employees in the company.</p>	<p>easyJet had 14,751 employees in 2019, but unclear how many with disabilities (Orbis, 2020). Recommendation suggested to improve diversity and inclusiveness - fair distribution.</p>	<p>A detailed plan on the process of hiring employees with disabilities should be provided and the job could be advertised through existing testimonies.</p>	<p>Monitoring every 6 months for regular updates on the intake until 2022.</p>	<p>This could be evaluated if implemented correctly, by checking progress every 6 months and seeing if at the end of the 2 year period, the 5% increase in disability employee has been achieved.</p>	<p>Low-medium risks. Facilities and training need to be in place for this to be achieved.</p>
 <p>Attract 10% female cadet pilots and address the unbalanced gender pay gap.</p>	<p>To ensure a fairer representation of both genders, e.g. Cathay Pacific has 53% female and 47% male (Cathay Pacific Airways Limited, 2020) whereas easyJet has more than half males.</p>	<p>Implementation includes: funding schemes for female cadet pilots. Also, student talks should be given to increase awareness about the scheme. Social media advertisement.</p>	<p>Monitoring once a year and the 10% should be aimed to be achieved by 2025.</p>	<p>Evaluated regularly, every year for any changes in the gender imbalance. If no improvements, re evaluation and changes implemented.</p>	<p>Medium risks, as easyJet needs to analyse finances thoroughly to ensure they can afford the financial hardship schemes.</p>
 <p>Establish a comprehensive fatigue management system, aimed at air crew to reduce exhaustion levels by 30%, similarly to WizzAir (WizzAir, 2020)</p>	<p>easyJet does not address this in the annual reports. Is crucial for the wellbeing and safety of the air crew. This could lead to an increased efficiency and job satisfaction.</p>	<p>Implemented, through surveys filled out by the air crew after every couple of flights. Results would be investigated and if necessary, replacements would ensure safely carried out flight operations.</p>	<p>Random spot checks, to ensure pilots and cabin crew can carry out their jobs in safe manner.</p>	<p>Evaluated through an analysis of exhaustion levels, which could be utilised to determine shift patterns.</p>	<p>High risks, if not monitored and evaluated correctly, can lead to accidents, impacting air crew and passengers.</p>
 <p>Involving employees in community sustainable operations donating 1,500 hours of volunteering, similar to Cathay Pacific who donated 1,400 hours of volunteering in 2016 (Cathay Pacific Airways Limited, 2020).</p>	<p>Qantas has various programs in place, such as: helping out natural disaster hit communities. Especially, their 'Helping Hands' campaign helps disadvantaged communities in Indonesia, by working with various orphanages (Qantas Airways Limited, 2020). easyJet does not have this mentioned.</p>	<p>Implementation through pairing up with some communities in Europe, where easyJet flies to and are in need. Assessments could be carried out to investigate matters that need addressing. Fundraising events should be organised and the money used according to the results of the assessments carried out initially.</p>	<p>Tracking could occur after every volunteering event. The 1,500 hours would mean around 62 days of volunteering and it should be achieved by 2020.</p>	<p>Evaluated every 5 events organised, to check for profit to donate to the community. If in the case of losses, then the events should be re evaluated and new ideas should be developed with tighter budgets set.</p>	<p>Medium risks involved, as the activities are done voluntarily and easyJet would need to invest high capital initially.</p>

Table 1: Internal stakeholder recommendations for easyJet (Multiple Source: Orbis, 2020; Cathay Pacific Limited, 2020; WizzAir, 2020; Qantas Airways Limited, 2020) Table 1

2. NEW PRODUCT DEVELOPMENT

2.1 Aviation and the need for sustainable new product development (NPD)

Air travel is constantly growing with the total number of passengers carried per year expected to increase by 6 billion by 2040 (ICAO, 2018), however, as seen in figure 4, airlines are also remarkably responsible for climate change (IATA, 2020). Furthermore, it is estimated that an average of 353 kg of cabin waste is produced per flight, and the industry is failing to decrease this figure (IATA, 2019). In this scenario, sustainable NPD must be a core objective for airlines, pressured by the achievement of ICAO's sustainability standards and by consumers' increasing awareness concerning the environment and more sustainable alternatives of travel (Suau-Sanchez, 2020). Buchert et al. (2017) define sustainable NPD as the process whereby companies find environmental, social and economic friendly solutions which are context specific and do not deteriorate the purpose of the product or service. In the context of airlines, the service consists of both tangible and intangible elements, delivered through-out the customers' journey (Camilleri, 2018).

2.2 New Product Development at EasyJet

The "Orange Spirit" is EasyJet's promise to make the difference through innovation and efficiency (easyJet, 2020f). By analyzing new products developed (figure 9), it is evident that easyJet focuses on digital innovation with the objective of facilitating and speeding up the booking and check-in processes (figure 10). While in terms of engineering innovation, the aim is improving internal operations and security (figure 11). Although the success of these initiatives, sustainability is not a core concern and only few NPD initiatives are mentioned. These include the introduction of touchpads for personnel substituting paper documentation and the installation of lighter seats, which helped reducing weight on the aircraft, thus emissions. In terms of cabin waste, easyJet started removing plastic from food & beverage (F&B) items (easyJet, 2019 p.51), however, precise data are not provided. Furthermore, on-board services include paper magazines and a menu with a wide selection of international branded F&B, suggesting a high potential of waste generated per flight.

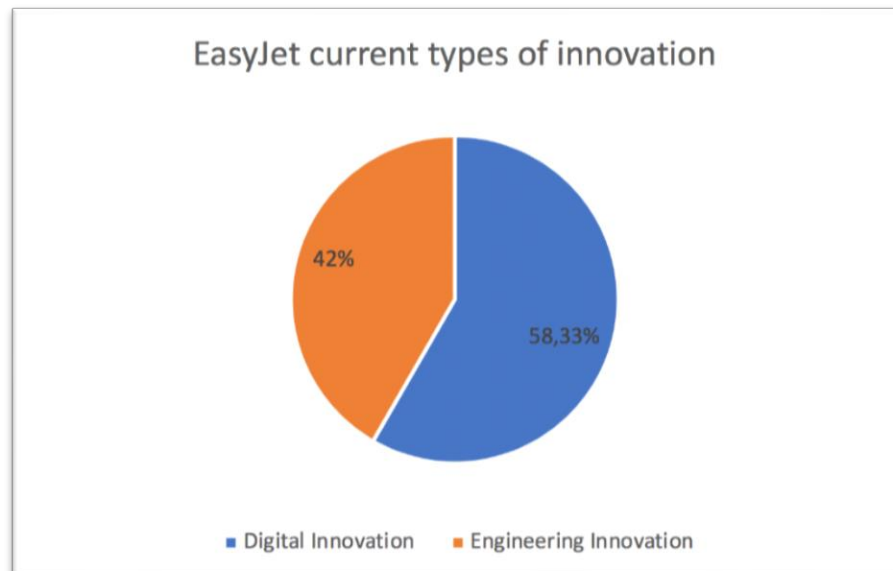


Figure 9: Types of innovation at easyJet (Source: easyJet, 2020g)

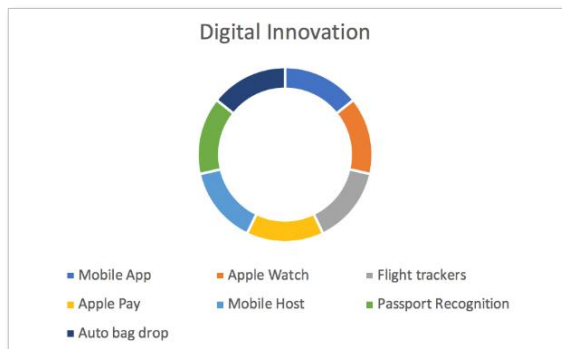


Figure 10: Digital innovation initiatives (Source: easyJet, 2020h)

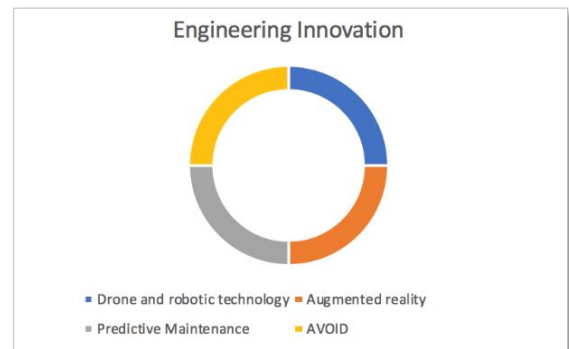


Figure 11: Engineering innovation initiatives (Source: easyJet, 2020i)

2.3 Recommendations for future sustainable product development (SPD)

SPD starts at the early phases (Kammerl et al., 2015), thus table 2 was developed starting from the first stage of NPD, "formulating ideas" (Scarles, 2020), in order to priorities impacts EasyJet must reduce, understand their sources and suggest a solution to reach an ideal target.

Prioritised Impact	Probable Causes	Sustainability target	SPD solutions
<i>Climate change</i>	<ul style="list-style-type: none"> CO2 emissions from fuel consumption Overall aircraft weight 	To reduce emissions per passenger kilometer by 1.5% annum as per IATA (2020) standard. From 2009 to 2019 easyJet (2019, p. 61) performed an average 0.8% reduction annum.	<ul style="list-style-type: none"> Substitution of paper magazines with e-magazines (e.g. KLM, 2017; Swiss, 2018; Iberia, 2019), removal of on-board duty free (e.g. SAS and KLM) as mentioned in Reuters (2019) and Business Traveller (2019). F&B reduction on-board
<i>Cabin Waste</i>	<ul style="list-style-type: none"> Sealed and uneaten F&B Packaging Magazines 	Zero Cabin Waste & Plastic-free. Examples from the industry are: Air New Zealand (ANZ) (2019); Iberia (2019), Ryanair (2018), Qantas and Air France-KLM (Insider, 2019)	<ul style="list-style-type: none"> E-magazines Local F&B products (e.g. ANZ, 2019) to reinject in flights and minimize disposal of "International Cabin Waste" (ICW) (for flights flying outside E.U.) (Gov.UK, 2014) F&B menù re-design (e.g. Iberia, 2019) Elimination of single-use plastic (e.g. ANZ, Qantas, Ryanair, KLM)
<i>Accessibility</i>	<ul style="list-style-type: none"> Need for specialized personnel Service design 	Increase satisfaction amongst special assistance customers to 90% .	<ul style="list-style-type: none"> Self-driving wheelchairs (e.g. ANA, 2019) Smart glasses; Side-slip seats (Priestmangoode, 2014) "Care robots" (e.g. KLM, 2018)

Table 2: Recommendations for SPD (Source: Multiple Sources: ANA, 2019; ANZ, 2019; Business Traveler, 2019; easyJet, 2019; GOV.UK, 2014; IATA, 2020; Iberia; 2019; Insider, 2019; KLM, 2017; KLM, 2018; Priestmangoode, 2014; Reuters, 2019; Ryanair, 2018; Swiss, 2018)

Key colour	Priority Level
	1
	2
	3

Font colour	Type of Impact
green	Environmental
blue	Social

Climate change and cabin waste are two primary environmental concerns identified both by the industry and by easyJet in their materiality analysis (figure 7) Furthermore, although not considered a priority by easyJet, accessibility for PRM represents a major challenge for airlines. Indeed, despite demand for PRM assistance increased by 30% between 2016 and 2017 (IATA, 2019), airlines often fail to guarantee a comfortable experience for these passengers (Morrison, 2017).

In order to lower carbon emission, easyJet should further reduce weight on aircrafts by re-designing in-flight services. Firstly, by eliminating duty-free sale on board, which is expected to decline by 1.5% within 2025 (FTL, 2019), already implemented by several airlines (e.g. KLM and SAS). Secondly, paper magazines should be substituted with e-journals available offline on the easyJet App. Lastly, easyJet's should reduce its wide selection of F&B available on board and adapt it to the length and timing of flights (e.g. remove spirits offerings on short early morning flights) and on consumption data. These are solutions contributing fundamentally also to cabin waste prevention, as paper and F&B averagely account for 71,4% by weight of total cabin waste (IATA, 2019). At this purpose, F&B menù should be re-designed to be more sustainable by including locally sourced and healthier products in order to prevent food waste by overcoming the ICW barriers (e.g. "Project Green" by ANZ, 2019) and support local SMEs (e.g. SAS) (Akkam, 2019). Consistently, new food packaging will be designed to eliminate single-use plastics by introducing sugar cane or paper food containers (e.g. KLM) (Insider, 2019).

EasyJet may enhance passenger assistance by introducing new technologies such as self-driven wheelchairs and smart glasses with guiding voice to ease movements (e.g. Aira glasses used at Seattle-Tacoma International Airport). Further to introduce care robots (e.g. "Care-E" by KLM) for hand-luggage transport, and side slip seats on board to allow PRM to be seated on a wheelchair in the cabin and to easily access the airplane and lavatories (Aviation Pros, 2020).

To continue with the following stages of NPD (Scarles, 2020), table 3 was developed to suggest implementation strategy, time constraint and identify limitations.

Action	Implementation strategy	Targeted time	Potential limitation
Eliminate duty-free	Conduct a business analysis collaborating with sales & marketing and finance department; receive authorization from corporate; test on few flights; launch; measure performance and report (Action Plan 1)	End of 2020	Profit loss, customer satisfaction.
Re-design F&B menu	Action Plan 1, plus collaborate with supply chain department to search for local suppliers and revise current catering contract.	2021	Profit loss, operational feasibility, customer satisfaction.
E-magazines	Action Plan 1	2021	Operational feasibility, customer adoption & engagement.
New technology implementation for passenger assistance	Action Plan 1, plus train personnel, communicate with IT department, partner with high-tech companies, dialogue with associations, reinforce "special assistance" department.	Test throughout 2021 and implement by 2022.	Operational feasibility, customer adoption & satisfaction, high costs for implementation and maintenance.

Key colour	Priority Level
	1
	2
	3

Table 3: Recommended implementation strategy for SPD

Lastly, in order for SPD to be successful, easyJet must implement a product life-cycle management and engage into a circular economy business model. As further explained in section 3 and 5, this will be achieved by promoting collaboration across departments (Gmelin and Seuring, 2014), communication with stakeholders (McAloone and Pigosso, 2017) and constant measuring and reporting of performance over target.

3. FACILITIES MANAGEMENT

easyJet

Facilities management (FM) is the enabling of an organisation to deliver and sustain a quality environment for workers and physical resources that meets the organisations core objectives through organisational effectiveness (Alexander, 2013). It is a progressive concept which will take time to implement and reach goals, however it is vital within the passenger airline industry due to its core elements, while reducing risks, improving quality and ensuring value for money. Furthermore, the aviation industry has been heavily criticised for their emission output (Timperley, 2020) especially with evidence that airline co2 emissions are rising faster than predicted (Topham, 2019). Highlighting the necessity of sustainable change within aviation. It also correlates to sustainability practices as this is an upcoming, turbulent change within the industry changing business policies, an initial element of FM creation. Lastly, researchers (Elmualim et al, 2010) found evidence that using FM to heighten sustainable agenda can add value to a company.

3.1 Eco-design

EasyJet's policies currently do infer elements of FM practices. The company has frequently expressed their support for Wright Electric, a US company which is developing electric airplanes with their partner BAE Systems (EasyJet, 2020). The completion date for this is expected in 2030, leaving a decade before the potential aircraft commercialisation. Meanwhile easyJet are utilising the A320neo and A321neo within their fleet, which are 15% more fuel efficient than prior models (Airbus, 2020). Regrettably, easyJet has 37 of these models out of a total 331 craft they own (Figure 12), making only 11.2% of their fleet. Additionally, it should be noted that a total of 113 airlines also utilise these aircrafts including competitors, such as WizzAir, with many owning a larger proportion than easyJet (Airbus, 2020).

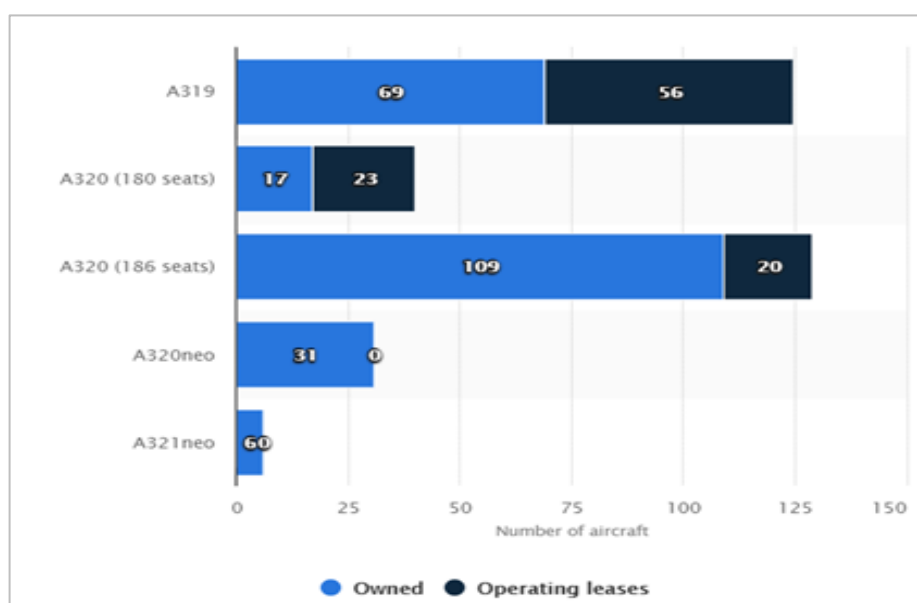


Figure 12: Models of aircraft owned/leased by easyJet (Statista, 2019)

3.2 Carbon Neutrality

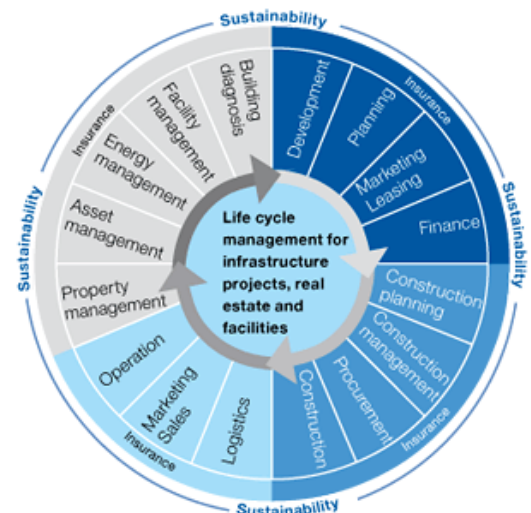
EasyJet expressed themselves as the first major airline to be carbon neutral, with all their flights being off-set at a cost of £25m (Powley and Georgiadis, 2019). Allegedly achieved through a carbon-offsetting scheme and investments into projects such as afforestation. However, this has faced scrutiny with allegations of green-washing (Moore, 2019). EasyJet has also been striving for carbon reductions by installing lighter seats within all their aircraft to decrease weight and implemented a one engine policy for taxing craft. Air New Zealand in 2018 (Air New Zealand, 2019) implemented new departure climb profiles on their less efficient aircraft, lowering their tonnage of CO₂e by 1813 and saving 575 tonnes of fuel, by adjusting their approach-path and reducing carbon emissions.

3.3 Waste Management

EasyJet has both a recycling system and a plastic reduction scheme in place. With the aid of their partner Gate Gourmet, they have reduced their overall plastic consumption, though exact figures are not available (easyJet, 2020). Whereas recyclable and non-recyclable items are split and disposed appropriately as per their waste management policy (easyJet, 2019). This aspect was highlighted as a priority within their 2019 annual report. Further information can be found in table 2. However, while tactics were established to reach their goals, no specific targets were set, which is poor when compared to China Airlines (CAL) whose recycling goal is 100% (China Airlines, 2019). This goal covers all waste including unused energy and resources, such as lighting and heat. They are steadily achieving this through a target management system which involves five separate efforts: electricity saving, fuel saving, water conservation, paper-saving and waste reduction. Furthermore, they calculate resource consumption evaluating unnecessary consumption, which would greatly benefit easyJet's current policy which neglects waste outside of standard recycling.

CAL's approach is similar to the life cycle perspective, evaluating facilities for their energy efficiency and individual carbon emission output (Dixit, Cult, Fernandez-Solis and Lavy, 2015). Figure 13 expands further into the life cycle perspective.

Figure 13: Lifecycle Perspective within sustainability (Source: HOCHTIEF, 2009)



3.3 Recommendations

<u>Recommendations</u>	<u>Reason for recommendation</u>	<u>Monitoring</u>	<u>Evaluation</u>	<u>Implementation</u>	<u>Risks involved with achieving the target/recommendation</u>
Aim to recycle 100% of all waste produced	easyJet's current waste management policy neglects unused energy. This recommendation would consider this waste and vastly improve disposal methods.	Monitored every 3 months to see the ongoing impact for a duration of 2 years.	This should be evaluated through the regular assessments with an auditor evaluating the total impact after 2 years.	Effectively implemented through the lifecycle perspective and a consumption assessment.	The combined costs and time of training all staff across all departments to implement the new recycling policy.
Aim for 50% of the entire fleet to be carbon efficient models*	Utilise eco-designs and innovative aircraft, increasing the current number by 38.8%.	Monitored once a year and should be achieved by 2030.	Evaluated through purchasing tracking and observations of new eco-designs within the market.	Implemented through replacing existing aircraft which are outdated with new, efficient models.	The main risk with this recommendation is the cost of purchasing new aircraft. Especially as newer eco-designs will most likely be more expensive.
Introduce efficient approach and departure paths for older aircraft models	While easyJet still uses less efficient aircraft, adjustments to reduce their emissions should be implemented.	Approach should be monitored every 2 months with the target achieved within 1 year	Evaluated through emissions tracking and surveys with appropriate staff.	This should be implemented through changes to company policy and training procedures.	Training all pilots, new and old, would take time and money, which could be costly for easyJet's finances.
Conduct an audit into easyJet's carbon neutrality	Combat the greenwashing claims that have arisen since the announcements.	Process on this should be reviewed once after 6 months, to understand progress. It should take 1 year.	Evaluated by an auditor which will be sent to easyJet's head committee once completed.	Implemented through an auditor employed by easyJet.	The major risk of this recommendation is that the auditor finds easyJet to not be carbon neutral.

*carbon efficient at time of purchase

Key colour	Priority level
	1
	2
	3
	4

Table 4: Recommendations for effective facilities management (Source: Air New Zealand, 2019; China Airline, 2019; HOCHTIEF, 2009)

4. MARKETING & COMMUNICATIONS

Sustainability marketing has been defined as processes to plan, implement and control development, pricing, sales and distribution of products which meets the following conditions: satisfying customers' needs, achieving organisations' objectives and being compatible with eco-systems (Fuller, 1999). Marketing is usually regarded as a tool to fuel hedonistic consumerism, as opposed to sustainability marketing able to adapt strategies and techniques to design sustainable products and enhance brand image (Font and McCabe, 2017). The future of the environment is inextricably linked to consumption, fuelled by marketing activities, creating a greater concern on sustainability marketing in the 21st century (Crittenden *et al.*, 2010).

4.1 Comparison with an airlines' sustainability leader: KLM

easyJet	KLM
<p>Environmental:</p> <ol style="list-style-type: none"> easyJet has a sustainability webpage listing all its previously sustainable-related activities mainly focusing on carbon offsetting with notable climate organisations, including Ecoact, Firstclimate and Verified Carbon Standard. easyJet's PR activities announce a first mover advantage in operating net-zero carbon flights in the world by various media channels, e.g. Twitter, YouTube and newspaper (Topham, 2019). <p>CSR:</p> <ol style="list-style-type: none"> Its charity and community webpage briefly introduced its supported charities (Unicef & Prostate Cancer UK and Breast Cancer Now) and Luton local community's activities. easyJet promotes their charity on board by appealing to passengers for donations to Unicef's projects. easyJet's special flights supported 'Prostate Cancer UK and Breast Cancer Now' raise money for 2018 winter. 	<p>Environmental:</p> <ol style="list-style-type: none"> KLM's organisational commitment "Fly responsibly" launched a campaign website explaining the cooperation between KLM and passengers to make flights more sustainable and responsible. It also encouraged everyone the use of the hashtag #FlyResponsibly to provide feedback and suggestions in all major social media platforms. KLM launched a booking code "CO2ZERO" to inspire its passengers contributing to the company's carbon offsetting. <p>Environmental & CSR:</p> <ol style="list-style-type: none"> KLM's own charity "Wings of Support" provides support and shelters for children in poverty and also offers support to Amsterdam local community art and music development. Disclosing their information and reporting their activities online and on major social media channels. KLM's website "KLM takes care" reports and frequently updates stories of its sustainability action in all process of service delivery. Everyone is encouraged to leave comments in the discussion forums. KLM keeps connection with media to promote their sustainability activities to the public and build its reputation.

Table 5: Comparison of easyJet and KLM (Source: Topham, 2019)

4.1 Analysis

As discussed above, it can be found that both of the two airlines' sustainability marketing are matching the auxiliary sustainability marketing (ASM) theory. ASM focuses on promoting and communicating companies' sustainability initiatives on products/services, and issues of consumption rather than production (Leonidou et al., 2011). This enables organisations to portray a "green" or "sustainable" image (Pujari, Wright and Peattie, 2003), contributing to a first-mover advantage (McDaniel and Rylander, 1993). Furthermore, it hinders competitive competence and social & environmental performance, making marketing strategy changes contributing to sustainable consumption and production (Peattie and Belz, 2010).

However, ASM relies on the demand for "green" consumers' (Wymer and Polonsky, 2015), leaving the company exposed to the reluctance of customers behavioural change and unwillingness of non-green consumers to continue using the service provided (Kemper and Ballantine, 2019). EasyJet's marketing and brand image focus on cheap flights to Europe and passengers choose easyJet mostly because of its low fares (Morris, 2018). Therefore, a shift of marketing strategy to include more sustainable content could be risky for the company, with low consumers' willingness to spend much on flights.





Comparing two companies' current actions regarding sustainability marketing, EasyJet utilises inferior methods compared to KLM concerning sustainability marketing and communication. First, it has a lack of disclosure of information. KLM reports and updates its sustainability actions frequently on "KLM takes care", and customers can discuss and participate it on social media, whereas EasyJet's sustainability page does not update regularly. Second, it has fewer communication channels. KLM launches various sustainability marketing campaigns by its official websites, media and social media, but EasyJet does not offer customers chances to participate in social media.

4.2 Recommendations

In order to minimise the limitation of "non-green" consumers, communications and awareness campaigns about sustainability should be implemented (Zoric and Hrovatin, 2012). Chen and Chang (2013) also stated that organisations must provide reliable and transparent information towards people who are questioning the effectiveness of sustainability, which easyJet is not currently achieving. Also, its sustainability marketing channels should be enhanced. Recommendations can be found below.

Recommendation	Reason for recommendation	Implementation	Monitoring	Evaluation	Risks & Limitations
Increase "non-green" consumers' awareness	Current sustainability marketing mainly attracts "green" consumers. An improved way to attract "non-green" consumers is presented by Skyscanner. A "greener choice" label for the most sustainable flights in customers' searching result and over 10 million passengers (0.8% of all bookings through Skyscanner) have chosen flights with the label (Skyscanner, 2020).	EasyJet can use emails and banners advertise how much CO2 emission can be avoided with EasyJet's free of charge carbon offsetting and comparison to its competitors on the same route. It may attract around 1% passengers per year.	The monitoring should be taken on seasonally and check whether there is any improvement for information provided and communication methods.	EasyJet can evaluate the target number of bookings due to those banners and emails seasonally to check if it is able to reach the seasonal target increasing 0.25% bookings per season. By 2021, it can contribute 1% more bookings.	There is a risk if other airlines produce less CO2 than EasyJet on some routes and how EasyJet will inform consumers.
Increase sustainability marketing channels and information transparency	Current sustainability marketing channels and communication are not enough compared to the leader of the industry KLM, which launched different marketing campaigns about sustainability and updates regularly.	EasyJet should update its action and setting annual targets by using sustainability report, involve customers participation in social media.	The number of updates, views, discussions of marketing posts should be recorded seasonally. It should have at 1 post about sustainability per department per quarter.	The evaluation can be taken by auditors. By 2021, they should have their first annual sustainability report and its communication posts should have at least 20. After, they should publish it regularly.	Lack of information disclosure and fail to achieve targets will damage the brand's reputation.

Table 6: Recommendations for marketing and communication (Source: Skyscanner, 2020)

Key colour	Priority level
	1
	2
	3
	4

5. SUPPLY CHAIN MANAGEMENT (SCM)

Nowadays organisations are responsible for the environmental and social performance of their suppliers (Schary and Skjøtt-Larsen, 2001). The functionality of SCM represents the selection and contracting of service suppliers by analysing the way these conduct their businesses. To achieve a sustainable supply chain (SC), a company must address environmental, social, economic and legal concerns across its entire supply chain.

If improperly managed, the SC can lead to reputation loss (Roberts, 2003), such as the scandal of the poor working conditions of Nike's manufacturers (Lemon, 2018). These have increased private and public scrutiny of brands' chosen contracted suppliers (Sarkis, 2001). Engaging with over 1,600 suppliers and numerous indirect suppliers (EasyJet 2020(1)), this is a topic of high importance for the company.

Figure 14 presents the "House of Sustainable Supply Chain Management" (Teuteberg and Wittstruck, 2010), designed to demonstrate foundations with the need to follow regulations and compliance management practices, while building on the pillar importance of the Triple Bottom Line. The organisational culture must be one of willingness to improve (Carter and Jennings, 2002), such as the one demonstrated at easyJet with their stand on sustainable practices. Together, with the use of improving technologies, the airline has the potential of extensively enhancing its SCM's sustainable standing.

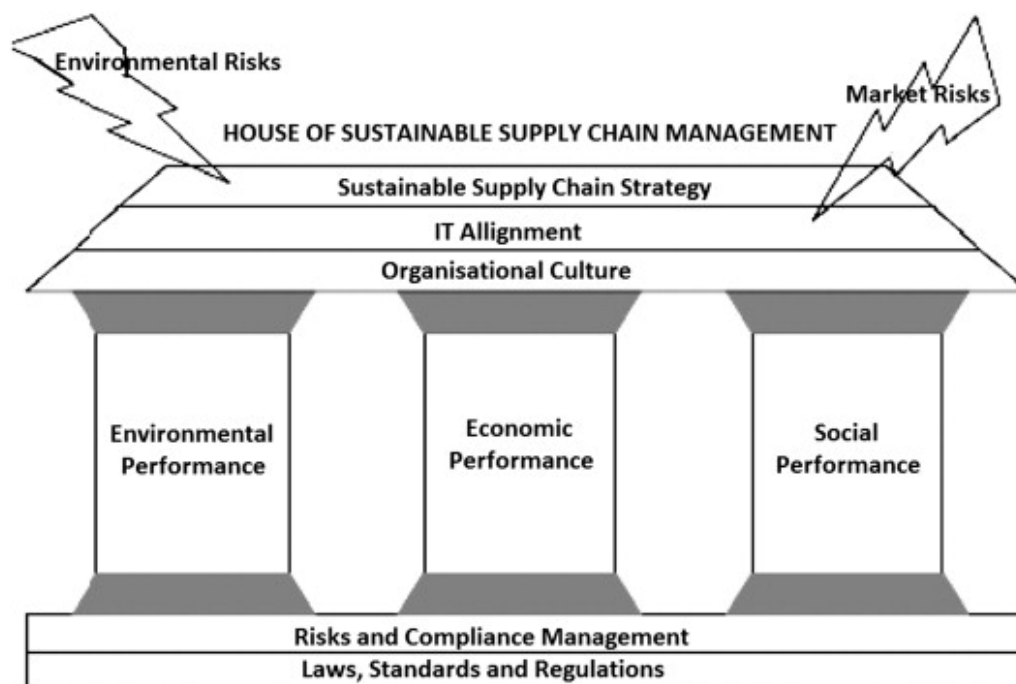


Figure 14: House of Sustainable Supply Chain Management (Source: Teuteberg and Wittstruck, 2010, page 207)

5.1 Relationship with suppliers



easyJet holds a strong position in the sector, giving it high powers in purchasing and contracting decisions. This allowed the company to produce a Supplier Code of Conduct, based on its Code of Business Ethics, legally enforced to its worldwide suppliers and sub suppliers. However, both documents, designed to ensure suppliers' understanding of their responsibilities and EasyJet's commitment, are not accessible to the general public.

Comparably, Singapore Airlines (2018, page 40) offer their 'Suppliers' Code of Conduct' and annexes sustainable requirements, in their Business Report. Similarly, Virgin Atlantic (2019) propose their 'Responsible Supplier Policy' on a five-page document that incorporates vast requirements, touching on subjects such as people and the environment, on their sustainability webpage. While, AirFrance and KLM (2020) offer a concise description of their criteria and the use of a third-party assessor of suppliers' CSR, at their expenses.

The comparison of methods adopted between these four airlines leaves easyJet in a lower branding position, as the lack of transparency can lead to mistrust in the company's sustainable efforts (Schnackenberg and Tomlinson, 2014) as mentioned in section 4.

5.2 Suppliers' business ethics

To assure its engagement with ethically concerned businesses, easyJet created a Human Rights and Modern Slavery Policy (EasyJet, 2019(2)), which describes how a risk assessment is conducted on their suppliers, by collecting business reviews, information on health and safety, environmental practices and sub-contracting arrangements (Weetman, 2019).

However, no information regarding suppliers' locations and names is ever mentioned. This leaves the company vulnerable to media investigation, as often organisations outsource inputs, such as uniforms production, to low cost manufacturers in developing countries, known for having poor working conditions (Leenders et al., 2006).

easyJet (2019) declares the completion of its due diligence with the use of a 'Modern Slavery Questionnaire' and specific contractual clauses. It further assesses its suppliers by dividing them into low, medium and high-risk categories, based on spend, industry sector and geographical location. Nonetheless, this remains an extremely vague description of the company's efforts and results. KML uses EcoVadis (2019), a provider of Sustainability Ratings, to grade its suppliers and assess their practices, 34% of which have achieved the highest score. This method reduces the workload in the SCM department and demonstrates commitment to the issue.

Singapore Airlines (2018, page 24) instead lists its top ten suppliers by expenditure, four of which are Singapore based, hinting towards both work quality assurance and national contribution.

To this regard, as mentioned in Section 2 and 4, sourcing local suppliers and contributing to England's economy could increase EasyJet's sustainable branding image, as seen in section 4 and the positioning of its SSCM. Notable is KML (2018) declaration on its sustainability report with the purchasing of €1.1 billion services and products by suppliers in the Netherlands.

Furthermore, easyJet does not comment on its use of environmentally concerned suppliers, apart from its £25m investments in carbon offsetting projects (Topham, 2019). Per contra, Singapore Airlines (2018, page 24), during the assessment of new product development, encourages competing suppliers to submit proposals which are environmentally friendly for a higher change of being chosen during the bidding phase.

5.3 Looking at solutions

Overall, it has been found that easyJet does not pose adequate attention to the topic of SCM. To mitigate this issue, research (Seuring and Müller, 2008) proposes a model, seen in Figure 15.

It demonstrates how an organisation that endures internal and external sustainability pressures, can adopt two solutions: evaluating the current suppliers' procedures, and changing the SC by sourcing sustainable businesses, which were used to create recommendations on a course of action in Table 6.

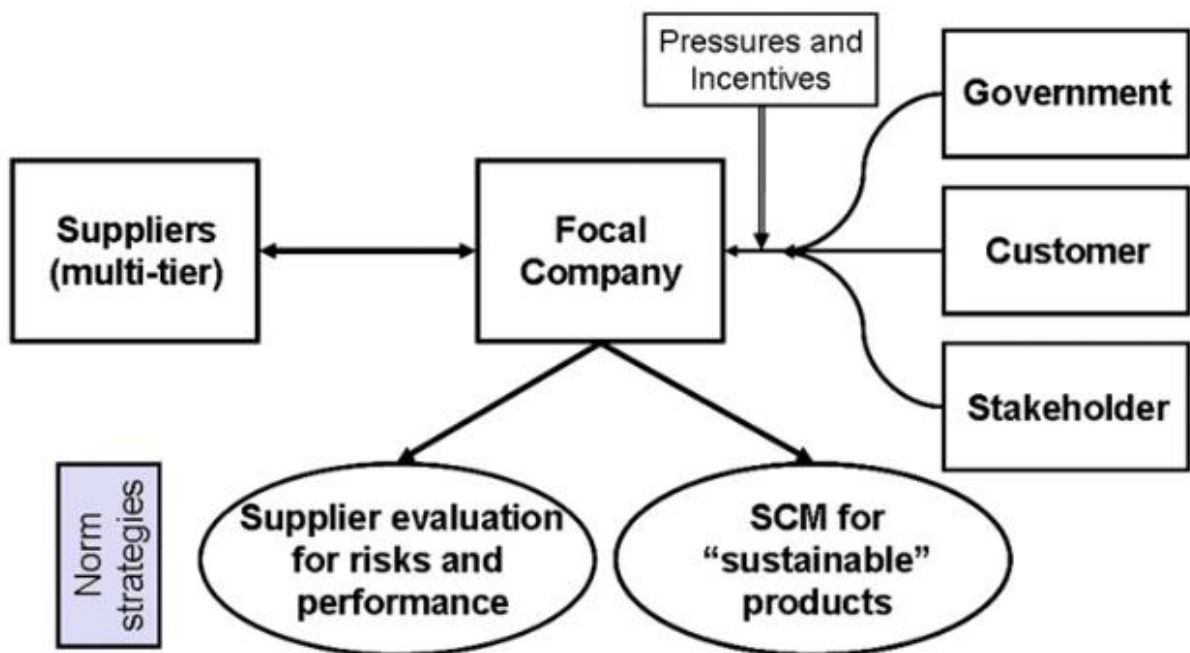


Figure 15: Triggers for sustainable supply chain management (Source: Seuring and Müller, 2008)

	Proposed improvement	Implementation	Target	Monitoring	Evaluation	Risks associated
Evaluation for risk and performance	Modify the assessment method of suppliers' sustainability	Re-evaluating the assessment by investigating new methodologies, such as requiring suppliers to undertake an external sustainability assessment, similarly to the example given by KLM. Requiring organisations to collect data on their lower-tier suppliers.	25% of suppliers to hold a sustainable certification by 2022.	Every three months the number of suppliers who have achieved a sustainable accreditation should in line with the 2022 target.	Suppliers must be engaged in the progress of the policy, evaluating its effect of their business operation. EasyJet will then produce reports, every 6 months, based on suppliers' satisfaction level and feedback.	Suppliers could refuse such a policy and the company might lose favourable financial contracts.
	Expand the number of sustainable suppliers utilised	Research on different supplies available in the market should be undertaken, to find a number of balanced businesses that incorporate both sustainable practices in their operations and low costs. Organisations such as Airline Suppliers (2020) offer free of charge databases of ad hoc suppliers.	Switch to 15 sustainable suppliers by the end of 2022.	The supplier contract should include an ethical and environmental clause based on the relevant products and services. Every six months at least 5 suitable organisations should be found and be in process of signing a contract.	Every six months the SCM department will produce a report listing the benefits of the partnerships created with the new suppliers, delivering the information to the Board of Directors, whom will assess results.	Sourcing, evaluating and contracting new suppliers is costly. The RIO should match the amount of capital invested, by gaining favourable prices from suppliers or enhancing easyJet's brand image.
Sustainable products	Purchase in Europe	To minimise the risk of human trafficking and low environmental regulations applied by suppliers, easyJet should evaluate their number of suppliers by country. Preference should be given to employing either UK suppliers or businesses located in high sustainable countries, such as Denmark (Sustainable Development Solutions Network, et. al. 2019)	45% of the total number of suppliers to be European by the end of 2022.	Based in the UK easyJet already operates with make EU based suppliers. Every six months, this number must increase by at least 3%.	Every six months the Board of Directors will review the SCM report and evaluate the feasibility of meeting the target in time, with the budget proposed.	Sourcing, evaluating and contracting new suppliers is costly. Contracting in Europe also presents notably higher financial costs. The RIO should match the amount of capital invested, by gaining favourable prices from suppliers or enhancing easyJet's brand image.
	Increase transparency	Only achievable once easyJet is confident in its policies and efforts used. Achieved by publishing their policies, such as the 'Supplier Code of Conduct' and the number of UK based suppliers.	Publishment of: the Supplier Code of Conduct, the Modern Slavery Questionnaire and the top 10 suppliers most utilised, like the example of Singapore Airlines.	Analysis of consumers' understanding of the SSCM practices undertaken by easyJet, by evaluating news related to the topic and users' comments, such as articles published in the Guardian, regarding the worldwide release of the documents.	Comparing easyJet's policies and practices to other leading airlines, such as KLM and Singapore Airlines.	High risk of being criticised if the information published does not satisfy expectations and does not meet standards set by other organisations.

Key colour	Priority Level
	1
	2
	3
	4

Table 7: List of proposed solutions regarding SSCM

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