



Leadership.
Connectivity.
Sustainability.

Regional & City Airports Sustainability Report 2023

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Opening Letter from Andrew Bell, CEO



Dear Valued Stakeholders,

As CEO of Regional & City Airports (RCA), it gives me great pleasure to introduce our first Sustainability Report, which highlights our steadfast commitment to responsible practices and the enduring values we cherish.

At RCA, we understand that airports play a vital role in connecting people and communities, and this comes with a profound responsibility. Our sustainability journey has been an integral part of our growth and evolution as an organisation, as we have woven ourselves into the fabric of the communities we serve.

Through the years, we have been involved in various projects and initiatives that extend beyond the boundaries of aviation. We believe in giving back to society, and this philosophy has guided us to form strategic partnerships and actively participate in community development. Not only have we donated our expertise, time, and resources, but we have also witnessed the transformational power of collective efforts.

Our dedication to fulfilling responsibilities doesn't stop at our communities. We recognise that our success is deeply intertwined with the well-being of our customers, employees, and suppliers. Ensuring that we conduct business ethically, professionally, and legally is paramount to us, and we strive for continuous improvement in this regard.

Our employees are the heart of RCA, and their safety and welfare are non-negotiable. We are committed to providing them with a safe and rewarding workplace that fosters growth, innovation, and inclusivity.

As an organisation, we firmly believe that being a good neighbour goes beyond geographical boundaries. We strive to make lasting contributions to the places we operate in, nurturing long-term relationships and becoming a positive force for change.

Environmental sustainability lies at the core of our values. Operating in an increasingly environmentally responsible manner is not just an aspiration but a fundamental aspect of our business strategy. We aim to maximise the quality and sustainability of our services, while carefully treading on the path of conservation and environmental stewardship.

Integrity and care are ingrained in every decision we make and every action we take. We hold ourselves accountable for the impact of our choices, and we are dedicated to transparency and open communication with all our stakeholders.

Our Sustainability Report is a testament to our unwavering commitment to these principles. We invite you to explore the milestones we have achieved this year, and the road ahead as we continue to evolve and innovate.

Thank you for your ongoing support and trust in Regional & City Airports. We recognise that our journey towards sustainability is not a solitary one but a collaborative effort that involves all our stakeholders. Together, we can build a brighter future for aviation, for communities, and for our planet.

A handwritten signature in black ink, appearing to read 'Andrew Bell'.

ANDREW BELL, CEO

Introduction

As a proud member of Rigby Group, Regional & City Airports (RCA) holds strong values that guide our actions and shape our commitment to various stakeholders.

We understand the significance of actively engaging with the communities in which we operate and strive to make a positive difference through strategic partnerships, as well as by leveraging our expertise, time, and resources to support projects and initiatives.

Our responsibilities extend beyond financial success; we are determined to fulfil our obligations to our customers, employees, suppliers, communities, and the global environment. Conducting business with the utmost integrity, professionalism, and adherence to legal standards is of paramount importance to us.

We prioritise the well-being and safety of our employees, providing them with a workplace that is not only secure but also rewarding and fulfilling. Additionally, we aim to be good neighbours, continuously striving to make positive and lasting contributions to the communities in which we operate.

Recognising the urgent need for environmental stewardship, we are deeply committed to operating our business in an environmentally responsible manner. We place a strong emphasis on maximising the quality and sustainability of our services, while also demonstrating care and respect for the environment.

To address climate change, we have set a clear goal of achieving net-zero carbon emissions from our airport operations no later than 2040. This target has been brought forward by a decade from 2050. We understand that this ambitious goal requires concerted efforts and innovative solutions. Any remaining emissions will be actively addressed through investments in carbon removal and storage technologies, ensuring that our operations align with global efforts to combat climate change.

In line with our commitment to environmental sustainability, we actively participate in the internationally recognised Airport Carbon Accreditation Scheme. This program serves as a framework for measuring, managing, and reducing carbon emissions within the aviation sector. By adhering to this Scheme, we aim to continuously improve our environmental performance and contribute to the broader goal of a sustainable aviation industry.

Moreover, we are proud to be a member of the green aviation consortium 2ZERO, an industry-led initiative backed by government support. This consortium focuses on pioneering electric hybrid aircraft for regional routes, aiming to reduce carbon emissions and promote sustainable air travel. By participating in this consortium, we actively contribute to the development and adoption of innovative technologies that can transform the aviation industry and drive us towards a more sustainable future.

As part of Rigby Group, we have woven ourselves into the fabric of the communities in which we operate through a variety of projects and initiatives - not only forming strategic partnerships, but also by donating the company's expertise, time, and resources to assist where we can.

Our Business

Regional & City Airports (RCA) is a leading UK regional airport operator, led by a team with proven commercial and operational expertise in both the airport and airline sectors. RCA owns Bournemouth, Exeter, Norwich and Coventry Airports, and operates Solent Airport on behalf of Fareham Borough Council.

Our vision is to help smaller regional airports to prosper through effective management and collaboration, enabling them to benefit from the economies of scale and sharing of best practice traditionally enjoyed by larger hub airports.

RCA has built an enviable reputation as an efficient, safe, and commercial airport operator, driving improvements to route development, commercial revenues, operating costs, and capital investment to deliver a consistently sound commercial return. As we grow, we are increasingly able to leverage significant buying power and shared expertise, including our overarching sustainability practices.

RCA also operates XLR Executive Jet Centres (XLR), an airport FBO business. XLR has centres at Birmingham, Bournemouth, Exeter, and Liverpool airports.

We employ around 850 people and generate turnover of £95m.

RCA is a values-led business built around three core principles:

1. Supporting Connectivity

Restoring and developing regional connectivity is not only a goal for RCA but a fundamental mission to promote economic growth and prosperity across the UK. As a responsible player in the aviation industry, we acknowledge the significance of efficient and reliable transportation links between regions. We understand that robust regional connectivity is essential for businesses to thrive, for communities to flourish, and for individuals to access opportunities that would otherwise be out of reach.

2. Promoting Skills and Training

We believe in the transformative power of skills and training. As an organisation committed to excellence, we recognise that our most valuable asset is our people. We take pride in fostering a culture that promotes continuous learning and professional development. Our employees have the opportunity to enhance their skills, acquire new knowledge, and stay updated with the latest industry trends and technologies.

3. Becoming NetZero

We are dedicated to reaching NetZero and combating climate change through a set of guiding principles. We take responsibility for our environmental impact and implement comprehensive strategies to reduce greenhouse gas emissions.

+850

PEOPLE
EMPLOYED

£95m

TURNOVER

Steve Wiltshire
Managing Director of Exeter
and Devon Airport



Our Stakeholders

Customers

Our customers are at the heart of everything we do. Providing a seamless, accessible, and enjoyable experience for travellers is a top priority. We focus on delivering excellent customer service, efficient airport facilities, and a wide range of travel options to meet diverse needs. We work hard to make our airports accessible for everyone, catering for different needs.

People

Employees are the backbone of our success. We are dedicated to providing a safe, inclusive, and rewarding workplace where employees can thrive and grow. We invest in training and development programs to nurture talent and promote career advancement. We value diversity and teamwork, fostering a culture that empowers every individual to contribute their best.

Shareholders

We are committed to delivering value to our shareholders in an ethical and environmentally sympathetic manner. We strive for financial stability and sustainable growth to generate long-term returns on investment. Transparent and accountable financial practices are essential in maintaining the trust of shareholders and stakeholders alike.

Banks

Maintaining strong relationships with financial institutions is crucial for our growth and development. By ensuring responsible financial management, we instil confidence in our banking partners, allowing for smooth operations and access to funding when required for strategic initiatives and investments.

Suppliers

We understand the importance of engaging with reliable and responsible suppliers. We collaborate with suppliers who share our commitment to sustainability, ethical practices, and quality. Building strong partnerships with suppliers ensures a stable and efficient supply chain, which is essential for delivering exceptional services to customers.

Communities and Environment

We recognise that our operations have an impact on the communities surrounding our airports and the environment. We actively engage in community initiatives, support local development projects, and strive to be a positive force in the areas we serve. Moreover, we are dedicated to operating in an environmentally responsible manner, implementing sustainable practices to reduce our carbon footprint and preserve the environment for future generations.

To keep our many stakeholders informed on our sustainability efforts, RCA provides regular updates including on our website and in our social media channels.

During the year we carried out a Group level materiality and maturity assessment with support from KPMG. The assessment helped us identify what is important to our stakeholders against what is important to the business. A summary of the output is detailed on the next page.

RCA Stakeholder Mapping Results 2023



Our Vision

Unleashing the potential of the regional airport

At our core, we recognise the critical role we play in addressing the pressing environmental and social challenges that our world faces today. These challenges affect us all, and we are fully committed to being part of the solution, working towards a future that is sustainable, ethical, and responsible.

To achieve this vision, we have outlined several key objectives:

Sympathetic to Climate Change

We are dedicated to ensuring that our business operations align with our strategy to combat climate change. We are actively working to reduce our energy consumption and carbon footprint, implementing measures that will make a positive impact on the environment. By prioritising sustainability in our practices, we aim to minimise our ecological footprint and contribute to the global effort in mitigating climate change.

Collaboration for Impact

We firmly believe in the power of collaboration. We actively seek partnerships with organisations and individuals who share our vision and values. By fostering these collaborations, we aim to create a collective impact that goes beyond what we can achieve alone. Together, we can address the complex challenges we face and find innovative solutions for a better future.

Cultivating Diversity, Equity, and Inclusion

We recognise the importance of nurturing a culture that embraces diversity, equity, and inclusion. We are committed to creating an environment where all individuals, regardless of their background, have equal opportunities to thrive and contribute. By fostering diversity and inclusivity within our organisation, we can tap into a wealth of perspectives, experiences, and talents, driving innovation and ensuring fairness for all.

Continuous Improvement and Challenging the Status Quo

We are dedicated to a process of continuous improvement, challenging the status quo. We understand that there is always room for growth and innovation, and we strive to push the boundaries of what is possible. By embracing a mindset of continual improvement, we can adapt to new challenges, seize opportunities, and make meaningful progress towards our goals.



Standards and Frameworks

Adopting a structure that works for us and our stakeholders is critical and determines our priorities. During the year we obtained Level 1 accreditation from the Airport Carbon Accreditation (ACA) Scheme.

Adopting this framework is a strategic step for us to reinforce our commitment to environmental responsibility and contribute to the global effort to combat climate change. This framework, developed by Airports Council International, is a renowned and comprehensive program designed to help airports manage and reduce their carbon emissions.

By implementing the ACA scheme, we can:

Measure Carbon Footprint: The ACA provides a standardised methodology for measuring carbon emissions from various sources within the airport's operations. We can calculate our carbon footprint, including emissions from energy consumption, ground transportation, and other activities.

Set Emission Reduction Targets: The ACA framework offers a clear pathway to setting emission reduction targets aligned with international climate goals. We can establish specific and measurable targets to progressively reduce our carbon emissions over time.

Implement Action Plans: The ACA supports airports in developing action plans to achieve their emission reduction targets. We can identify and implement measures to enhance energy efficiency, transition to renewable energy sources, and adopt sustainable practices throughout our operations.

Engage Stakeholders: The ACA encourages active engagement with stakeholders, including employees, suppliers, and local communities, in the pursuit of sustainability goals. By involving stakeholders, we can foster a shared commitment to sustainability and gather valuable insights and support.

Obtain Accreditation Levels: The ACA provides four levels of accreditation based on progress in reducing emissions (Mapping, Reduction, Optimization, and Neutrality). We will work towards achieving higher accreditation levels as we successfully implement emission reduction initiatives and plan to submit data for Level 2 accreditation during FY24.

Showcase Leadership: Participating in the ACA framework allows us to demonstrate our leadership in sustainability within the aviation industry. It enhances our reputation and strengthens our position as an environmentally responsible airport operator.

Contribute to Climate Action: By aligning with the ACA framework, we become part of a global network of airports actively contributing to climate action. This collective effort of airports working towards carbon neutrality can have a significant positive impact on reducing the aviation industry's carbon footprint.

Sustainable Aviation
Our airports became a member of Sustainable Aviation in December 2022. Sustainable Aviation is a world leading long-term strategy which sets out the collective approach of UK aviation to deliver a cleaner, quieter, smarter sustainable future for the aviation industry. One of our airport executives became a member of the Association's Cleaner Working Group.

Planet

OUR CARBON
REDUCTION PROGRESS

Since 2020 we have reduced our carbon emissions by 7.3%, and our Scope 2 emissions by 38.5%

SCOPE 1
(DIRECT
EMISSIONS)

CO2
EMISSIONS
SINCE 2020



7.3%

SCOPE 2
(DIRECT
EMISSIONS)

CO2
EMISSIONS
SINCE 2020



38.5%

Level 2 ACA Accreditation

By identifying the carbon footprint of our airports we secured Level 1 accreditation in 2022. Level 2 accreditation requires the development of a carbon reduction plan and a demonstration of a reduction in each airport's carbon footprint. To achieve these dual objectives, a more detailed data set is required to understand where action can be taken to reduce existing emissions.

One of the largest sources of emissions across our business identified at the Level 1 stage is from the consumption of fuel used in vehicles, ground handling equipment and building heating systems. During 2022, new measurement systems and operational processes have been implemented that allow asset by asset measurement of fuel consumption. This emerging data set will enable our airports to consider emissions as part of the asset replacement cycle as equipment is replaced over time.

Securing Level 2 accreditation is a target for FY24.

aerospace Manufacturers (OEMs), future technologies, and fuels (battery, hydrogen, Sustainable Aviation Fuel), airlines and airports.

Of particular relevance to us is the ambition to drive faster decarbonisation in parts of the industry that are able to achieve this, understanding that there will be other parts of the industry whose decarbonisation roadmap will be longer and technologically more challenging to achieve.

In this context, the government has set an ambition for English airports to be Absolute Zero emission by 2040. In February 2023, the government launched a consultation in relation to this ambition. Key issues include the scope of the Absolute Zero objective in terms of who it will apply to on the airport campus (the airport operator, ground handlers and concessions, hotel operators, Maintenance & Repair Operations (MRO), and other business based at the airport, airlines) and the scope of the emissions included – whether just scope 1 and 2 or including scope 3 as well.

Jet Zero Strategy & Absolute Zero 2040

In July 2022 the government published its Jet Zero strategy which describes how it envisages the aviation industry achieving zero emissions by 2050. It is a wide-ranging strategy incorporating

Renewable Energy

All of the electricity we procure, where we are responsible for the supply, is 100% renewable.

To harness renewable energy, a 400KW photovoltaic (PV) installation project at Exeter Airport received Rigby Group Board approval. This initiative will generate clean energy from solar power, reducing reliance on traditional energy sources and contributing to the airport's sustainability goals.

EXETER
AIRPORT

100% renewable

At Bournemouth airport the installation of a 2.6MW photovoltaic (PV) farm on the airfield is making significant progress. This renewable energy project will generate clean and sustainable electricity, reducing reliance on traditional power sources and significantly contributing to the airport's renewable energy goals. The PV farm demonstrates the airport's commitment to reducing its carbon footprint and promoting the use of clean energy.

BOURNEMOUTH
AIRPORT

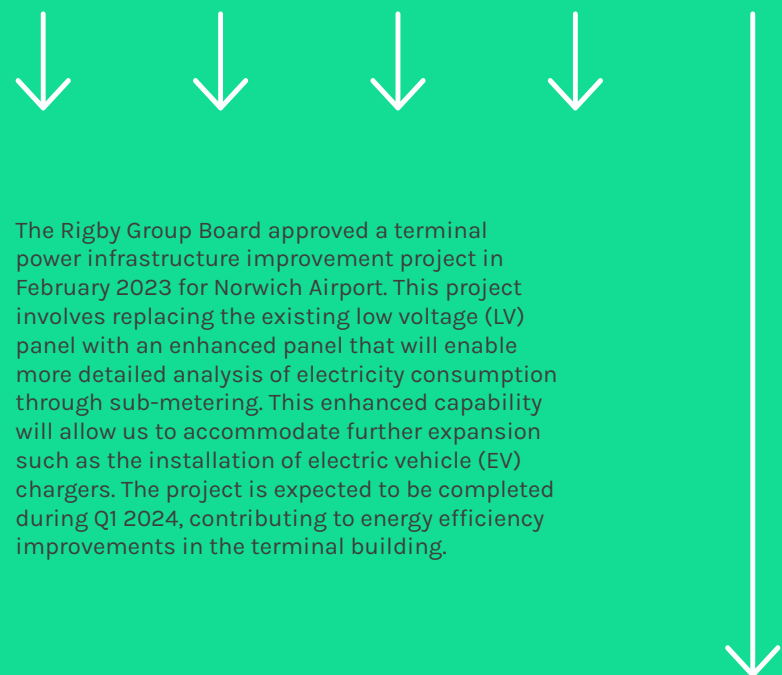
400KW PV FARM

2.6MW PV FARM

Energy Reduction

Across the business we have been installing Passive Infrared (PIR) sensors to ensure lights are only on when they need to be and changing lighting to more efficient LED bulbs.

As an interim step before hydrogen and electrification become viable options, the business is considering the use of Hydrotreated Vegetable Oil (HVO) in airside vehicles and equipment. HVO is suitable for most diesel-powered vehicles without the need for modifications. This alternative fuel option can help reduce carbon emissions from the airport's vehicle fleet, promoting sustainability in transportation operations.



The Rigby Group Board approved a terminal power infrastructure improvement project in February 2023 for Norwich Airport. This project involves replacing the existing low voltage (LV) panel with an enhanced panel that will enable more detailed analysis of electricity consumption through sub-metering. This enhanced capability will allow us to accommodate further expansion such as the installation of electric vehicle (EV) chargers. The project is expected to be completed during Q1 2024, contributing to energy efficiency improvements in the terminal building.

Sustainable Aviation Fuel



Recent visit by the Aviation Minister, Baroness Vere to highlight Sustainable Aviation Fuel (SAF) at Norwich Airport

In March 2023, Norwich Airport successfully completed a significant project aimed at making Sustainable Aviation Fuel (SAF) available for sale at the airport.

UP TO

80%

SAF CAN GIVE A **REDUCTION OF UP TO 80% IN CARBON EMISSIONS OVER THE LIFECYCLE OF THE FUEL COMPARED TO THE TRADITIONAL JET FUEL IT REPLACES**

As part of its SAF endeavours, Norwich airport made strategic investments in repurposing a former JetA1 bowser and established a supply contract with Air BP, a trusted provider of JetA1 and AVGAS. While the pricing of SAF is notably higher than that of JetA1, there has been considerable interest, particularly from fixed-base operators and Maintenance, Repair and Overhaul (MRO) aircraft.

SAF is derived from sustainable feedstocks, ensuring that its production aligns with environmentally responsible practices. Although the chemical composition of SAF is similar to traditional fossil jet fuel, its use offers a significant reduction of up to 80% in carbon emissions over the fuel's entire life cycle when compared to conventional options.

Continuing efforts are underway to engage in dialogue with airfield tenants, regarding a collaborative approach to offer SAF to their customers. The aim is to address the emissions impact of maintenance flights, which, despite being unavoidable, often operate empty in both directions. By providing SAF for these flights, there is an opportunity to mitigate their carbon footprint. The relatively small amount of fuel required for these maintenance flights, compared to commercial passenger flights utilising the same aircraft, corresponds well with the current scarcity of SAF in the market. This correlation is expected to generate interest among airlines that prioritise sustainable practices.

We remain committed to exploring opportunities to expand the availability and usage of SAF across our airport portfolio. By actively investing in sustainable fuel alternatives and engaging in partnerships with key stakeholders, we aim to contribute to the reduction of carbon emissions and promote more environmentally conscious air travel.



Hydrogen Consortium Exeter

To drive the decarbonisation efforts across our airports, Exeter airport is piloting an initiative in partnership with Emerald Greenpower/Hydrostar-UK, supported by funding from the UK Department for Business, Energy & Industrial Strategy (BEIS).

The focus of this collaboration is to conduct a NetZero feasibility study and develop a model for airport decarbonisation.

A key component involves mapping and analysing the fuel and energy consumption patterns within the terminal and ground support equipment. This mapping exercise aims to provide a clear understanding of the airport's current usage patterns, identifying areas that can be targeted for sustainable design solutions, including the exploration of hydrogen as an alternative fuel source.

The collected data will serve as the foundation for the development of a digital twin of the airport. This digital representation will integrate and store all relevant information in a comprehensive and

user-friendly format. By creating a digital twin, the airport will have a powerful tool at its disposal to assess and optimise energy and operational efficiency. This technology-driven approach will enable informed decision-making and facilitate continuous improvement efforts.

The NetZero feasibility study and the resulting digital twin will play a crucial role in guiding the airport's decarbonisation strategy. This will help identify viable pathways to achieve the ambitious goal of carbon neutrality. By leveraging innovative solutions, such as hydrogen, and utilising data-driven insights, the airport aims to make significant strides towards reducing its environmental impact and transitioning to sustainable practices.

RCA collaboration with Cranfield University



We launched a strategic collaboration with Cranfield University at the Farnborough Air show in 2022. The purpose of the collaboration is to promote the development, testing and deployment of innovation in aviation and airport infrastructure, focusing on future technologies and skills required to deliver a sustainable future for aviation, a progressive passenger experience and to foster greater collaboration around future skills and sharing best practice.

It is early days in the collaboration, but we remain positioned as a 'real world' operator that can offer practical support in the deployment and testing of new sustainable technologies and processes.

Cranfield has deployed their flying laboratory to Bournemouth Airport to engage with Parkfield School as part of their STEM program in April 2023.

Identify. Innovate. Optimise.

DRIVEN BY A
SUSTAINABLE
GREEN AGENDA



Electric Flight

In 2021, we hosted England's first eflight trial and are part of a funding bid to UK Research and Innovation to develop airport ecosystems to support electrified air travel as part of the next phase of the Government's Future Flight Challenge. As a member of the Sustainable Aviation Programme Board's initiative to design new airport infrastructure accommodating smart aviation technologies, fuels, and a roadmap of future skill requirements, we are driven by a sustainable green agenda in cooperation with key local stakeholders.

Surface Access Plans

Our airports have longstanding relationships with their local councils to ensure we have the most efficient access plans for our customers.

BERYL BIKE
USAGE IN FY23



43%

COMPARED TO
LAST YEAR

We work with local councils on strategies and initiatives to improve sustainable transportation options. The plans aim to encourage alternative modes of transportation, such as cycling, walking, and public transit, to reduce reliance on private vehicles and decrease carbon emissions associated with travel to and from the airport.

At Exeter airport a new bus route has been introduced connecting the airport with Exeter City Centre and St David's Railway Station, running every 20 minutes. Additionally, a bus route was established between the airport and Pinhoe Station, operating during morning and evening peak times. These initiatives aim to reduce private vehicle usage and promote the use of public transportation for airport access.

Beryl bikes are available at all our airports and local travel hubs to provide a green transport alternative for staff and airport visitors. At Bournemouth airport use of these bikes was up 43% in FY23 on the previous year.



Beryl Bikes are available for use at Norwich airport to provide a sustainable and healthy commuting option for our staff

Norwich airport recently relaunched the cycle-to-work and car share schemes. These aim to save employees money, promote fitness, and reduce carbon emissions as part of the airport's Net Zero strategy. The car share community has gained nearly 100 members, who benefit from priority parking bays on-site.

The Norwich Transforming Cities Fund is supporting the installation of a new bus link infrastructure connecting the International Aviation Academy Norwich (IAAN), the airport industrial estate, and the airport. The final design for the entire bus link road has been approved, and details regarding access controls, power, and CCTV are currently being considered. Construction of the bus link road is scheduled to begin in early 2024 and is expected to take approximately six months to complete. Furthermore, a new bus route has been announced by Konnectbus, providing a direct link between Norwich Rail Station and Norwich Airport. This new service is funded by Norfolk County Council as part of its Bus Service Improvement Plan (BSIP) funding plans.

LIFT SHARE
STAFF
PARTICIPATING
MEMBERS

100

Remote Working Technology

We make extensive use of remote meeting technology and encourage employees to assess the necessity of each business trip and consider remote alternatives, to reduce the need for business travel where possible.

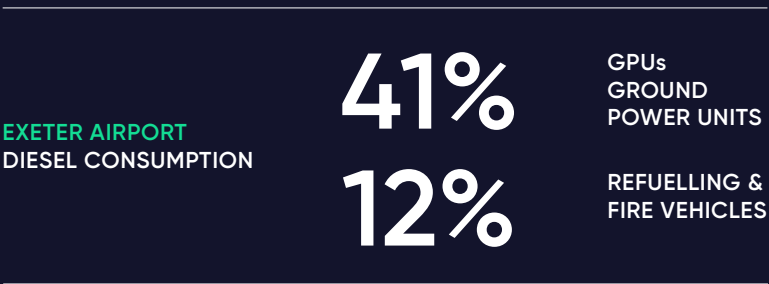
This initiative not only aligns with RCA's commitment to reduce our environmental impact but also enhances employee well-being, reduces costs, and contributes to a more efficient and responsible business model.



Better Data Capture to Inform Decisions

Across the business we have been carrying out more detailed recording of fuel utilisation, from electricity to diesel and heating oil. At Exeter Airport this data revealed that 41% of diesel use was attributed to GPUs (Ground Power Units), while Refuelling and Fire Vehicles accounted for 12% of overall diesel consumption. This data is allowing us to prioritise fleet replacement timing with electric vehicles, which at Exeter Airport now account for 10% of the airport's vehicle fleet.

Our airports have also invested in the installation of smart electricity meters to provide real-time data, enabling precise monitoring of energy consumption. The recorded data assists in setting targets and creating action plans to achieve ACA Level 2. The smart meters help identify energy-saving opportunities and promote efficient energy management practices.



Employee Engagement on Net Zero Goals

Net Zero presentations have been conducted for our operation teams to emphasise the importance of the data we are collecting and raise awareness about their impact on energy usage through equipment and vehicles. These presentations aim to encourage everyone to take individual responsibility and play an active part in helping us achieve our sustainability targets.

These Net Zero presentations are part of the induction process for all new employees.

In February 2022, Bournemouth airport published a staff newsletter to communicate the details of its Carbon Accreditation aspirations. Every airport has employee engagement initiatives underway. This shared comprehensive information about the achievement of ACA Level 1 and the necessary steps to attain Level 2. To further reinforce the airport's commitment to sustainability, lanyards, NetZero branded stationery, and email footers were distributed among all employees, serving as visual reminders of everyone's collective efforts in sustainability.

Towards the end of 2022, Exeter Airport launched a comprehensive campaign to promote energy conservation and encourage staff and visitors to switch off lights and equipment when not in use. This campaign aimed to raise awareness about the importance of energy efficiency throughout the airport premises.

Recognising the importance of focused expertise in driving sustainability initiatives, Bournemouth Airport hired an Environmental and Sustainability Officer. This role was specifically created to coordinate existing planning and environmental obligations, as well as oversee sustainability matters. The officer plays a crucial role in aligning sustainability goals with various departments and ensuring effective implementation of sustainability initiatives.

The Year Ahead – 2024

In the year ahead, we are committed to building upon the progress made in our sustainability efforts to date. Here is an overview of the key initiatives and developments planned:

Further reduction of energy consumption: we will continue our efforts to reduce energy consumption by implementing energy-saving measures and improving the use of resources across our operations. This includes the ongoing monitoring of diesel, heating oil, and electricity usage to identify areas for improvement and implement targeted initiatives.

Expansion of electric vehicle fleet: we aim to increase the number of electric vehicles in the fleet, particularly in the ground support equipment category, to further reduce reliance on fossil fuels and decrease carbon emissions.

Communication and engagement: we will continue to focus on actively encouraging our employees to support our sustainability initiatives.

Enhanced surface access and public transportation: we will work towards improving surface access options by enhancing public transportation links.

Solar energy generation: we will progress the projects approved and look for new opportunities to implement photovoltaic (PV) solutions.

Data-driven resource management: we will build upon the detailed recordings of resource usage, including making better use of smart metering, to identify areas with the highest consumption rates. By analysing this data, we will develop strategies to improve efficiency and reduce consumption, focusing on areas such as lighting and heating.

Collaboration with stakeholders: we will maintain our collaborative approach by engaging with stakeholders, including airlines, local authorities, and community representatives. By fostering partnerships, we aim to gather valuable input and feedback for the development of sustainable practices and initiatives.



People



Health and Safety

Across our airports, health and safety management systems have been in operation for more than a decade. These long-standing programs are designed to highlight safety and make it the focal point of all airport operations.

The primary objective of the initiatives is to foster a forward-thinking safety culture that effectively mitigates risks for both airport staff and travellers.

One of the key aspects of the initiatives is their inclusive nature, involving everyone working at, or passing through the airport. This means that all employees are encouraged to actively contribute to the initiative and promote successful safety practices. Furthermore, we focus on tracking and measuring improvements over time, often by streamlining systems and processes to enhance safety measures.

To address mental health concerns, dedicated mental health first aiders are in place in every

airport. These professionals are available to offer support to any employee should they need it.

At Norwich Airport specifically, we have implemented a comprehensive program of free health checks for employees between the ages of 40 and 70. Additionally, we have established a partnership with 'Thriving Workplaces' to provide ongoing support and resources to our employees. This collaboration ensures that individuals have access to the necessary tools and assistance to maintain a healthy work-life balance and overall well-being.

Exeter run an employee health check as part of the induction process.

By combining these various initiatives, our airports strive to create a safe and supportive environment for everyone, with a strong emphasis on both physical and mental health.

Tools available to our employees through our **'Thriving Workplaces'** partnership



Access to our workplace culture diagnostic tool



Allows staff access to partner benefits



Tailor-made healthy workplace toolkits



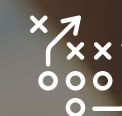
Support with legislative requirements



A range of healthy lifestyle training courses



Workplace health champion training



Support to write a strategy for health & wellbeing within your workplace

Skills and Training

Training, reskilling, and upskilling are fundamental aspects of our operations.

We recognise the importance of providing training opportunities to both new employees and those transitioning into new roles. While much of the training is conducted internally, specialist third-party providers are also engaged to support more technical training requirements.

Historically, airports have been appealing places to work due to the opportunities they offer for acquiring new skills. We acknowledge this and, in addition to competitive pay rates, place great emphasis on offering our employees training opportunities to learn new or enhance their skills.

Our preferred approach is to “grow our own” talent, giving ambitious and talented individuals opportunities to train in different disciplines.

However, implementing this training strategy is not without challenges. For instance, access to recognised apprenticeships for an Air Traffic Controller (ATCO) qualification is not straightforward. This means that the apprenticeship levy funds, which could potentially help offset the approximately £25-£30k cost of ATCO training, is not being fully utilised.

To tackle this critical future issue, it is essential to unlock the ability for organisations like ours to benefit from the government’s apprenticeship levy

to train local individuals in the regions. By training and empowering local people for well-paid and secure jobs, this approach would provide a vital tool for addressing the skills shortage and ensure a sustainable future workforce. We will continue to lobby government on this issue.

In our ongoing commitment to sustainability, we recognize the pivotal role that Diversity and Inclusion (D&I) play in creating a more equitable and resilient future. To further our efforts in this regard, we are embarking on a new initiative to collect better D&I data.

By gathering more precise data on our workforce’s demographics and experiences, we aim to better understand the unique needs and perspectives of our employees. This data will inform our strategies. Our journey toward sustainability is deeply intertwined with our commitment to D&I, and this data collection effort represents a significant step in aligning our values with our actions.

We currently have a gender mix across our business of 66% male and 34% female.



GENDER MIX IN
OUR BUSINESS

66%
34%

MALE

FEMALE

In FY22 we received the Silver Award in the Defence Employer Recognition Scheme (ERS) as part of our support for the Ministry of Defence’s Career Transition Partnership.



Prosperity

£557k

DONATED AMOUNT
DURING FY23

£694k

DONATED AMOUNT
DURING FY22



Supporting the Air Ambulance

For several years, we have actively supported local Devon and East Anglian Air Ambulance Trusts, which operate their life-saving services from our airport facilities.

At these airports we waive all associated fees for Air Ambulance using our airports. This financial contribution reflects our commitment to support their life-saving activities and our desire to support local communities.

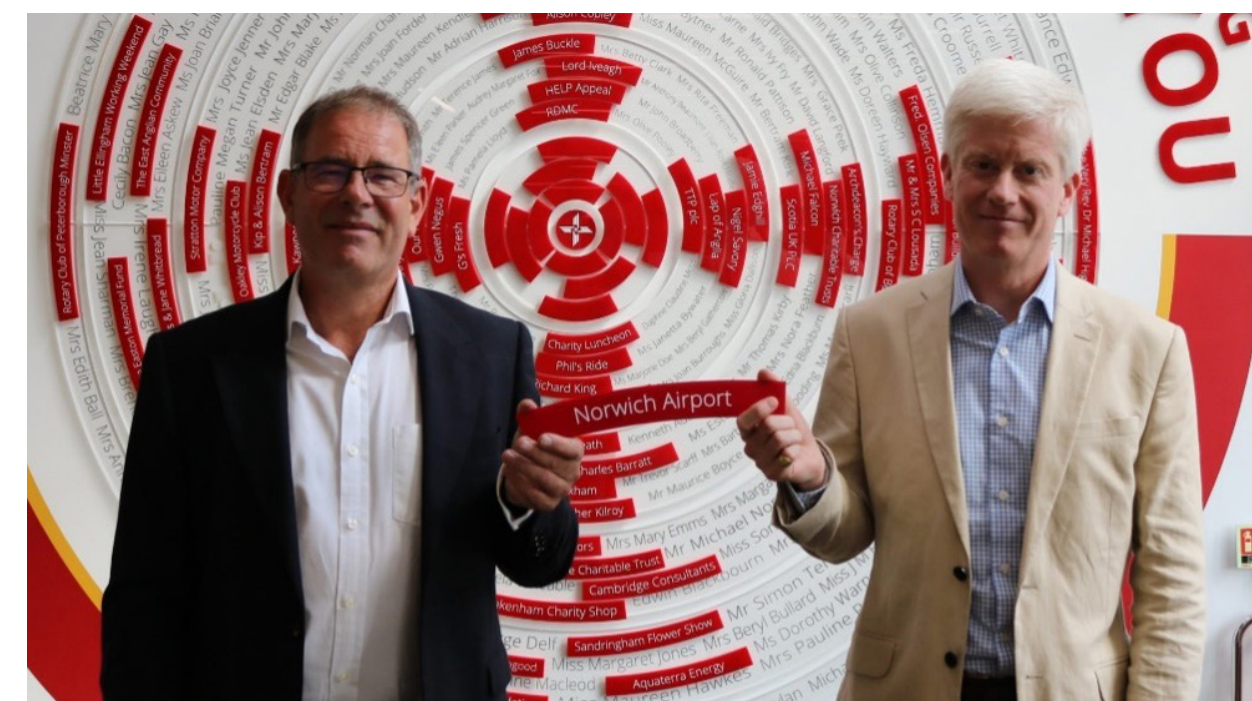
In 2022 the East Anglian Air Ambulance (EAAA) recognised Norwich Airport for its long-standing support with a special plaque celebrating the partnership on the charity's 'thank you wall' within their state-of-the-art base at the airport, where they have been located since 2001.

During the fiscal year 2023, our combined donation in kind to these trusts amounted to £557k.

It is worth noting that in the previous year, we contributed a total of £694k, indicating our consistent commitment to these trusts over time.

By waiving the fees for airport usage, we enable the Devon and East Anglian Air Ambulance Trusts to allocate their resources towards essential operational expenses, equipment maintenance, and crew training. This allows them to focus their efforts and financial resources on providing swift and effective emergency medical services to those in need within the region.

Our commitment to supporting local air ambulance services goes beyond financial contributions. We actively collaborate with the trusts to identify additional ways in which we can assist their operations and promote their lifesaving work. Whether it involves facilitating streamlined processes or providing logistical support, we strive to be reliable partners in their efforts to deliver exceptional care and transport for patients in urgent need.



Richard Pace
Managing Director, Norwich airport

Matthew Jones
Chief Executive, East Anglia Air Ambulance

Airport Accessibility and Community Support

At our airports, we are dedicated to providing excellent assistance and support to passengers with various needs, including those with reduced mobility or other impairments.

We believe everyone should be able to use and enjoy their visit and travel experience through our airports. To achieve this, we champion a wide range of initiatives aimed at enhancing accessibility and promoting inclusivity.

We are currently celebrating a top ranking from the Civil Aviation Authority (CAA) for the quality of customer service provided to disabled and less mobile passengers at all three of our passenger airports. The CAA's annual Airport Accessibility Report, assessing 26 of the largest UK airports, has rated all three RCA airports as 'very good' – the highest ranking – in all four quarters from April 2022 to March 2023, demonstrating our dedication to accessibility excellence.

The recognition is testament to our efforts in ensuring that every passenger, regardless of their mobility needs, enjoys a seamless and relaxed travel experience at our airports.

We have been at the forefront of innovative initiatives to support disabled and less mobile passengers. Earlier this year we launched a groundbreaking 360-degree video guide for passengers at Bournemouth airport, developed as part of an ongoing collaboration with Cranfield University, which offers a virtual tour of the airport, providing vital information to passengers with specific accessibility requirements before they travel.

We have also been working closely with the Royal National Institute of Blind People (RNIB) to help airport staff understand the needs of those living with sight loss.

Our commitment to passenger assistance extends to support those who are anxious or nervous about flying.



8th Christchurch (Burton) Scout Group enjoyed a tour of Bournemouth airport in March 2023

In addition to our passenger-focused initiatives, our staff members actively support local fundraising and charity events in the communities where we operate. For instance our staff members regularly collaborate with local schools to arrange and participate in various charitable activities.

In another example, at Bournemouth airport, we recently supported a resident of a local care home in fulfilling their final wish to watch aircraft take off and land.

We also actively engage with schools to inspire and educate the younger generation about career opportunities in the aviation industry. In March 2022, Bournemouth airport hosted a visit from Polygon School in Southampton on a careers day.

In March 2023, we had the pleasure of hosting Burton cubs on a tour of Bournemouth airport. This offered the young participants an opportunity to learn about airport operations, aircraft, and the broader aviation industry.

We also support Fly2Help Days by waiving fees. These events are respite days for children and adults living with life limiting conditions, profound disability, severe illness, bereavement, or isolation. They are built around a flight experience in a light aircraft and aim to provide a happy day out.

360°

GROUND BREAKING VIDEO GUIDE FOR PASSENGERS



Royal National Institute of Blind People (RNIB) visit to Exeter Airport, hosted by Passenger Services Trainer, Claire Chambers





Supporting the Stepping Stones project, Alex James at Norwich airport



'Warm room' Community project Hellesdon Community Centre

Norwich Airport has supported the Social Mobility Business Partnership (SMBP) for a number of years. SMBP is a volunteer led charity which brings together over 170 commercial organisations and professional sports teams committed to supporting students from low-income backgrounds in their pursuit of a career. Programmes are currently run in various towns and cities across the UK.

The students participate in a week-long work insight and skills experience in which they are given the opportunity to spend a day at four different businesses. SMBP Day took place at Norwich airport on 27th July 2023 in partnership with other airport based companies such as SaxonAir, to provide a behind the scenes experience for students across Norfolk and Suffolk.

Norwich airport has always enjoyed close links with the local community and last winter the

airport donated a new TV to a community 'warm room' project set up at Hellesdon Community Centre to help local residents, struggling to cope with rising energy costs, have somewhere cosy, safe, and warm to retreat to.

Norwich airport supports the Stepping Stones project, a vibrant local charity for adults with learning disabilities in Norwich. The airport has hosted a behind the scenes tour for their employment group and one of their members, Alex James, was offered employment following a successful four week placement.

In June 2023, Norwich Airport hosted a visit for Harford Manor School, a local complex needs school to enable their students to experience the airport environment as part of their project 'We're all going on a summer holiday'.



Norwich airport staff chose to make Norfolk and Waveney Mind the focus of their charity efforts in 2023

Norfolk and Waveney Mind, supports people in crisis, as well as those looking for general advice and information about dealing with mental health issues, were chosen as Norwich Airports charity of the year. Circa £10k of branding space has been made available free of charge to help raise awareness and a series of staff events and fundraising activities have been organised to help raise funds for this great charity.

In June 2023, the RAF Combined Cadet Section from Nottingham High School visited Coventry airport. There were 30 Cadets in total ranging from 13 to 18 years old. The Cadets were taken on a tour of the airport including the airport fire service operation, air traffic control, and a number of businesses based at the airport.

In March 2023, at Exeter airport, RNIB (Royal National Institute of Blind People), held some

specialist awareness sessions for staff aimed at enabling them to better assist passengers with sight loss and reduced mobility.

Exeter Airport works closely with South Devon College providing employability seminars, including hosting tours of the airport.

Exeter airport hosted a visit for 1st Cranbrook Brownies as part of their work looking at women in aviation. Visiting Brownies enjoyed a trip to the airport's Fire Station where they learnt what it's like to be a fire fighter at the airport.

The Exeter charity of the year in FY23 was Andy's Man Club (andysmanclub.co.uk). A fantastic charity providing support groups across the UK aimed at suicide prevention in men.

Airport familiarisation visit for Harford Manor School



Exeter airport hosted a visit for 1st Cranbrook Brownies as part of a project looking at women in aviation.



Royal National Institute of Blind People (RNIB) visit to Exeter Airport

Principles



At RCA, we understand that strong governance is essential for effectively managing and implementing sustainability practices across our operations. We are committed to maintaining a robust governance framework that ensures accountability, transparency, and continuous improvement. Our governance structure enables us to align with our strategic goals, engage stakeholders, and drive positive environmental, social, and economic outcomes.

RCA Board Oversight

Sustainability is a key priority for our Board of Directors, and it is integrated into our overall corporate strategy. The Board provides oversight and guidance on sustainability-related matters, including setting goals, monitoring performance, and ensuring compliance with relevant regulations and standards. Regular reporting and updates on sustainability initiatives are provided to the Board to facilitate informed decision-making and ensure accountability. The attendees at our Board meetings include the Divisional Managing Directors and Finance Director together with Group directors and other business specific directors. The Board meets ten times a year.

Sustainability Committee

We have established a dedicated Sustainability Committee comprising Board members, senior management, and external experts. The Committee oversees the development, implementation, and monitoring of our sustainability strategy. It sets clear objectives, defines targets, and reviews progress towards achieving sustainability goals. The Committee also ensures that sustainability risks and opportunities are appropriately addressed, and resources are allocated for their effective management.

Policies and Frameworks

We have developed sustainability policies and frameworks that guide our operations and decision-making processes. These include a Sustainability Policy, Environmental Policy, Social Responsibility Policy, and Health and Safety Policy. These policies outline our commitment to sustainable practices, define responsibilities, and provide guidelines for integrating sustainability considerations into our day-to-day operations.

Stakeholder Engagement

Engaging with stakeholders is vital to understand their concerns, expectations, and perspectives. We actively engage with our local communities,

government authorities, employees, passengers, suppliers, and NGOs. Through regular dialogue, consultations, and surveys, we listen, seek feedback, share information, and collaborate. This engagement helps us align our sustainability efforts with the needs and aspirations of our stakeholders, with the aim of fostering trust and collaboration.

Performance Monitoring and Reporting

We have established a monitoring and reporting system to track our sustainability performance. Key performance indicators (KPIs) are identified and measured regularly to assess progress and identify areas for improvement. This annual sustainability report is published to set out our progress, achievements, challenges, and future goals for our many stakeholders.

Compliance and Risk Management

We are committed to adhering to relevant laws, regulations, and industry standards. We have implemented a comprehensive compliance and risk management framework to identify, assess and mitigate sustainability-related risks. Regular risk assessments and audits are conducted to ensure compliance and identify emerging risks and opportunities. Additionally, we actively collaborate with industry peers, participate in sustainability networks, and share best practices to enhance our sustainability performance.

Continuous Improvement

We recognise that sustainability is an ongoing journey, and we are committed to continuous improvement. We regularly review our sustainability strategy, policies, and initiatives to align with evolving best practices and emerging sustainability challenges. Feedback from stakeholders, external experts, and industry trends are considered to enhance the effectiveness and relevance of our sustainability efforts. Our commitment to continuous improvement drives innovation, resilience, and positive impact in all areas of sustainability.



Sustainability Report
November 2023

Acknowledgements:
We would like to thank our colleagues
and all those featured in this report.