



REGIONAL & CITY AIRPORTS
SUSTAINABILITY REPORT

2025

Contents

| | | | |
|----|---------------------------------------|----|---|
| 04 | Introduction | 28 | Sustainable Aviation Fuel |
| 06 | Key Metrics | 29 | Zero Carbon Turn |
| 10 | Our Business | | |
| 13 | Our Stakeholders | | Social |
| 14 | Our Vision | 30 | Accessibility Recognition at Bournemouth Airport |
| 16 | Standards and Frameworks | 31 | Showcasing the Value of Regional Airports at The New Forest Show |
| 18 | Planet | 32 | Public Engagement at the Show |
| 20 | People | 36 | Principles |
| 22 | Prosperity | 38 | The Year Ahead – 2026 |
| 24 | Principles | | |
| | Environmental | | |
| 26 | Surface Access Strategy | | |
| 27 | Modernising Vehicles and Equipment | | |

Future

Introduction



Dear Valued Stakeholders,

I am pleased to present Regional & City Airports' (RCA) 2025 Sustainability Report, reflecting our progress, the challenges we continue to address, and our ambitions for the future.

Over the past year we have deepened the integration of sustainability into our operations, strengthening our position as a responsible operator of UK regional airports. We achieved Airport Carbon Accreditation Level 2 across Bournemouth, Exeter and Norwich, an important milestone on our pathway to Net Zero by 2040. We advanced our work on hydrogen and electric ground operations through the Zero Carbon Turn Project, trialling alternative-fuel ground support equipment at Exeter and building the knowledge required to transition our fleet in the years ahead.

Alongside these operational developments, feasibility studies for solar farms at Bournemouth, Norwich and Exeter Airports will progress into delivery planning, reinforcing our renewable energy strategy and resilience. Yet sustainability for RCA goes beyond carbon. Our people, communities and partners remain central to our mission. This year we continued to support local Air Ambulance services, expanded apprenticeship and skills programmes and deepened community partnerships across our airports.

We remain committed to robust governance, transparency and accountability. Sustainability is a standing item on our Board agenda, with a dedicated Sustainability Committee providing oversight, leadership and constructive challenge. Looking ahead to 2026 and beyond. We intend to continue strengthening the collaboration with airlines, councils and communities to ensure sustainable growth. Thank you for your trust and support as we work together to shape a brighter future for regional aviation.

Andrew Bell
Chief Executive Officer
Regional & City Airports



Regional & City Airports (RCA) remains a values-led business, placing sustainability at the heart of our decisions and day-to-day operations.

This year we focused on accelerating tangible progress towards our long-term climate and community goals. Bournemouth, Exeter and Norwich airports each achieved Airport Carbon Accreditation Level 2, demonstrating measurable reductions in carbon emissions and a robust commitment to continuous improvement. At Exeter, we successfully executed trials of hydrogen ground support equipment, providing valuable insight into the role zero-emission technologies can play in decarbonising airport operations. We also aligned our reporting with the emerging UK Sustainable Disclosure Requirements, ensuring transparency and compliance with the highest standards of sustainability governance.



Hydrogen trials at Exeter Airport

In parallel, feasibility work on solar deployment advanced across all three sites, strengthening the case for renewable energy integration into our operations. We also prepared our airports successfully and key stakeholders for the introduction of the UK Sustainable Aviation Fuel (SAF) mandate in January 2025, building the knowledge and partnerships necessary to support the aviation sector's transition.

This year also marked a new chapter for RCA with investment by ICG. Their strong commitment to responsible investment and clear intention to mature our Environmental, Social and Governance (ESG) practices further reinforces sustainability as central to our future. With ICG's backing, we are well-positioned to accelerate decarbonisation, enhance resilience, and drive positive outcomes for our people, passengers, and the wider communities we serve.

ICG

Our ambition remains clear: to deliver safe, efficient and commercially resilient regional airports while contributing meaningfully to the UK's climate commitments, supporting national connectivity, and creating long-term value through responsible growth.



Key metrics

Norwich Airport



PASSENGER NUMBERS
Year ended 31 March 2024

350,570

PASSENGER NUMBERS
Year ended 31 March 2025

429,478

23%



Exeter Airport



PASSENGER NUMBERS
Year ended 31 March 2024

435,448

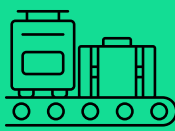
PASSENGER NUMBERS
Year ended 31 March 2025

442,739

2%



Bournemouth Airport



PASSENGER NUMBERS
Year ended 31 March 2024

966,507

PASSENGER NUMBERS
Year ended 31 March 2025

1,106,693

15%



XLR



PASSENGER NUMBERS
Year ended 31 March 2024

3,300

PASSENGER NUMBERS
Year ended 31 March 2025

3,597

9%



Key metrics

100%

OF ENERGY FROM RENEWABLE SOURCES (REGO TARIFF)

100%

OF WASTE DIVERTED FROM LANDFILL

953

EMPLOYEES ACROSS 5 SITES IN THE UK

↓5%

EMISSION REDUCTION YEAR ON YEAR

7,984

LITRES DIESEL SAVED THROUGH TRANSITION TO HVO

Top 6

'WHICH' BEST AIRPORTS FOR CUSTOMER SERVICE – ALL 3 AIRPORTS IN TOP 6.

Level 2

ACA – LEVEL 2 AWARDED



Our Business

RCA owns and also operates Bournemouth, Exeter and Norwich Airports and also operate XLR Executive Jet Centres at Birmingham, Bournemouth, Exeter and Liverpool, with a partnership at Norwich.

Across the group we employ over 950 people and generated turnover of £132 million, year ended 31 March 2025.

Our business is guided by three principles that shape our daily decisions and long-term investments: enabling connectivity with responsibility, developing skills and a future-ready workforce, and delivering our Net Zero 2040 strategy with urgency and discipline. Together these principles ensure we balance operational excellence with environmental stewardship and social value.

1. Leadership

We value the life-changing impact of skills and training. At RCA, we recognise that our people are at the heart of our success. We are committed to building a culture of ongoing learning, where professional growth and knowledge-sharing are encouraged at every level. Our teams are empowered to refine their expertise, embrace innovation, and keep pace with evolving industry standards and technologies.

2. Connectivity

Enhancing and rebuilding regional connections is not just an aspiration for RCA but a central commitment to driving economic development and shared prosperity across the UK. As a trusted part of the aviation sector, we recognise the critical importance of maintaining smooth, reliable transport networks that unite communities.

We know that strong regional links enable businesses to expand, communities to grow stronger, and individuals to access opportunities that might otherwise remain unavailable.

3. Sustainability

We are committed to achieving Net Zero and taking a leading role in tackling climate change. Our approach is underpinned by clear principles and robust action. We take accountability for our environmental footprint and are implementing targeted strategies to cut greenhouse gas emissions. By embedding sustainability into every aspect of our operations, we are laying the foundations for a greener, more resilient future.



RCA AIRPORTS

RCA BOURNEMOUTH
RCA EXETER
RCA NORWICH



XLR EXECUTIVE JET CENTRES

AT BIRMINGHAM,
BOURNEMOUTH, EXETER
& LIVERPOOL WITH A
PARTNERSHIP AT NORWICH.



ACROSS THE GROUP WE EMPLOY 953 PEOPLE
AND GENERATE TURNOVER OF



£132m

Year ended 31 March 2025

Efficient.
Accessible.
Attentive.



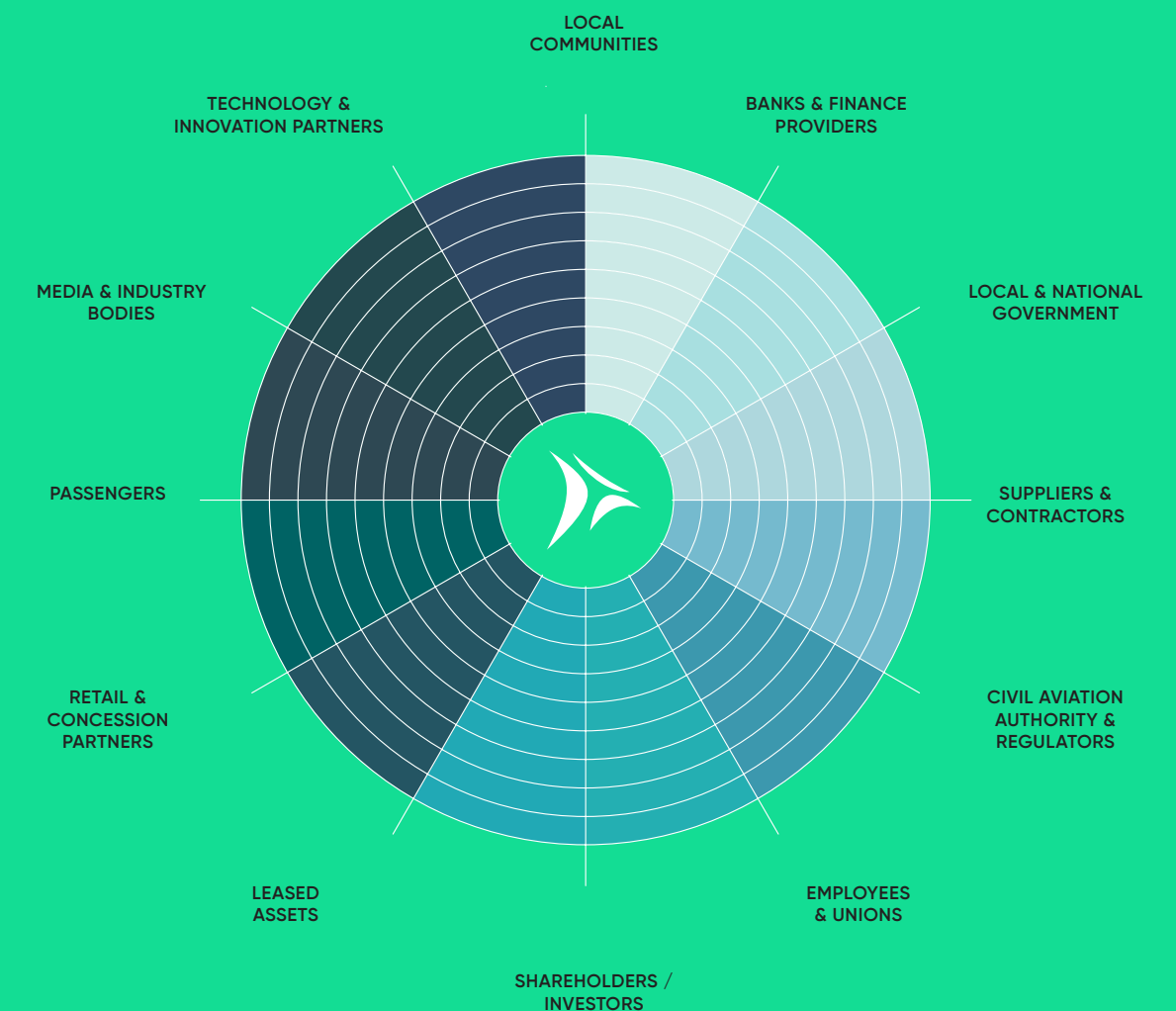
Our Stakeholders

Our airports exist to serve and connect people and our stakeholders shape our priorities. For customers, we continue to enhance a seamless and inclusive travel experience through efficient, accessible facilities and attentive service.

For our employees, we provide a safe, rewarding and inclusive workplace with clear opportunities for learning and progression. For shareholders and banking partners, we manage the business ethically and transparently to support stable, long-term value creation. For suppliers, we build partnerships grounded in quality and shared sustainability standards that strengthen our supply chain. For local communities and

the environment, we seek to generate positive impact beyond the airport boundary supporting local initiatives, advancing sustainable transport and managing our environmental footprint responsibly. In 2025, collaboration with local councils on surface access deepened, community funds expanded their reach and supplier engagement on sustainability criteria was strengthened.

RCA Stakeholder Groups



Unleash

Our Vision

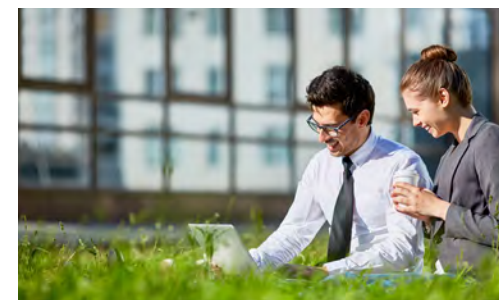
Our vision is to unleash the potential of the regional airport by embedding sustainability into growth. In 2025 this meant converting intent into measurable action. We advanced climate leadership by reaching Airport Carbon Accreditation Level 2 and by readying our airports for the SAF mandate.

We strengthened collaboration with technical partners such as Cranfield University and ULEMCo, and with fuel providers such as Air BP, to accelerate the transition of ground operations and support emerging aircraft technologies. We progressed diversity, equity and inclusion through targeted recruitment and training, ensuring

our teams better reflect the communities we serve. We also deepened our commitment to continuous improvement by extending smart metering, enriching our carbon data and refining the management information that underpins operational decision-making.



ULEMCo
ULTRA LOW EMISSION



Climate Change

We advanced our climate leadership by achieving Airport Carbon Accreditation Level 2, demonstrating tangible reductions in emissions and greater transparency in reporting. We also prepared our airports for the introduction of the Sustainable Aviation Fuel (SAF) mandate, ensuring the infrastructure, partnerships and knowledge are in place to support decarbonisation.

Collaboration

We strengthened collaboration with a diverse range of technical and commercial partners. By working closely with Cranfield University, ULEMCo, and fuel providers such as Air BP, we accelerated the transition of ground operations and explored the potential of emerging aircraft technologies. These partnerships allow us to harness innovation while reducing operational risk.

Diversity, Equity and Inclusion

We continued to build a workplace culture where diversity, equity and inclusion (DEI) are at the forefront. In 2025, this included targeted recruitment programmes, enhanced training opportunities, and policies designed to ensure our teams better reflect the communities we serve. By embracing a broader range of perspectives, we are laying the foundations for more resilient, innovative and representative organisations. Alongside this, we strengthened our approach to ethical employment by reinforcing our Modern Slavery commitments. This included reviewing supply chain practices, increasing staff awareness through training, and ensuring robust policies and reporting mechanisms are in place to identify and address any potential risks.

Continuous Improvement

We deepened our commitment to continuous improvement by extending the roll-out of smart metering across our airports. This enabled us to capture more granular energy and emissions data, enriching our carbon reporting and sharpening the management information that underpins operational decision-making. These insights strengthen our ability to act quickly and effectively on sustainability opportunities.



Standards and Frameworks

Adopting structures that work for our business and stakeholders is critical in setting our priorities. In 2024, Bournemouth, Exeter and Norwich aligned with the Airport Carbon Accreditation (ACA) Scheme, a globally recognised programme led by Airports Council International to help airports manage and reduce carbon emissions.

The ACA framework provides a standardised way to measure our carbon footprint, set reduction targets, and implement action plans that enhance energy efficiency, support renewable energy, and embed sustainable practices across our operations. It also encourages us to engage with employees, partners and local communities, fostering shared responsibility for sustainability.

With five levels of accreditation available from Mapping through to Net Zero Balance our progression to Level 2 (Reduction) demonstrates tangible progress, and we are committed to advancing further.

Participation in ACA not only strengthens our environmental performance but also showcases our leadership within the aviation industry and connects us to a global network of airports working collectively towards Net Zero.

Alongside this, our airports remain active members of Sustainable Aviation, the UK's leading industry coalition committed to delivering a cleaner, quieter and smarter future for aviation.

Below are the key requirements for the Airport Carbon Accreditation Scheme at Level 2 – Reduction, which also form the foundation for Levels 3 and 3+. Airports must provide a verified carbon footprint, a formal carbon management plan, and independently verified evidence of real emissions reductions.

1. Carbon Footprint

- Prepare a verified carbon footprint for Scope 1 and Scope 2 emissions (direct emissions from airport-controlled sources like heating, power, and vehicles, plus purchased electricity/heat).
- Footprint must comply with the GHG Protocol or ISO 14064-1.

2. Carbon Management Policy & Plan

- Establish a formal Carbon Management Policy with commitments to reduce emissions.
- Develop a Carbon Management Plan (CMP) that sets objectives, targets, timelines, and responsibilities for achieving reductions.

3. Demonstrated Reductions

- Provide evidence of actual emissions reductions against a three-year rolling average baseline.
- Reductions must be the result of direct actions taken by the airport (not just external changes such as a decarbonised grid).

4. Independent Verification

- An independent third-party verifier (ISO 14064-3 accredited) must audit the carbon footprint and reduction evidence.

5. Engagement & Communication

- Document how the airport communicates its carbon management activities internally and externally.
- Show that stakeholders (staff, regulators, airlines, etc.) are aware of the programme and its objectives.



Progress



Our environmental strategy is anchored to Net Zero 2040 and supported by practical initiatives that reduce emissions and build resilience.

During 2025, our participation in the Zero Carbon Turn Project delivered successful hydrogen ground support equipment trials at Exeter, demonstrating operational feasibility across multiple equipment types and informing our future fleet transition. The UK SAF mandate came into effect in January 2025 and we continued preparations with airlines, fixed-base operators and maintenance providers to facilitate uptake, building on Norwich's early move to enable SAF availability. Beyond fuel and power, we worked with local authorities to improve surface access, expanded active travel and bus schemes and refined wayfinding and terminal operations to reduce indirect emissions associated with the passenger journey.

Planet



Our people are the heart of RCA, we aim to provide a safe workspace and support our employees personal and professional growth.

It is our responsibility as a Company to provide our employees with a supportive workplace that enables them to improve themselves. This includes providing opportunities and showing respect for the diverse backgrounds, unique life experiences and individual contributions that each employee offers. Mental health first aid provision has expanded in the last 12 months, ensuring employees can access support quickly and confidentially. We strengthened skills pipelines through apprenticeships and partnerships with colleges in Devon, Dorset and Norfolk, providing pathways into aviation careers while equipping our teams with the capabilities required for the energy transition. When embraced, our differences drive more effective teamwork.

Health and safety management systems continued to mature across our sites, supported by ongoing training, simplified processes and leadership visibility. Our engagement programme showed increasing awareness of sustainability and growing confidence in contributing to change on the ground.

People



We measure prosperity by the value we create for our regions as much as by our financial performance.

We continued to waive airport fees for the Devon and East Anglian Air Ambulance Trusts, supporting life-saving services for our communities. Our community funds invested in local projects around Bournemouth, Exeter and Norwich, enabling social, recreational and environmental benefits with a focus on education, wellbeing and nature. Accessibility remained a priority: we enhanced support for passengers with reduced mobility, expanded familiarisation visits for people who are anxious about flying, and developed digital wayfinding and quiet areas to improve the terminal experience. Our teams supported schools, charities and cultural events throughout the year, from guided tours and work-experience placements to major regional events that bring people together and strengthen civic pride.

Prosperity



Effective governance is the foundation of our sustainability programme.

The Group Board oversees sustainability as part of corporate strategy, receiving regular updates on progress, risks and opportunities. A dedicated Sustainability Committee brings together senior leaders and subject-matter experts to set objectives, monitor delivery and allocate resources. Our policy framework covering sustainability, the environment, social responsibility and health and safety was refreshed in 2025 to clarify responsibilities and embed expectations across our operations. Stakeholder engagement intensified through structured dialogues with local authorities, airlines, suppliers, employees and passengers, including our first customer sustainability survey across three airports. We strengthened risk management by enhancing climate and ESG controls, aligning with SDR expectations, and we maintained a discipline of quarterly reviews, benchmarking and knowledge-sharing across the sector to drive continual improvement.

Principles

Environmental Case Studies

Surface Access Strategy

Getting to and from the airport is a critical part of the passenger journey and a significant contributor to overall emissions. As part of our Net Zero 2040 commitment, we are focused on making surface access more sustainable, accessible and efficient for all who use our airports.

Our airports have longstanding partnerships with local councils and transport authorities, and these relationships continue to evolve as regional transport priorities shift towards low carbon mobility. Together we are working on strategies that not only improve customer experience but also contribute to the wider decarbonisation of regional transport networks.

We are actively engaging in initiatives that encourage alternative modes of travel such as walking, cycling, public transport and shared mobility, while reducing reliance on private vehicles. Norwich's car sharing scheme is a strong example of how collaborative solutions can lower single occupancy car journeys, reduce congestion and cut carbon emissions. Building on this, we are exploring ways to replicate and scale similar schemes across our wider airport portfolio.

Cycling also plays an increasingly important role. Local bike hire and cycle to work initiatives are already available at and around our airports, and we are assessing opportunities to improve infrastructure such as secure bike storage, signage and safer road connections. By integrating our airports more closely with local cycling and walking routes, we aim to make active travel a viable choice for both staff and passengers.

Sustainability. Accessible. Efficient.



Public transport is another priority. We are in discussions with regional transport providers to strengthen links between our airports and local rail and bus hubs. Improved timetabling, clearer information and targeted marketing will help make public transport the default choice for more of our customers. In parallel, we are working with partners to explore the potential for low emission shuttle services and electric bus connections in the future.

Looking ahead, our Surface Access Strategy will expand car sharing and ride sharing platforms across all airports, enhance integration with local and regional public transport systems, invest in infrastructure that supports cycling and walking, develop new partnerships to pilot low emission and zero emission airport transfer solutions, and continue engagement with local authorities to ensure surface access planning aligns with broader sustainability and economic development goals.

By broadening our approach, we are positioning our airports not just as gateways for air travel but also as champions of sustainable, multimodal connectivity. These actions will help reduce emissions, improve local air quality and deliver a more seamless and sustainable experience for our customers, communities and employees.

CASE STUDY:

Modernising Vehicles and Equipment



This year at Bournemouth Airport, we continued to invest in modern, low-emission vehicles to enhance safety, efficiency and sustainability across our airports.

Fire and Rescue Service

The Fire Department welcomed two new fire appliances, replacing vehicles that had been in service for more than 20 years. Equipped with Euro 6 engines, these appliances deliver the same high levels of performance and reliability

while producing significantly lower emissions of nitrogen oxides and particulate matter. This improves local air quality, reduces fuel use and ensures compliance with the latest environmental standards supporting both operational excellence and our carbon reduction ambitions.

Ground Handling

The Ground Handling Department added two new electric baggage tractors to its fleet. These zero-emission vehicles enhance day-to-day efficiency on the airfield while directly reducing the airport's carbon footprint. With their introduction, the fleet now totals ten baggage tractors, reflecting an ongoing commitment to modernising equipment and embedding sustainability in every part of our operations.

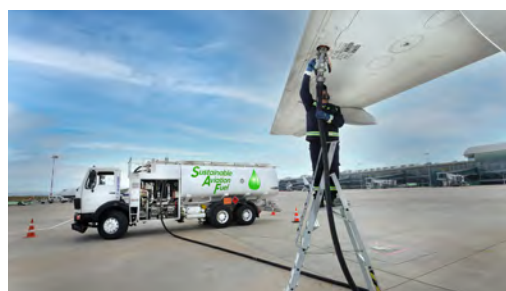
Together, these investments demonstrate how upgrading essential vehicles not only strengthens operational capability, but also contributes to cleaner, safer, and more sustainable airports.

Environmental Case Studies

Sustainable Aviation Fuel



Sustainable Aviation Fuel (SAF) will be a cornerstone of the UK's strategy to decarbonise air travel. It can be used in existing aircraft without modification and typically delivers around 80% lower lifecycle greenhouse gas emissions compared to fossil jet fuel.



From 1 January 2025, the UK SAF mandate came into effect, requiring 2% of all jet fuel to be SAF. This will rise to 10% in 2030 and 22% by 2040. These targets create both a challenge and an opportunity for the aviation sector and RCA is preparing to play a leading role in making this transition possible.

Norwich Airport has already proven SAF readiness through early investment in supply infrastructure and partnerships with Air BP. Building on that foundation, our focus now shifts to expanding SAF availability and uptake across our airport group. In the coming years we will:

- Support airlines, fixed base operators and MROs in adopting SAF, helping to normalise its use.
- Work with fuel suppliers and government to overcome barriers of cost and supply chain scale-up.
- Explore collaborative models with tenants and partners to ensure SAF can be offered to a wider range of customers.
- Monitor and respond to SAF market developments to ensure our airports remain future-ready.

By pursuing these actions, we aim not just to comply with the SAF mandate, but to actively accelerate its success. SAF adoption across our airports will play a vital role in reducing emissions, supporting our Net Zero 2040 commitment, and demonstrating that regional airports can lead in delivering cleaner, more responsible air travel.

SUSTAINABLE AVIATION FUEL (SAF) CAN BE USED IN EXISTING AIRCRAFT WITHOUT MODIFICATION AND TYPICALLY DELIVERS AROUND

80%




LOWER LIFECYCLE GREENHOUSE GAS EMISSIONS COMPARED TO FOSSIL JET FUEL.

Zero Carbon Turn



CASE STUDY:

Zero Carbon Turn Trial at Exeter Airport

Exeter Airport hosted a Zero Carbon Turn trial in collaboration with TUI, Cranfield University, the Civil Aviation Authority, Ulemco, MULAG, Connected Places Catapult and Boeing. This live demonstration explored the potential of hydrogen-powered ground support equipment (GSE) to decarbonise core airport operations.

Trial Overview

Three different hydrogen-enabled vehicles were deployed to complete the pushback of a TUI B737 aircraft:

A HyICE Tug – zero-emission hydrogen internal combustion engine.

A Hydrogen Fuel Cell Baggage Tractor – zero-emission.

A Hybrid Ground Power Unit (GPU) – reducing emissions by around 20% compared with diesel.

Results and Learnings

The trial confirmed that hydrogen technologies can successfully power day-to-day airport operations. Running the equipment on green hydrogen demonstrated immediate carbon savings, with potential to reduce Exeter's GSE emissions by around 10% in the near term, and by up to 45% if GPUs transition to full zero-emission solutions.

Wider Benefits

In addition to carbon reductions, decarbonising GSE brings clear local air quality benefits, directly improving conditions for airside employees and the surrounding community. The trial highlighted both the feasibility of hydrogen in ground operations and the need for longer-term infrastructure solutions to unlock its full potential.



A HYBRID GROUND POWER UNIT (GPU) – REDUCING EMISSIONS BY AROUND

20%

COMPARED WITH DIESEL.

Social Case Studies



RCA is committed to making a positive and lasting impact beyond its core operations. Through ongoing charitable initiatives, volunteer programmes, and partnerships with local groups, we actively support individuals and organisations across the region. By embedding ourselves within the community, we aim to strengthen social value, improve wellbeing, and ensure that our success contributes meaningfully to the people around us.



CASE STUDY:

Accessibility Recognition at Bournemouth Airport

In 2024, Bournemouth Airport was awarded a 'Very Good' rating by the Civil Aviation Authority (CAA) for the quality of customer service provided to disabled and less mobile passengers. This recognition, part of the CAA's annual Airport Accessibility Report covering 26 of the UK's largest airports, reflects our consistent performance in supporting accessibility and inclusion.

The rating highlights Bournemouth's commitment to ensuring that all passengers, regardless of mobility needs, can travel with

confidence and dignity. It recognises the efforts of our dedicated teams who provide assistance services, invest in training, and continually improve facilities to make the airport experience as seamless and inclusive as possible.

Achieving this top-tier rating demonstrates that accessibility is not only a regulatory requirement, but a core value embedded in how we operate. It showcases our ambition to deliver safe, welcoming, and inclusive airports that serve every member of our community.



CASE STUDY:

Showcasing the Value of Regional Airports at The New Forest Show

From 29-31 July 2025, Bournemouth Airport (BOH) took part in The New Forest Show, one of the South's most celebrated community events. With tens of thousands of visitors over three days, the Show provided a unique opportunity to engage directly with the public and highlight the vital role that regional airports play in connecting people and places.

Why Regional Airports Matter

Regional airports like Bournemouth deliver real advantages. For local communities, they mean:

- **Shorter journeys to the airport** – saving passengers time and reducing emissions from surface travel.
- **Less congestion** – quicker check-in, faster security, and smoother boarding.
- **Stronger regional economies** – supporting jobs, tourism, and local supply chains.
- **Choice and connectivity** – offering direct access to a wide range of destinations without the need to travel via London.



Social Case Studies

Gower Peninsula Ultra Challenge



At Exeter Airport, our commitment to community goes beyond our operational role. In 2025, two members of our fire service team, Chris Briggs and Iwan Jones, demonstrated extraordinary dedication to supporting our charity of the year, Young Lives vs Cancer.

In June, Chris and Iwan took on the gruelling 100km Gower Peninsula Ultra Challenge in South Wales, a demanding endurance event that tested both physical and mental resilience. Their efforts were rewarded with an incredible fundraising total of £2,575, directly benefiting young people and families facing the impact of cancer.

The cause held deep personal meaning for Chris. Ten years ago, his sister-in-law, Kaley



Fitzsimmons, passed away at the age of just 33 from osteosarcoma, a rare and aggressive form of bone cancer. Remembered for her strength and courage, Kaley's story inspired Chris and Iwan to take on the Ultra Challenge, ensuring her legacy continues through support for others affected by cancer.

This fundraising achievement reflects more than personal determination; it highlights how our people actively contribute to causes that strengthen the wider community. By supporting Young Lives vs Cancer, the airport and its employees are directly helping to fund practical, emotional and financial support for children and young people with cancer, as well as their families.

Commitment. Community. Support.



Accessibility and Inclusion: Supporting Guide Dogs and Improving Passenger Experience

We remain committed to ensuring that our airports are accessible and welcoming for all passengers, regardless of their individual needs.

Accessibility is a vital part of our social responsibility, and in 2025 we strengthened our efforts through a number of initiatives designed to make travel easier, safer, and more inclusive.

As part of this, we were proud to support the Guide Dogs Association in their essential work preparing future guide dogs for the challenges of busy travel environments. During a recent visit, thirteen guide dog puppies were welcomed across our airports, giving them a valuable opportunity to familiarise themselves with an airport setting. From experiencing terminal noise and passenger movement, to encountering security processes and departure lounges, the visit formed an important step in their training journey. These experiences will ultimately help the dogs provide greater confidence and independence to visually impaired passengers in the future.

Alongside supporting the Guide Dogs Association, we are also working to improve accessibility through digital innovation. To complement physical improvements across our airports, we have partnered with a specialist virtual tour company to create a detailed digital journey through the passenger experience. These interactive tours will help passengers – particularly those with accessibility requirements or hidden disabilities – to familiarise themselves with the airport environment before travelling. Plans are progressing well, and we look forward to launching these videos in the coming months.

By combining hands-on community engagement with digital solutions, we are embedding accessibility into the core of our operations. These initiatives highlight our belief that airports should not only connect destinations, but also champion inclusivity, independence, and confidence for every passenger.



EACH Wish

Eleven siblings of children who have had or are receiving care from East Anglia's Children's Hospices (EACH) have enjoyed a special behind-the-scenes visit to Norwich Airport, organised as part of the airport's new charity partnership with EACH.

Hosted by airport staff and supported by EACH staff and volunteers, the visit included hands-on activities in the terminal, a guided airfield tour, a stop at the airport's fire station, and lunch.

The event formed part of EACH's ongoing work to support siblings, offering them unique experiences, resources, and the opportunity to connect with others in similar situations.

Norwich Airport announced EACH as its chosen charity of the year, with plans for a series of fundraising and awareness-raising initiatives throughout 2025.

Richard Pace, Managing Director of Norwich Airport, said: "We were delighted to welcome the children and EACH staff and volunteers to the airport and provide a special day out. These young people play such an important role in their families, and we hope the visit created lasting memories. As our charity partner for the year, we're looking forward to supporting EACH in as many ways as we can."

Laura Southcott, EACH's Senior Corporate Fundraiser for Norfolk added: "Siblings' Days are an essential part of our service, giving siblings who are either bereaved or have a brother or sister receiving care at EACH the opportunity to have fun and make friends. These days also focus on wellbeing and allow children and young people to express their thoughts and feelings in a safe environment. We're incredibly grateful to Norwich Airport for their hospitality and ongoing support." raise money for EACH.

Social Break Charity Event



Bling the Elephant was sponsored by Norwich Airport and was the first stop on the trail that could be found glittering in pride of place at The Forum in Norwich.

Created by renowned artist Martin Wall, she is one of around 50 large animal sculptures including gorillas, lions, rhinos and giraffes bringing colour, creativity and conversation to public spaces across Norwich and parts of Norfolk.

Bling lives up to her name with approximately 45,000 individually placed rhinestones, costing over £1,200 and taking Martin an estimated 72 hours to complete.

"What the charity Break does is amazing - the help and guidance they give to young people in care is so important. I'd also like to thank Norwich Airport for asking to sponsor a bling elephant otherwise I wouldn't have been involved."

In addition to sponsoring Bling, Norwich Airport has also supported the GoGoSafari Learning and Community Programme, by sponsoring one of 60 smaller Mini G giraffe sculptures, designed and decorated by local schools and community groups. The airport's giraffe, named Juniper, was created by pupils from West Earlham Junior School.

Richard Pace, Managing Director of Norwich Airport, said: "We're delighted to support Break's GoGoSafari trail and to be the proud sponsors of Bling. Martin has produced a stunning sculpture and a brilliant work to kick off the start of this year's trail."

"We're equally proud to have supported Juniper, our Mini G giraffe, helping young people to get involved in art, creativity and community fundraising. Break does incredible work with young people across East Anglia, and we're honoured to play a small part in that story." The GoGoSafari trail ran throughout the summer allowing residents and visitors to discover each one before they were auctioned and raised money for Break.

Art. Creativity. Conversation.



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.

Group 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.

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 are developing sustainability policies and frameworks that guide our operations and decision making processes. These will include a Sustainability Policy, Environmental Policy, Social Responsibility Policy, and Health and Safety Policy. These policies will 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, 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 & Assurance Manager -
Richard Harris

The Year Ahead – 2026

Decarbonisation Strategy

Following the recent investment in Regional & City Airports (RCA) by ICG, a new era of ambition and investment has begun. ICG’s strategic vision places sustainability at the heart of its plans for the airports, recognising that meaningful decarbonisation is critical to long-term growth, resilience, and leadership within the regional aviation sector.

We are developing a comprehensive Decarbonisation Strategy that will define the pathway for all RCA airports to achieve Net Zero direct emissions by 2040. This strategy will set out clear milestones, targeted projects, and strategic partnerships to address operational emissions, purchased energy, and wider value chain impacts.

Key focus areas include:



On-site Renewable Energy

Installing solar generation at each airport and integrating battery storage to reduce reliance on grid electricity.



Carbon Management

Delivering targeted Scope 1 and 2 reduction projects, rolling out advanced metering and real-time monitoring systems, and preparing baseline Scope 3 expansion to achieve Airport Carbon Accreditation (ACA) Level 3 readiness.



Employee and Travel Initiatives

Introducing a car sharing platform across all sites, scaling the uptake of the EV salary sacrifice scheme, and implementing low-carbon commuting incentives to reduce ground transport emissions.



Sustainable Aviation Fuel (SAF)

Securing supply agreements with leading fuel partners, establishing airline trial routes, and launching passenger-facing engagement campaigns to raise awareness of SAF's role in decarbonising aviation.



Community and Skills Partnerships

Formalising collaborations with local councils, expanding apprenticeship and college training programmes in green skills, and delivering outreach initiatives that connect aviation innovation to local prosperity.

Every action within this strategy will contribute directly to our Net Zero 2040 target, demonstrating that regional airports can connect communities and economies responsibly.

2026 will not just mark a year of progress, it will be about proving leadership, accelerating change, and showing what a Net Zero future in aviation can look like. The Decarbonisation Strategy will be published in 2026, setting a clear and transparent roadmap for delivery.

For further information, or to be notified when the strategy is released, please contact sustainability@rca.aero





Sustainability Report
November 2025