

TOGETHER
FOR
TOMORROW

BUILT IN
YORKSHIRE.
FOCUSED
ON THE FUTURE.

A MESSAGE FROM OUR CEO



At Leeds Bradford Airport (LBA), we believe that the freedom to travel and the necessity of protecting our planet are not mutually exclusive. As LBA embarks on its most transformative period in decades, we recognise that our growth must be as responsible as it is ambitious. LBA:REGEN and the transformation of LBA, marks a new chapter for our region's connectivity. However, to truly serve as Yorkshire's gateway to the world, we must ensure that every flight, every job created, and every passenger journey is underpinned by a steadfast commitment to sustainability and social value. Our licence to grow is inextricably linked to our commitment to operate responsibly.

Together for Tomorrow marks a pivotal moment for LBA. It is more than a set of targets; it is a fundamental shift in how we define success. For decades, LBA has been an engine for Yorkshire's economy, connecting our businesses to global markets and our families to the world. Now, we are evolving that mission. We are not just building a bigger airport; we are building a better one. This strategy formalises our holistic approach to being a responsible business, a supportive employer, and a good neighbour.

Our strategy is built upon the understanding that an airport is an ecosystem. We have a responsibility to our environment, to lead the way in aviation's transition to a low-carbon future, including accelerating the adoption of Sustainable Aviation Fuels (SAF); to our society, as one of the largest employers in the region, our commitment is personal. We want the next generation of engineers, pilots, and designers to come from the streets of Leeds and Bradford and are committed to creating a workplace where diversity is celebrated; and to our stakeholders, through governance that prioritises transparency, safety, and ethical integrity.

Together for Tomorrow is more than a policy document; it is our promise to ensure that as we grow and deliver the international connectivity Yorkshire deserves, we do so with a clear conscience and a dedicated focus on the long-term well-being of our planet and our people.

As we look toward 2030, this strategy will serve as our roadmap. It is a living commitment that will evolve alongside technology and the needs of our community. Together with our airline partners, local authorities, and the people of Yorkshire, we are proving that an ambitious regional airport can – and must – be a leader in the global transition to sustainable and responsible travel. Together for Tomorrow is our promise to you that LBA will remain a source of pride for Yorkshire – a modern, responsible, and sustainable airport that is fit for the 21st century.

Vincent Hodder
Chief Executive Officer
Leeds Bradford Airport

HOW WE'RE SWITCHING ON FOR A BETTER TOMORROW

01

Step Forward with Purpose

We're taking clear steps to build a more sustainable future for Leeds Bradford Airport.

03

Progress Through Partnership

We're working with passengers, partners and communities to make meaningful progress.

02

Commitment to Change

Together for Tomorrow is our commitment to lower emissions and drive innovation.

04

Growth That Gives Back

From greener ground operations to cleaner skies, we're growing in a way that supports Yorkshire.



OUR **VALUES** GUIDE HOW WE GROW



One Team

We are one team working together for our business.



Be the Best

To drive our success we will bring our best selves to work and seek to excel in all we do.



Do the Right Thing

We strive to do the right thing enjoy what we do and take pride in treating our customers and each other with respect and care.



OUR JOURNEY SO FAR

2018

We calculated our full Scope 1 and 2 carbon footprint to better understand our environmental impact.



2020

We achieved Level 1 Airport Carbon Accreditation (ACA) as part of our growing sustainability efforts.



2019

We completed the switch to 100% LED lighting across our runway to improve energy efficiency.



2021

We pledged to reach Net Zero in Scope 1 and 2 by 2030 and switched to renewable electricity.

OUR JOURNEY SO FAR

2022

We progressed to ACA Level 2 as we continued reducing carbon emissions across airport operations.



2024

We cut emissions by 74% since 2018 and achieved our highest GRESB sustainability score to date.



2025

We electrified engineering vehicles, trialed HVO fuel, upgraded hybrid FLYER buses, installed new ground power units and achieved a 100% GRESB sustainability score.



2023

We reached ACA Level 3, showing steady progress on our path to airport-wide decarbonisation.



HOW WE BUILT OUR SUSTAINABILITY STRATEGY

Our strategy, Together for Tomorrow, is shaped by the results of our Materiality Assessment, the UN Sustainable Development Goals, and the sustainability work already underway at LBA.

At its core are four key sustainability ambitions. Each is built around three clear components:

01

Strategic Issue

The areas we've identified for action and meaningful change.

02

Committed Action

The steps we'll take to deliver on each ambition.

03

Success Measure

How we'll track progress and define what success looks like.

These elements allow us to measure performance and stay accountable. They are grounded in benchmarking, past results and the expectations of our teams, partners, communities, regulators and shareholders.

FOCUSING WITH IMPACT

Our sustainability strategy is built on robust stakeholder engagement and a strong focus on materiality.

We undertook detailed peer and market analysis, horizon scanning and trend research to understand where our actions can have the greatest impact.

Through workshops, surveys and direct consultation, we engaged internal and external stakeholders to ensure Together for Tomorrow reflects what matters most to them.

This process helped us define clear priorities and shape a strategy that is targeted, relevant and built to deliver lasting change.

We remain committed to ongoing engagement as we implement the strategy, drawing on insights from:

- ✓ Employees
- ✓ Business partners, contractors and suppliers
- ✓ Senior leadership, Board and shareholders
- ✓ Customers and passengers
- ✓ Political stakeholders

To date, we've hosted multiple focus group workshops and received over 890 survey responses.



WHAT MATTERS MOST TO OUR STAKEHOLDERS

Central to our strategy development is active engagement with stakeholders, enabling us to reflect the most material issues to the business and our value chain.

The results of our materiality assessment informed our approach to managing risks and opportunities, including the development of our strategy.

The materiality matrices demonstrate how stakeholder priorities and business impacts align to define our key impact areas.

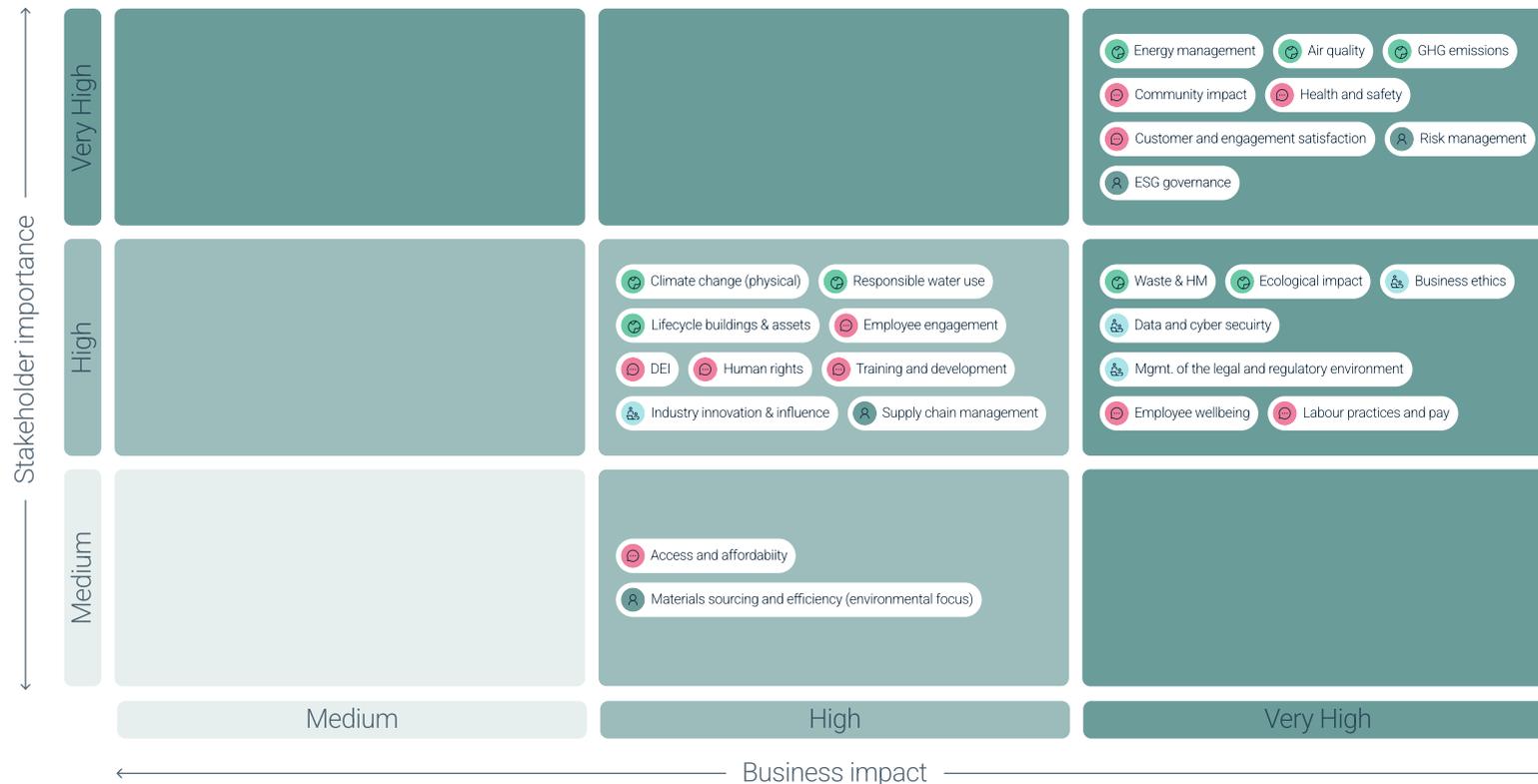
Each matrix plots sustainability topics by stakeholder importance and business impact, highlighting those in the top-right quadrant as most critical to both.

The consolidated materiality matrix integrates findings from stakeholder-specific analyses to provide a unified view of what matters most across the organisation.

This view underpins OUR Together for Tomorrow Strategy; guiding priorities, informing decision-making, and aligning sustainability initiatives with long-term value creation.



WHAT MATTERS MOST TO OUR STAKEHOLDERS



Key ESG Focus Areas:

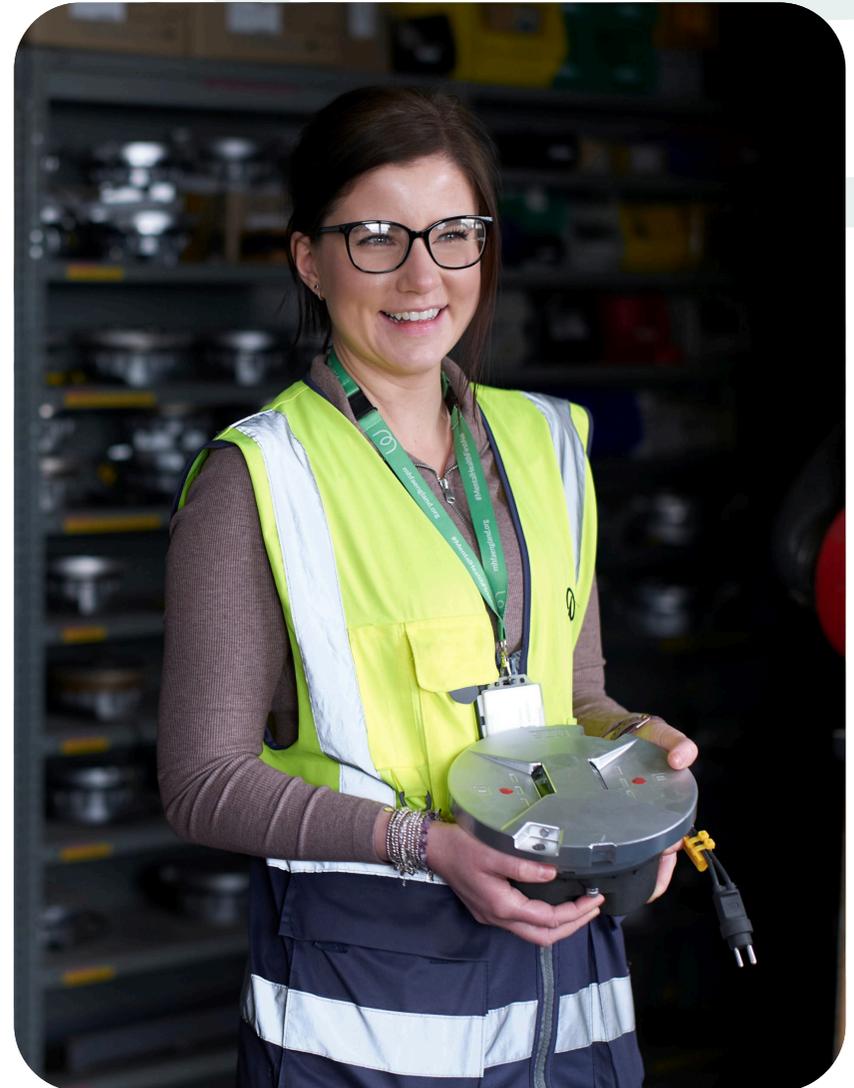
- Planet
Energy, air quality, emissions
- People
Health, safety & community
- Customers and suppliers
Customer satisfaction
- Governance
Risk management, digital security, bribery & corruption.

FOUNDATIONS FOR A SAFER LBA

Together for Tomorrow is built on a clear commitment to do the right thing. These foundations support a safe, secure and efficient airport.

Safety culture

Safety is our highest organisational priority. We commit the necessary resources and take a proactive, outcome-focused approach to safety management to ensure operations are as safe as reasonably practicable. We encourage employees and third parties to share ideas that improve safety performance and reduce risk.



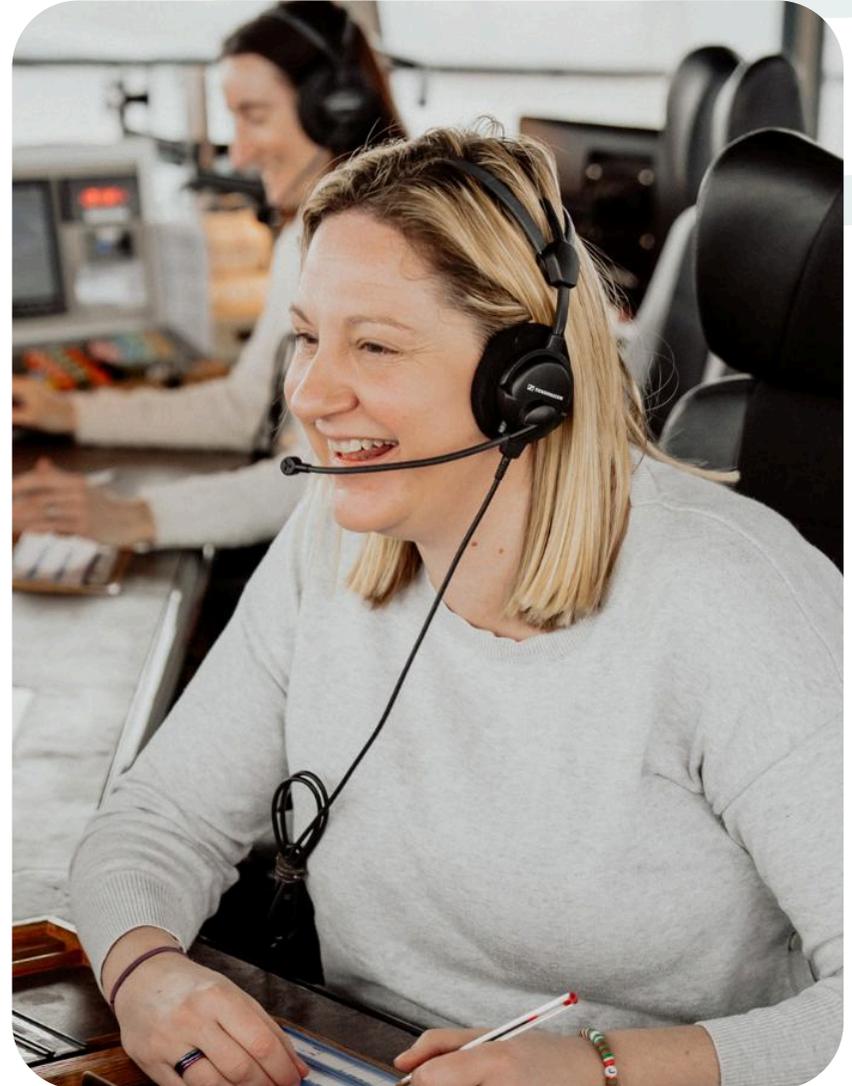
FOUNDATIONS FOR A SAFER LBA

Security culture

We promote a proactive security culture built on awareness, vigilance and shared responsibility. Through training, reporting and continuous improvement, we empower our people to identify threats, respond effectively and handle sensitive information appropriately, strengthening compliance and reducing risk.

Risk management

We take a bottom-up approach to identifying and managing risk, ensuring risks are consistently captured, reviewed and mitigated across the business. A robust incident reporting and investigation process ensures issues are addressed and actions taken where required.



GOVERNANCE AND BUSINESS ETHICS

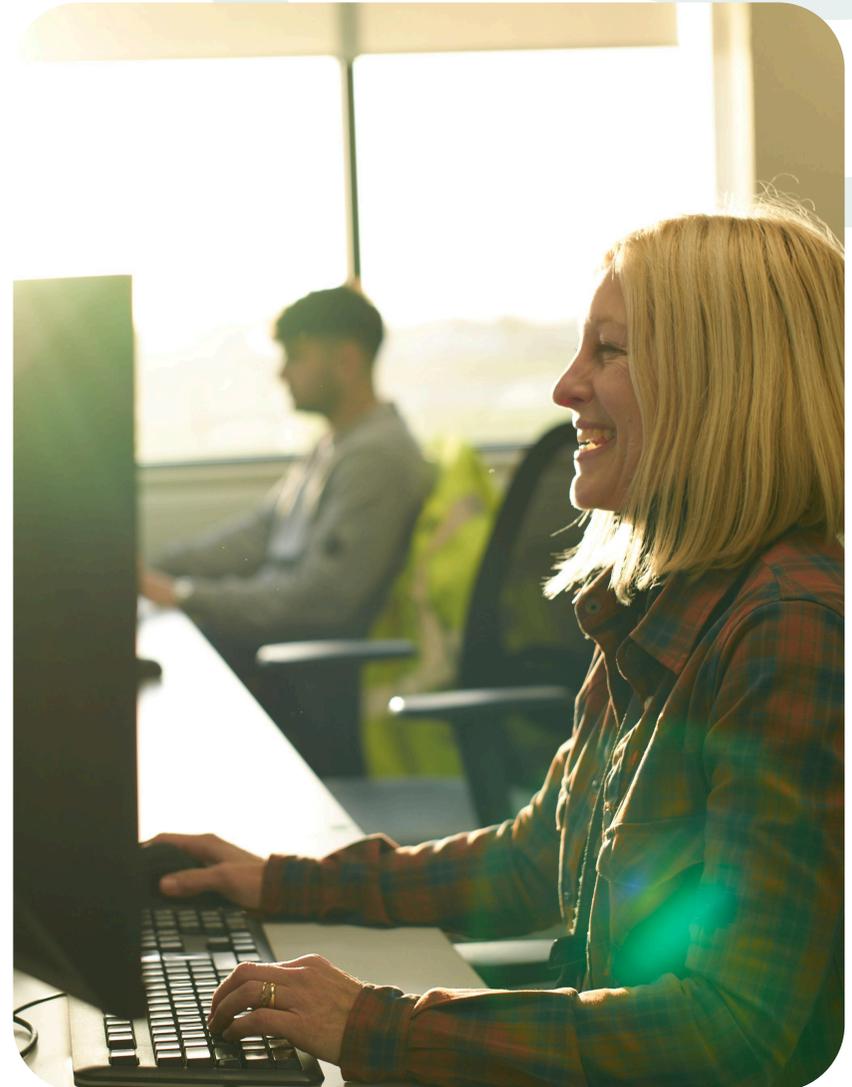
We are committed to strong governance and ethical practice, guided by the Wates Principles. Our ESG Committee, a sub-committee of the Board, oversees our sustainability performance.

Anti-bribery and corruption

We prevent and detect misconduct through clear policies, regular training and strong internal controls.

Whistleblowing

We empower employees and partners to report concerns safely and confidentially. All reports are investigated and addressed to support a culture of transparency and accountability.



DIGITAL SAFEGUARDING



We follow leading standards including ISO 27001, NIST and CAA cyber regulations (CAP1753 and Chapter 13), and are preparing to align with the CAA's new ISMS framework, which adds aviation-specific security and safety principles.

Technology and defence

We apply layered protection using intrusion detection, firewalls, encryption and Zero Trust.

Monitoring and response

Our 24/7 security centre tracks threats and responds quickly to incidents across the network.

Training and awareness

We run phishing tests, e-learning, monthly tips and cyber inductions for new starters.

Collaboration

We partner with government and CAA groups to improve standards and share best practice.

Audits and assurance

We carry out regular penetration testing and compliance audits to maintain strong defences.

Customer data protection

We protect data through encryption, training, audits and third-party checks.

Our work in digital governance helps ensure LBA, UK aviation and the wider Yorkshire economy remain resilient and future-ready.

OUR AMBITIONS

Through Together for Tomorrow, we have aligned our ambitions with eight UN Sustainable Development Goals. These goals reflect where our actions can have the greatest positive impact. We also continue to support progress across all 17 SDGs.



Destination Net Zero

Eliminating airport-controlled emissions to lead UK aviation on climate action.



Protecting Yorkshire

Protecting Yorkshire's environment and heritage through responsible growth.



Connecting Communities

Connecting people, supporting local business, and sharing sustainability benefits.



Putting People First

Championing wellbeing, equity and engagement across the airport.



DESTINATION: NET ZERO

We are committed to eliminating airport-controlled carbon emissions and positioning LBA as a climate leader in UK aviation.

- ✓ Colleagues are encouraged to use the discounted FLYER bus to reduce Scope 3 emissions and ease local traffic.
- ✓ Everyone completes energy efficiency training and applies responsible habits, like adjusting heating or switching off unused equipment.
- ✓ Teams report maintenance issues that affect energy use, such as faulty lighting or HVAC inefficiencies, to support prompt improvements.
- ✓ Energy performance is built into supplier reviews, with recognition for partners showing measurable progress.
- ✓ We celebrate milestones on our renewable energy journey, including the expansion of solar generation that helps power our future.

Strategic Issue	Committed Action	Success Measures
Energy Management	<p>Action plan in place to reduce energy as part of ESOS (Energy Saving Opportunity Scheme) - administered by the EA. Solar power install-Energy usage reporting to business partners to encourage efficiencies in their areas.</p> <ul style="list-style-type: none"> • Energy efficiency training for staff-low carbon heating solution for existing terminal, however, likely to increase power usage as we move away from natural gas. • A project to install solar panels on the roof of the X25 terminal extension is underway. This will provide 547kw output. 	<p>Self-generate 6% of our energy via onsite renewable technologies (i.e. solar panels) by 2026.</p> <p>Continue to source the remainder of our energy from renewable energy sources.</p>
Greenhouse Gas Emissions	<p>To be net zero carbon by 2030 for Scope 1 & 2 emissions. Actions taken to date:</p> <ul style="list-style-type: none"> • Renewable tariff on electricity supply under a REGO Certificate, so electricity supply for the whole airport generated by solar and/or wind. • Ongoing phase-out of diesel-powered fleet vehicles with EV. Engineering Dept is now fully electric. • Hall B heating system - removed natural gas and replaced with sustainable system. • LED lighting installed across the estate, including runway and car parks. • Trial of HVO for remaining diesel-powered vehicles. 	<p>Achieve carbon neutrality for Scopes 1 and 2 by offsetting Net Zero by 2030.</p> <p>LBA will have no gas within the airport terminal by 2025 through the replacement of boilers with electric alternatives or air source heat pumps where feasible.</p>
Climate Change	<p>A full site-specific climate risk and resilience assessment/workshop was carried out in June 2025. As well as physical risks, this included transition risks and opportunities. The risks will be added to the company risk register with regular review and update.</p>	<p>ACAS Level 4 by 2026.</p>
Innovating Future Fuels	<p>Leeds Bradford Airport is at the heart of a new £1.5 million government-backed study into producing sustainable aviation fuel (SAF), in a move that could pave the way for cleaner, greener flights from Yorkshire.</p> <p>The funding, awarded by the Department for Transport, will support a detailed feasibility study into creating Power-to-Liquid SAF, a next-generation fuel made using renewable electricity and captured carbon, at or near the airport.</p>	<p>Work with our airline partners to support the UK Government's SAF Mandate:</p> <ul style="list-style-type: none"> • 2025: 2% of total UK jet fuel demand • 2030: 10% of total UK jet fuel demand.



PROTECTING YORKSHIRE

We are committed to safeguarding Yorkshire's natural environment and heritage. Our aim is to ensure sustainable airport growth that respects and enriches the region's landscape and communities.

- ✓ We ask staff and partners to minimise single-use plastics and choose sustainable alternatives where possible.
- ✓ Passengers are invited to support recycling in terminals and take part in nature conservation initiatives.
- ✓ Employees are encouraged to walk, cycle, car share or use public transport when they can.
- ✓ Everyone can support our campaign for better rail access, helping to reduce traffic, cut emissions and make travel easier for all.

Strategic Issue	Committed Action	Success Measures
Air Quality	Monitoring of NOx using diffusion tubes (x3 tubes within airport site boundary and x4 on outside)	Target of <40ug/m3 (based on annual average). The actual annual average in 2024 was 12.5ug/m3.
Ecological Impact	Partnership with the Aire Resilience Company (ARC)	Increase and protect the levels of biodiversity across the airport by partnering with local initiatives via its not-for-profit Community Interest Company (CIC) that will facilitate the delivery and maintenance of Natural Flood Management (NFM) measures throughout the Aire catchment, to reduce the risk of flooding caused by climate change.
Waste	<p>Encourage our business partners to reduce single use plastics by providing the facilities to segregate all waste streams across the site with recovery and recycling where possible - no waste to landfill.</p> <p>Separate food waste collection started in 2025, along with collection of confiscated items (LAGS) in security and donation to a local charity.</p> <p>Providing facilities to encourage on board aircraft recycling.</p>	<p>Continue to divert 100% of waste from landfill.</p> <p>Actively support trials (following Defra rules) to see where we can recover Category 1 aircraft waste for recycling.</p>
Responsible Water Use	As part of our water stewardship programme, we are identifying areas where sub meters can be installed to measure usage more closely and inform where usage can be reduced.	<p>Continue to reduce our water consumption (m3) per passenger from 2019 levels.</p> <p>Identify potential new locations for sub metres once LBA REGEN construction works are complete.</p>
Sustainable transport and regional connectivity	<p>Continue to work with WYCA, Network Rail and Northern Trains to lobby for the construction of LBA Parkway Station</p> <p>Introduce 100% Hybrid FLYER services across A1, A2 and A3.</p> <p>Encourage staff to use more sustainable modes of transport to travel to the airport.</p>	<p>Achieve 10% of passengers using public transport to and from the airport.</p> <p>Encourage the use of electric vehicles by offering discounted entry to Pick Up and Drop Off for non-commercial vehicles.</p> <p>Implement an improved LBA Car Share scheme to achieve 35% of staff travelling to work by means other than single occupancy vehicles.</p> <p>Install EV charging points for use by staff.</p> <p>Encourage participation in EV salary sacrifice scheme by staff.</p>



CONNECTING COMMUNITIES

We aim to strengthen regional ties by connecting people, supporting local businesses, and sharing the benefits of sustainability across Yorkshire.

- ✓ We support local causes through donations and encourage staff to volunteer time and skills for community projects.
- ✓ We act as responsible neighbours, mindful of how daily operations impact people and the local environment.
- ✓ We listen and respond to community feedback, making sure local voices shape how we operate.
- ✓ We offer a professional, helpful and welcoming experience for everyone travelling through LBA.

Strategic Issue	Committed Action	Success Measures
Community Impact	<p>LBA Foundation: Dedicated budget of £10,000 assigned for community projects aligned with Together for Tomorrow topics</p> <p>LBA Community: Regular meetings with our nearest neighbours to listen and understand how our operations impact our communities.</p> <p>Airport Consultative Committee (ACC): Regular meetings with our most valued stakeholders to inform and update on developments at the airport.</p> <p>Continue to deliver a rolling two-year charity partnership and encourage more staff to contribute through team fundraising activities and skills partnerships.</p>	<p>Increased dedicated budget for LBA Foundation by up to 25% every year until 2030.</p> <p>Deliver 12 LBA Community events every year until 2030.</p> <p>Deliver four ACC meetings every year until 2030.</p> <p>Partnership with AVSED 2024 – 2026. New charity partners to be chosen by employees and business partners every two years.</p>
Customer Engagement and Satisfaction	LBA's aim is to retain 'good' NPS scores, across both the departures and arrivals experience	Maintain or improve a Net Promoter Score (NPS) of 50 YoY.
Noise	<p>Noise Action Plan (5-yearly updates) are publicly available. Freely available noise complaints process with a response provided to all those that require one.</p> <p>X 4 fixed noise monitors, plus a mobile monitor that can be deployed in resident's gardens.</p> <p>Noise contour mapping produced voluntarily every two years.</p>	<p>Increase number of mobile monitors from 1 to 5 by 2027 with data available on demand.</p> <p>Publishing the airport's annual contours via LBA Community events detailed which populations affected by noise.</p> <p>Develop a public access system to online tracking on the new LBA website by 2030.</p>
A responsible and sustainable supply chain	<p>Promote local supplier partnerships and local spend where goods and services are available</p> <p>Encourage support for our Together for Tomorrow commitments for a sustainable supply chain</p> <p>Combatting modern slavery and human trafficking.</p>	<p>Ensure 35% or more of LBA's annual spend is in local postcodes.</p> <p>Creation and rollout of LBA's supplier onboarding process including comprehensive supplier due diligence.</p> <p>Creation of a Together for Tomorrow Supplier Pledge.</p>
Transparent Community Engagement and Reporting	Check in annually with our community through a community survey, continue to share stories and progress through annual ESG reports, newsletters, blogs and social media case studies.	Improve our 'Trust in LBA' score by 3% or more by the end of the strategy.



PUTTING PEOPLE FIRST

We pride ourselves on prioritising wellbeing, equity, and engagement for passengers, employees, and partners, ensuring that sustainability is embedded across the airport.

- ✓ We champion diversity and inclusion through events that celebrate individuality and belonging.
- ✓ We share stories that highlight inclusion and wellbeing in action, showing how small changes create lasting impact.
- ✓ We deliver training and development that meets real operational needs and builds confidence.
- ✓ We provide proactive support to ensure every journey through LBA is accessible and inclusive.

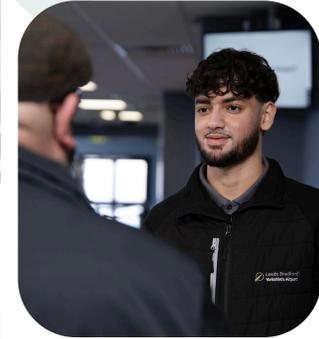
Strategic Issue	Committed Action	Success Measures
Diversity, Equity and Inclusion (DEI)	<p>Celebrate Inclusion - regular Champions Network events.</p> <p>Promote values through all people processes – recruitment, recognition, performance management.</p> <p>Regular policy reviews – EDI, tackling discrimination and bullying and harassment.</p> <p>Regular learning programme for all employees and high potential programmes supporting development of minority groups.</p> <p>Support and accessibility for passengers requiring assistance.</p>	<p>Increased representation from minority groups.</p> <p>Continued improvement in suite of inclusion questions in employee survey.</p> <p>Deliver bi-annual Accessibility Group Forums to listen to and engage with marginalised groups. Members include representatives from local charities and disability organisations, as well as disabled or assisted passengers and individuals with lived experience of flying from Leeds Bradford Airport.</p>
Human Rights	<p>Robust employee relations policies, investigating employee complaints in a sensitive and timely manner.</p> <p>Providing support through Employee Assistance Programme.</p>	<p>Achieve annual employee engagement targets and achieve above industry benchmark by 2027.</p>
Training and Development	<p>Regular Leadership training for all People Managers.</p> <p>Annual calendar of mandatory compliance learning.</p> <p>Access to range of e-learning modules for self-development.</p> <p>Talent programmes for High Potential Employees.</p>	<p>RIDDOR target for 2025/26 > 5.</p> <p>Active slips and trips reduction programme.</p> <p>Safety committees and working groups to meet at least quarterly, with information being shared with Senior Leadership via our quarterly Safety Review Board.</p>
Employee Engagement and Wellbeing	<p>Run the 'LBA Have Your Say' annual employee survey , across entire airport estate.</p> <p>Introduce and maintain an LBA specific Mental Health Programme with an established and trained team of Mental Health First Aiders.</p> <p>Provide regular Occupational Health Screening to all employees.</p> <p>Offer all employees the opportunity to partake in at least one volunteering day per year.</p>	<p>Maintain or improve our employee engagement score of 60 for 2025.</p> <p>Delivery of Mental Health Awareness training to Frontline Managers and Supervisors by 2026.</p> <p>Programme of health screening through partnership with our Occupational Health provider with screening defined by role and individual health requirements.</p> <p>Increase the percentage of employees using their volunteer time with the aim of achieving 10% annually by 2030.</p>

DELIVERING AND MONITORING OUR JOURNEY



- ✔ We are committed to reporting progress on our Together for Tomorrow strategy and disclosing performance transparently.
- ✔ The strategy is led from the top of the organisation, with oversight from the Chief Executive Officer, Executive Team and Board of Directors.
- ✔ The Board of Directors has approved the strategy goals and actions. Quarterly reports to the ESG Committee and Executive Team ensure accountability and progress.
- ✔ We will make annual disclosures on key material topics to meet stakeholder needs and share clear, transparent updates on our sustainability performance.
- ✔ Our reporting aligns with leading sustainability frameworks and benchmarks, including GRESB, to support future assessments.
- ✔ In addition to Together for Tomorrow, we have supporting strategies and plans:
 - Noise Action Plan
 - Net Zero Roadmap
 - Environmental Policy
- ✔ Our strategy sets bold targets to create lasting, positive impacts on our business, communities, and the environment.
- ✔ We are committed to driving change through collaboration, innovation, and transparency—leading the transition to low-carbon aviation and climate resilience.







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