



LiverpoolJohn
LennonAirport

Faster. Easier. Friendlier

Caring About the Future

Our 2025 Environmental, Social and Governance Report





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Welcome **CEO Message**



Liverpool John Lennon Airport (LJLA) has a responsibility to look beyond its own airfield boundaries to ensure its impact is a positive one. I believe we have always done that, but over the past three years, our actions have become more strategic, more targeted and more concerted, and we have documented our progress in an annual environmental, social and governance (ESG) report.

In it, we have set out our responsibilities, commitments, targets and actions in respect of the people who work as part of the airport, the passengers who travel with us, the local community of which we are a part, the Liverpool City Region, and the planet.

This year has been our busiest since 2011, and I am once again heartened to see that the growth in airport passengers continues to run in tandem with continued progress towards our sustainability goals.

We recognise that we have a strategically, economically and culturally important role to play in the life of communities across the City Region. As this report once again demonstrates, we take these responsibilities very seriously.

Thank you for reading it.

John Irving
Chief Executive Officer

Our approach to **sustainability**

As you'll see in the infographic opposite, this has been another hugely successful – and award-winning – year at LJLA.

The single most significant development this year has been breaking ground on our solar array development. This £3m investment will help us take another significant step towards the decarbonisation of the airport operation by 2040.

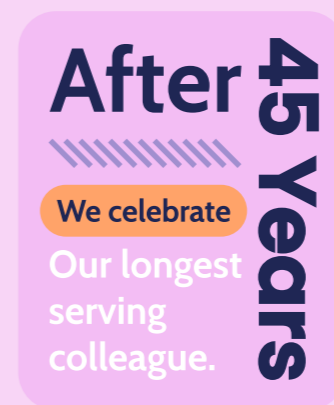
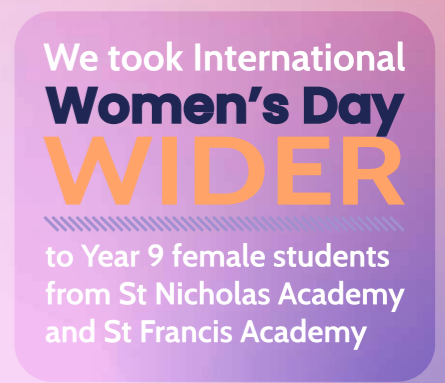
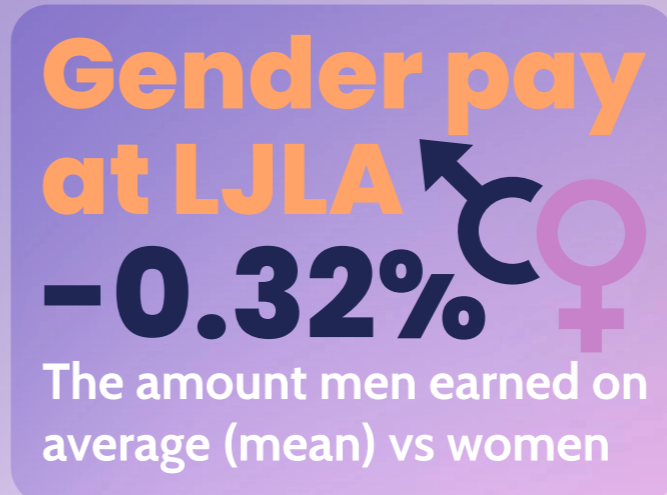
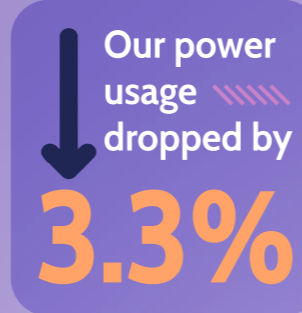
In previous years, this and our other targets and actions have been aligned with the UN Sustainable Development Goals (SDGs) – the globally recognised action plan adopted by leading businesses and 193 world leaders. That remains the case this year, but the plan's 2030 end date is not far away. It's right, therefore, that we look beyond the SDGs.

In doing that, you'll notice the growing influence of materiality (that is, the sustainability-related factors that affect us and which we affect) in our strategy. Materiality isn't new to LJLA – it was a significant part of last year's report – but its gradually increasing role in our ESG strategy is a further indication that, just as the airport never stops growing, evolving and changing, so does our approach to sustainability.



Andrew Dutton
Head of Environment and Sustainability

A year of doing good at LJLA





Who we are & what we do

Liverpool John Lennon Airport (LJLA) is one of the UK's longest-established operational airports. We started life as Liverpool Airport in 1933. In 2001, we became Liverpool John Lennon Airport, a tribute to one of the city's most iconic sons.

Our owners

Ancala Partners LLP, an independent infrastructure investor.
Shareholding: 47%

The Peel Group, a leading infrastructure, transport and real estate investment company.
Shareholding: 47%

Liverpool City Council
Shareholding: 6%



Our values



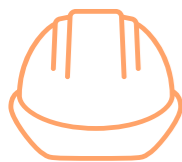
Creativity

We look for ways to succeed through creativity



One Team

We work together to achieve business success



Responsibility

Customers, colleagues & safety are at the heart of all we do



Pride

We go the extra mile and celebrate success



Busiest year since
2011

21% passenger numbers
(since 2023)

70

no. of destinations now served

5.1 million passengers
(highest number since the pandemic)

Voted the UK's best airport
in the Which? annual airport survey
(for the second year in a row)

2025 destinations





The *really* friendly airport

“When Which? spoke to 5,000 people about their experiences at airports across the UK, staff in Liverpool were praised for their “friendly” and “good natured” manner.” (Passengers also praised how quickly their luggage arrived!).

“2024 was a great year for the airport with a significant growth in passenger numbers as the region’s travellers took advantage of the growing flight programme and the faster easier friendlier benefits of flying from Liverpool.”

John Irving, CEO Liverpool John Lennon Airport



Faster. Easier. Friendlier. Improving our performance in 2025.

From car park to aircraft and back again, we aim to make the passenger journey for departing and arriving passengers as relaxing as possible.

Operational Highlights (Apr '24 to Mar '25)

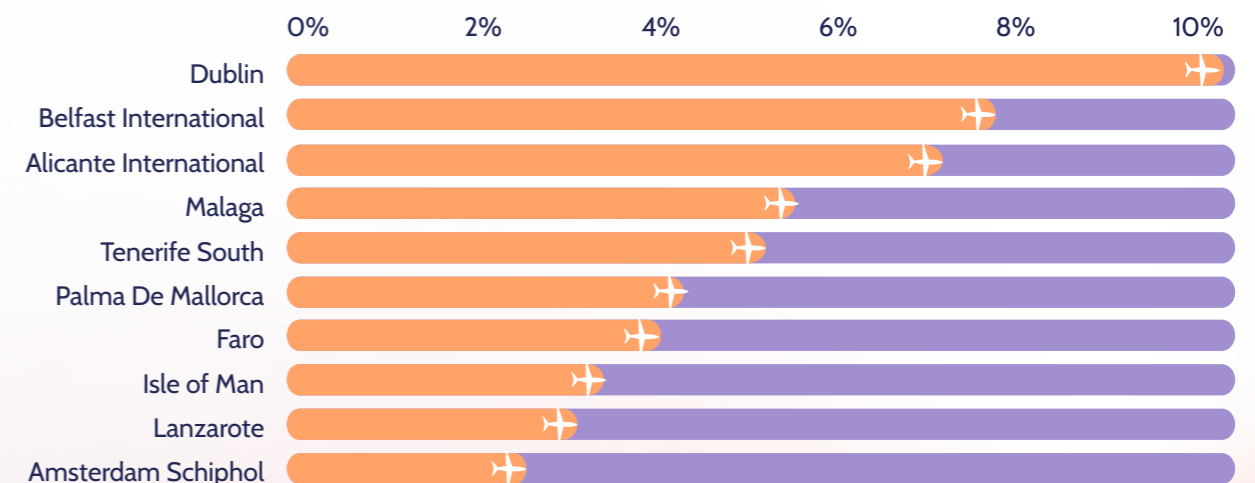


Connecting the region to even more of the world

Once again this year, we introduced more new routes with our airline partners. **New destinations/ services included:**

- > Berlin, Split and Sharm El Sheikh with easyJet
- > Malaga, Malta and Reus with Jet2

Top 10 routes April 2024 to March 2025: Destinations by passenger





Awards & recognition

LJLA continues to gain recognition for the standards it sets in passenger service, employment standards, sustainability and more...



Invest In People (IIP) Gold accreditation retained December 2023



Disability Confident Employer



We are rated 'very good' by the Civil Aviation Authority



Demonstrating support for the UN SDGs



Achieved the Quality Management standard ISO 9001



Slave-Free Alliance 5 year partnership

The UK's favourite airport. Again.

For the **second year in succession**, we were recognised as the winner of the **Which? recommended provider and best UK Airport for 2024**.

LJLA celebrates double Chamber awards success

The Liverpool Chamber Innovation in Business Awards recognise and reward businesses that go about things in an innovative way. This year, we were delighted to win two awards, as the Chamber wrote:

"Liverpool John Lennon Airport won the **Customer Excellence Award** and also received the **Chair's Award** on the night for its contribution to the city region's tourism sector."

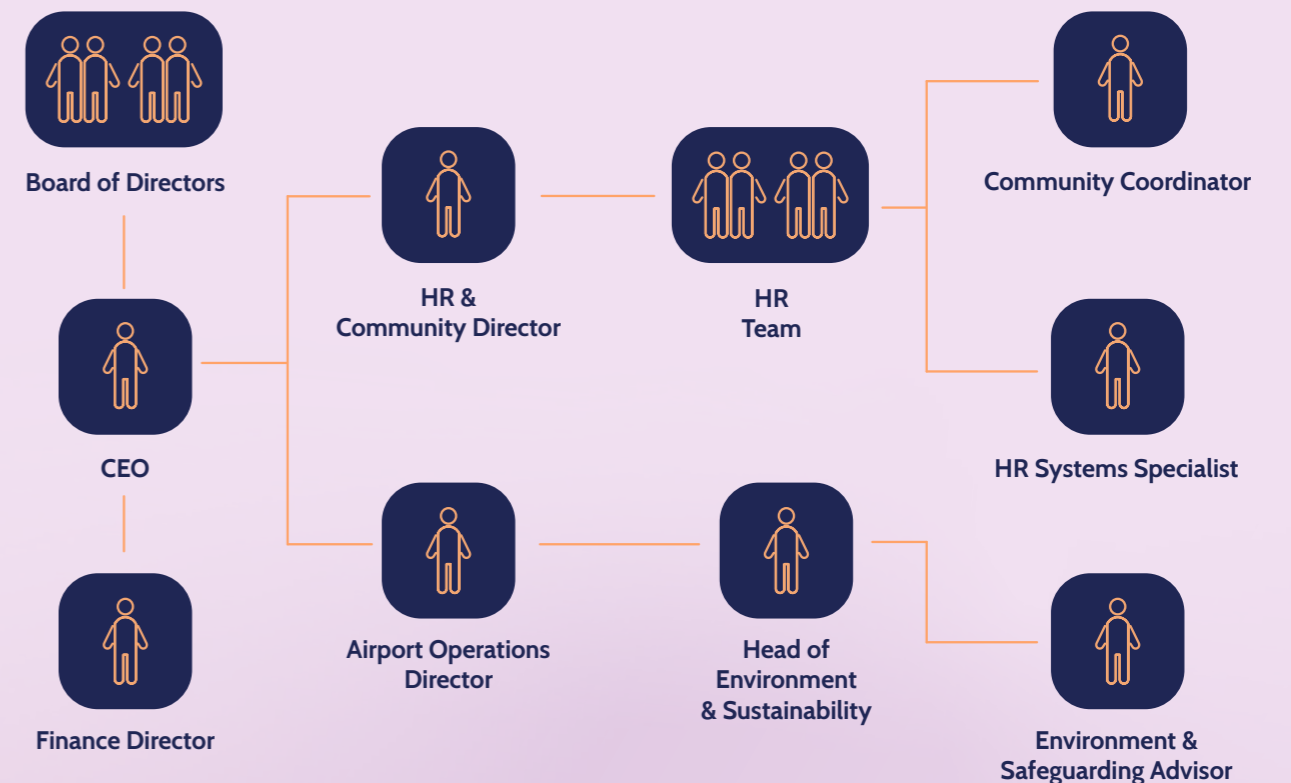


ESG governance

ESG governance at LJLA ensures our commitment to sustainability has the structure, processes and accountability it needs to succeed. We articulate our ESG strategy and tactics through our statements, policies and plans (see p12), with responsibility for delivery resting on the following members of the organisation.

Who's responsible for ESG at LJLA?

- The **Board of Directors** holds overall responsibility for our sustainability governance, supported by the CEO.
- The **Airport Operations Director (AOD)** is responsible for the health and safety of colleagues and passengers.
- The **Head of Environment and Sustainability** and the **Environment and Safeguarding Advisor** drive sustainability with the AOD.
- The **Finance Director** is responsible for all financial and legal governance.
- The **HR & Community Director** is accountable for social responsibility governance.
- The **Community Coordinator** helps organise fundraising activities and volunteering days.
- The **HR Systems Specialist** collates data and relevant key performance indicators.





ESG Statements, Policies & Plans

Our policies, plans and statements play a significant role in how our strategy takes shape. They add definition to our aims and ambitions, and ensure we are transparent in what we do and how we do it.

Our policies also align with our materiality assessment (see p15), with governance-related material topics such as data privacy and political engagement (most notably our engagements with Liverpool City Council and the Liverpool City Region) – which featured prominently in the assessment – also addressed in our policies and plans.

View our policies, plans and statements below:



Accessibility statement



Airspace Change Proposal (ACP)



Modern slavery



Noise Action Plan (NAP)



Customer service charter



Performance standards for assisted travel



Decarbonisation plan



Privacy policy



Dignity at work policy (Internal document)



Gender pay gap report



Strategic vision to 2030 and master plan to 2050



Airport Surface Access Strategy (ASAS)

Our ESG strategy

The UN Sustainable Development Goals and our priorities

Since we first launched our annual ESG report, we have aligned our strategy and actions with the UN Sustainable Development Goals (SDGs or Global Goals). These are the 17 goals established to address global challenges such as poverty, inequality, and climate change, while providing clear targets against which individuals, businesses, and governments can measure their progress.

We want to have a positive impact on all the goals, but inevitably, some are more directly relevant to airport operations than others.

So in 2023, colleagues from across all areas of the business took part in a workshop that helped us identify where our core focus should lie. They identified four goals that were most important to us as a business, and which offered the greatest opportunity for us to make a difference.

These are our priority goals:



Our ESG strategy

Aligning the SDGs with the issues that are most material to us

The SDGs remain the clearest, simplest framework against which to align our ESG actions, but it's important that we look beyond them because:

- > We need to remain in step with best practice.
- > Things change, and we want to make sure that, within the overall strategy of our priority Global Goals, our actions remain focused on the things that are most important to us.

The exercise assessed how sustainability issues affect our financial performance, and how our operations impact society and the environment.

When mapped onto our priority goals, the results showed a clear correlation with our stakeholders' top priorities. We therefore chose to prioritise **energy, air quality, climate adaptation and mitigation**, and **local community support**.

This year, we have continued to evaluate the other areas identified as most material to our stakeholders, and have added **workplace diversity** and **training and development** to our priority topics. Again, these closely align with our priority SDGs.

In 2024, we carried out an assessment to help us understand the areas most material to our business. We engaged **120** internal and external stakeholders, from service partners and investors, to passengers, colleagues, and members of the general public.



Our material topics

Environment

- 8 Water use efficiency
- 9 Waste reduction
- 10 Biodiversity
- 11 Climate adaptation and mitigation*
- 12 Air quality*
- 13 Energy*

Social

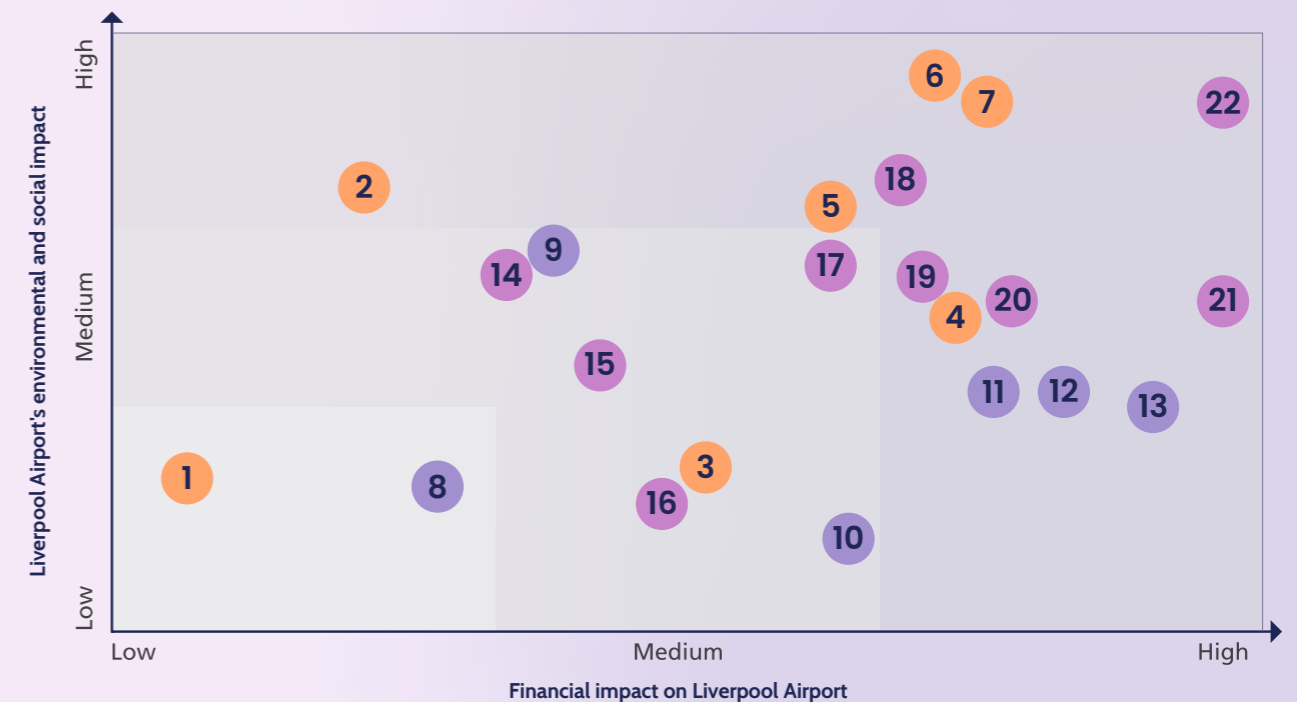
- 1 Modern slavery
- 2 Workplace diversity*
- 3 Preventing noise
- 4 Acquiring and retaining talent
- 5 Local community support*
- 6 Fair working conditions
- 7 Training and development*

Governance

- 14 Compliance with regulations
- 15 Disclosures and reporting
- 16 Protection of whistle-blowers
- 17 Supplier Relationship Management
- 18 Prevention of corruption
- 19 Cyber security
- 20 Data privacy
- 21 Culture governance
- 22 Political engagement

* Priority topics

- Good Health and Well-being
- Decent Work and Economic Growth
- Reduced Inequalities
- Climate Action





3 GOOD HEALTH AND WELL-BEING

Material topic relating to this goal:

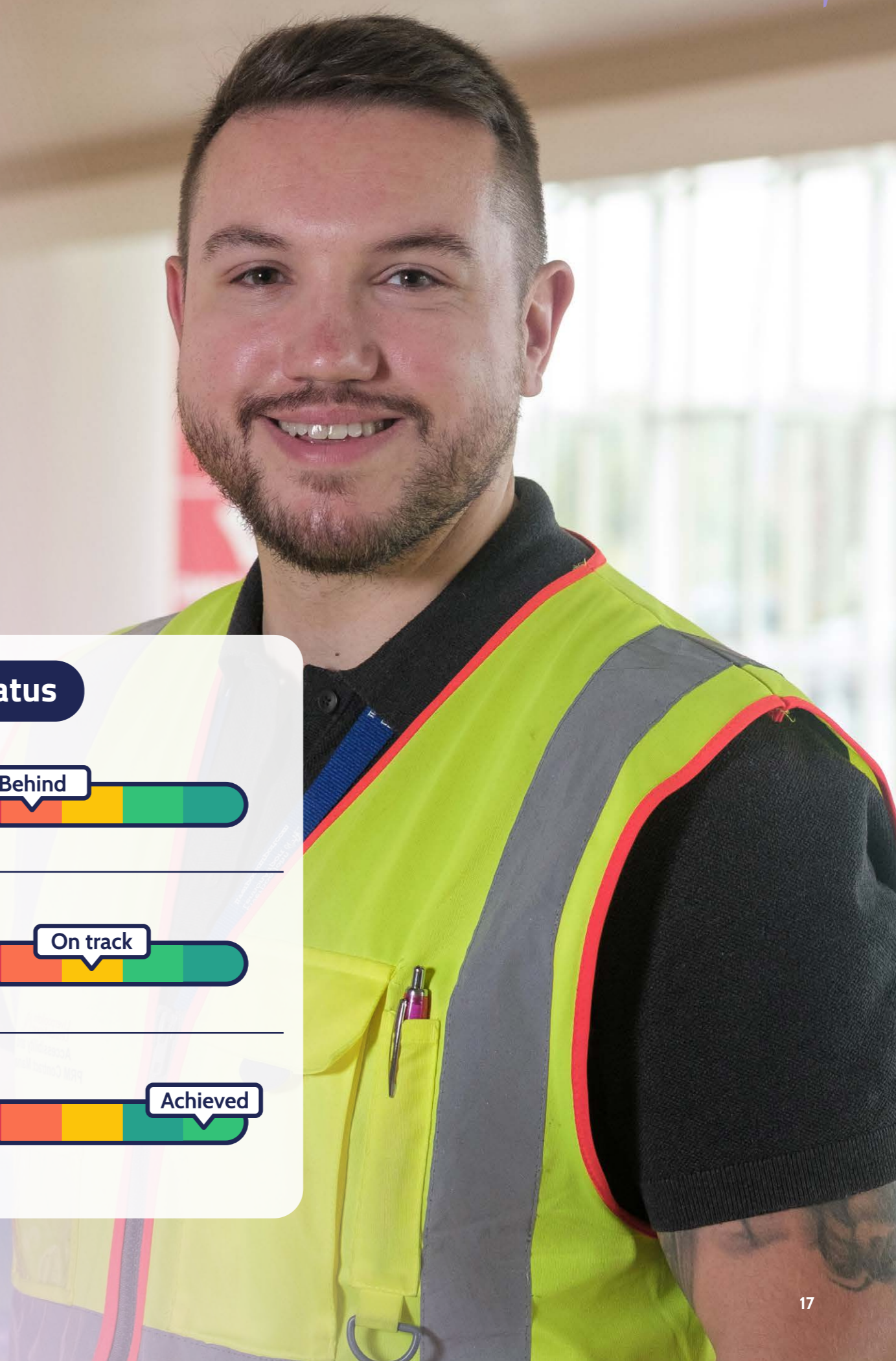
Air quality

Goal: 3
Good Health and Well-being

Our Commitment

- › We will promote and enable good health and well-being for our colleagues, wider airport community and passengers.

Targets	FY25 Progress	Status
› We will continue to mitigate safety risks to prevent work-related illnesses and injuries by achieving ISO 45001 (Occupational Health and Safety Management System) by 2028.	Lost-time incidents (LTIs) increased by 25% for FY25 (1 more than last year).	Behind
› We will have had 50% participation in our colleague volunteering programme by the end of 2028.	42% of our colleagues have participated in our volunteering scheme so far.	On track
› Having exceeded our previous target, we now commit to having 24 mental health first aiders by the end of 2025.	24 colleagues have been trained as a mental health first aider.	Achieved





Our Actions



Ensuring safety across the airport

19 May saw the start of UK Airports Health & Safety Week. At LJLA, the week was packed with events, presentations and demonstrations attended by airport company staff and colleagues from many of our airport service partners.

Events included:



Life support

A session run by the airport's rescue and firefighting service (RFFS) demonstrated how to use a defibrillator and deliver CPR. RFFS colleagues are also running first aid and defibrillator courses for colleagues throughout the year.



Apron safety talk

The apron—where aircraft park—is a busy area with planes, vehicles, and personnel, making safety crucial. Jet2 conducted a safety talk there, focusing on safe driving near aircraft and preventing slips and trips among ground crew.



Introducing Thunderlift

Aviation services partner ABM presented a safety presentation on its new Thunderlift (see p33) for passengers with reduced mobility.



Road traffic collision exercise

RFFS ran an exercise showcasing its response to a collision, including the extrication process.



Apron speed awareness

This session, in conjunction with the airport police team, highlighted to ground handling partners the importance of maintaining safe vehicle speeds on the main apron.



Safe fuelling

Aviation fuel partner Menzies delivered a detailed demonstration of the safety features in place on a fuel bowser to ensure safe aircraft fuelling.

Testing 'Blackbird'

In November, our fire service took part in a multi-agency simulation exercise alongside Merseyside Police, Merseyside Fire & Rescue Service, North West Ambulance Service (NWAS) and HM Coastguard.

Codenamed Blackbird, the simulation of an aircraft incident in the River Mersey demonstrated the readiness and resilience of all agencies involved in managing complex emergencies.





Our Actions



Expanding our mental health support

Last year, we introduced 12 MHFA England-accredited mental health first aiders (MHFAs) across the business. This year, an additional 13 colleagues successfully completed the two-day course in mental health first aid.

Our MHFAs are there to give people support to whom they can turn to help stop problems becoming crises. We are encouraged to see that their services have proved valuable to a number of colleagues over the year.

To make it even easier to identify our MHFAs, each trained colleague now has the MHFA England logo as part of their email signature and wears a distinctive green lanyard.

May for mental health

Once again this year, May was the month in our Diversity, Health and Wellbeing Calendar to focus on mental wellbeing. We publicised the details of our MHFAs, together with information about our employee assistance programme (via Health Assured & Medicash) and the chaplaincy team.

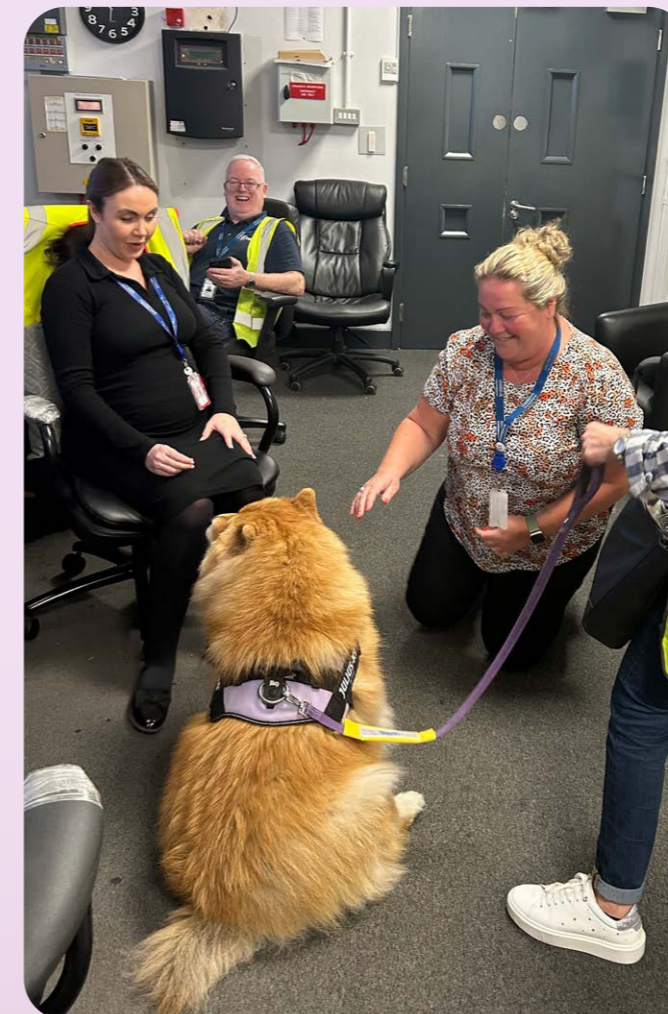
Also supports: **Goal 10: Reduced Inequalities**

Screening to support women's health

Health screening is vitally important for the early detection and prevention of a wide range of health issues. Yet we know that many people skip or delay screenings.

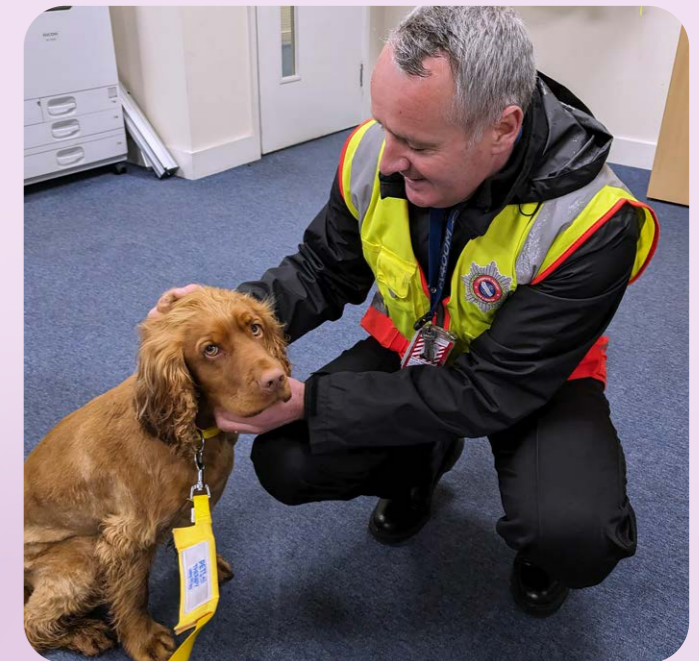
To coincide with Women's Health Month at the airport, we invited our occupational health provider Wellness International to conduct menopause workshops and screening appointments for a range of issues from blood pressure and glucose levels to bowel cancer.

Over two days, we were able to carry out 40-minute screening sessions for colleagues, with excellent feedback from all who participated.



Calming canines

We welcomed Fergus and Bonnie, two Pets as Therapy dogs specially trained in providing emotional support and comfort. Their calming presence proved so popular with colleagues that we'll be repeating the exercise in 2025.





Our Actions



Celebrating exceptional

We know how important recognition is to workplace wellbeing. Our leaders and managers recognise the impact of our colleagues every day, and every year we give particular recognition to colleagues who have made an outstanding contribution to the airport and/or reached a notable service milestone.



- Certificates of Service**
18 colleagues received long-service awards for reaching milestones.
- Retail Colleague of the Year Award**
Ladislav "Laddy" Harris
- Supporting Partner of the Year Award**
Shanaz Poyntz – Wilson James
- Airport Values Award**
Aleksandra Kotlewska – Cleaning Operative, LASL
- Friends of Liverpool Airport Recognition Award**
Dave Lovell, Wynn Lloyd and Keith Hardwick

Meet some of this year's award recipients:



Colleague of the Year Award

"It is a great honour to have received this award. It's a testament to the hard work, dedication, and passion of everyone involved. I am incredibly appreciative of the support from my team and the opportunities we've had to make a difference."

Ian Dutton,
Engineering Team Leader



Colleague of the Year Award

"My role in the Development team provides the opportunity to work on a range of projects including extensive works to our departure lounge. This award reflects the collective effort, and I'm proud to contribute to projects that shape the future of our airport."

Shaun Gusdal,
Assistant Project Manager



Rising Star Award

"It means a lot to feel appreciated and valued by the business for the work I do, and I'm really grateful for the opportunities I've had so far. I'm looking forward to continuing to grow and collaborate with the brilliant teams here at LJLA."

Alisha Roberts,
Digital Transformation Coordinator



Saying goodbye to Steve

Of all the accolades awarded this year, surely the most impressive went to **Stephen Frear**, who received his award for an incredible **45 years** of service.



8 DECENT WORK AND ECONOMIC GROWTH



Material topic relating to this goal:

Acquiring & retaining talent

Goal: 8
Decent Work and Economic Growth

Our Commitment

- › We will promote tourism, support young people through work experience opportunities, and maintain an inclusive and fair working environment for all.

Targets

- › We will work with our airline and tourism partners to increase capacity by **22%** on routes likely to attract inbound visitors, by **2028**.

- › We will maintain a negative or neutral gender pay gap each year to address the disparity within the airport industry.

- › We will support young people to gain employment through providing a minimum of ten work experience opportunities each year.

- › **100%** of our colleagues will have received modern slavery training by **2024**, and every new colleague will be trained within three months of their start date.

FY25 Progress

Capacity decrease of **2%** on routes likely to attract inbound visitors compared to FY24 due to change in route mix with airlines switching to more popular outbound leisure routes.

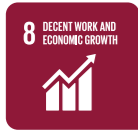
Male colleagues earn an average (mean) **0.32%** less than female colleagues (compared to 1.53% less last year).

10 work experience opportunities hosted.

100% of our staff received online modern slavery training.

Status





Our Actions



National Apprenticeship Week: celebrating our newest recruits

Our future is shaped by the passion and potential of our youngest talent. That's why we place so much emphasis on meaningful work experience that offers an insight into the professional world. Through our apprentice scheme, we get to recruit talented young people, while helping them build skills, gain first-hand experience and work towards valuable qualifications.

In February 2025, we celebrated National Apprentice Week 2025 by showcasing some of our hard-working apprentices.

Alisha, our Customer Service Apprentice, was in her second and final year. Luke, our BSM Engineering Apprentice, was on his fourth and final year. Erica, our ID Centre Administrator Apprentice was on her second and final year, and Chloe is in the first year of her apprenticeship (see boxout).

Having now completed their apprenticeships, we're happy to say Alisha, Luke and Erica have taken up permanent positions at LJLA.



Chloe's bright future

Chloe Mitchell is in the first year of a four-year Aeronautical Ground Lighting Apprenticeship.

"I applied for this apprenticeship as it gives me multiple qualifications and lots of different career pathways too. Day-to-day, I'm inspecting the runway, fixing and repairing light fittings. I have learnt communication skills, which is vital in my role, teamwork and lots more. I enjoy the people around me and how much I am learning each day."

"I want to get every qualification I can, climb the ladder and maybe becoming a team leader one day"

Also supports: **Goal 10: Reduced Inequalities**

Expanding our mentoring scheme

Last year, we launched our women's mentoring scheme and trained nine mentors. That was an excellent start, but we wanted to expand the number of mentors to encompass a broader range of expertise, so that anyone within the airport who wanted a mentor could have one.



This year, we've trained an **additional 16** female and male colleagues as mentors. And because we know that a common frustration shared by women in industry is the lack of women mentors, we're pleased to note that more than **60%** of our mentors are women, spanning airport functions from HR to Security, Data to Commercial and Terminal Operations.

Maintaining our neutral gender pay gap

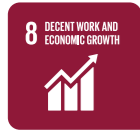
Men have historically dominated the airport sector. This continues to be the case at LJLA where 75% of our employees are men and 25% are women. However, we are proud to report that we continue to make real progress in reducing (and in some cases, eliminating) our gender pay gap, with male employees earning on average 0.32% less (mean) than women.



Our gender split
75%/25%
 Men/women at LJLA

Our gender pay gap
0.32%
 Mean gender pay gap
 (women are paid marginally more than men)

Find more about our gender pay gap, our approach to equal pay and representation of women at LJLA in our **Gender Pay Gap Report**.



Our Actions

Raising aspirations at St Nicholas' careers fair

We can't expect people to find their way into career paths important to LJLA unless we first show young people what's possible.

That's why, in March, as part of our 'Careers and Employability Partnership' with The Academy of St Nicholas and All Saints Sixth Form College and the All Saints Multi Academy Trust, the HR and Community Team took part in a careers and employability fair at the academy.

The aim of the event was to give students the opportunity to have face-to-face conversations with people from local organisations, to help raise their aspirations, grow their knowledge and understanding of available career paths, and build confidence.

Over 750 year 7 to year 13 students attended the morning, and the HR and Community team spoke to many of them, demonstrating the mix of careers and opportunities available at LJLA.



Caroline Swarbrick, Trust Careers & Employability Manager for All Saints Multi-Academy Trust said,

"Giving young people the opportunity to have meaningful encounters with employers and employees supports our strategy for skills and is essential for social mobility. Our students benefit enormously from these interactions and we couldn't offer our students these opportunities without the support of amazing organisations and businesses such as Liverpool John Lennon Airport."

Understanding what our customers & colleagues experience

Part of ensuring we offer decent work is about understanding what our colleagues face every day. So as part of National Customer Service Week in October 2024, numerous directors and heads of departments took part in a job swap, undertaking different customer-facing roles across the business.



Our CEO became a Meet & Greet parking assistant. Our HR Director spent the day checking people in for their flights. The experience helped our leaders gain firsthand insight into how we deliver the faster, easier, friendlier customer experience we're known for. But it was just as valuable in giving our leaders an understanding of what our teams across the airport have to deal with every day.

Also supports: **Goal 10: Reduced Inequalities**

Josh takes his next steps

In last year's report, we featured the story of Josh who had joined our HR & Administration team on a placement with Strawberry Field, the organisation that helps young people in Liverpool who are neurodivergent, have hidden disabilities or other barriers to employment to develop and achieve their goals.

In April, we received a message from Sarah See, Employment Development Coordinator at Strawberry Field, sharing the impact of Josh's experience with us. He's since gained a full-time role as a business administrator with a local organisation. This was, Sarah said, "...thanks to the invaluable experience he gained during his placement with your team. He highlighted key administrative skills developed at the Airport along with customer service and community engagement under your guidance, which set him apart in his interview."



Josh shared his own thoughts:

"I had an amazing time with LJLA—it really gave me great confidence, a better understanding of work, and made it less worrying for me. It helped me get the job I have now."

We're delighted to have supported Josh in such a transformative placement.

Students get hands-on insight of airport work

Once again this year we welcomed students from schools across the local region to gain work experience at the airport.

Work experience is an important part of the Year 10 curriculum. It gives young people an insight into the world of work and helps prepare them for the responsibilities and opportunities of adult life.

Over the year, ten young people have gained work experience with us. The largest cohort (of five students) joined us in June. Each wants to build a career in an aviation-related role, and the week was an opportunity to explore lots of aspects of working at an airport, both operational and non-operational.

Visits included Air Traffic Control, Rescue Fire & Fighting Service, Airfield Operations, Terminal Operations, Security, Commercial, Community, Environment, Ravenair, XLR and Jet2.

At the end of an enjoyable week, all the students said they had gained a lot of knowledge and understanding about what goes on behind the scenes, and left with an even greater desire to become the air traffic controllers and aircraft engineers of the future.





Material topic relating to this goal:

Workplace diversity

Goal: 10 Reduced Inequalities

Our Commitment

- › We support equal opportunities across our business and wider airport community, recognising that differences can lead to innovation, creativity and flexibility.

Targets	FY25 Progress	Status
› We will achieve 50% female representation at senior management level by 2028.	We have achieved 33% of female representation at Executive Management level in FY25.	On track
› We will achieve 20% representation of colleagues with disabilities (hidden and seen) by 2028.	4% of our workforce have (hidden and seen) disabilities.	Behind
› We will achieve 12% representation of colleagues from ethnic minorities by 2028.	We have increased this figure from 9.4% last year to 10%.	On track





Our Actions



Also supports: **Goal 13: Climate Action**

Thunderlift lands in Liverpool

We want to be the faster, easier, friendlier choice for all our customers. That's why we're just about to take delivery of two Aviogeï Thunderlifts. These fully electric boarding vehicles will double our capacity for transporting passengers with reduced mobility or injuries, enabling those passengers to access any aircraft in comfort and safety.

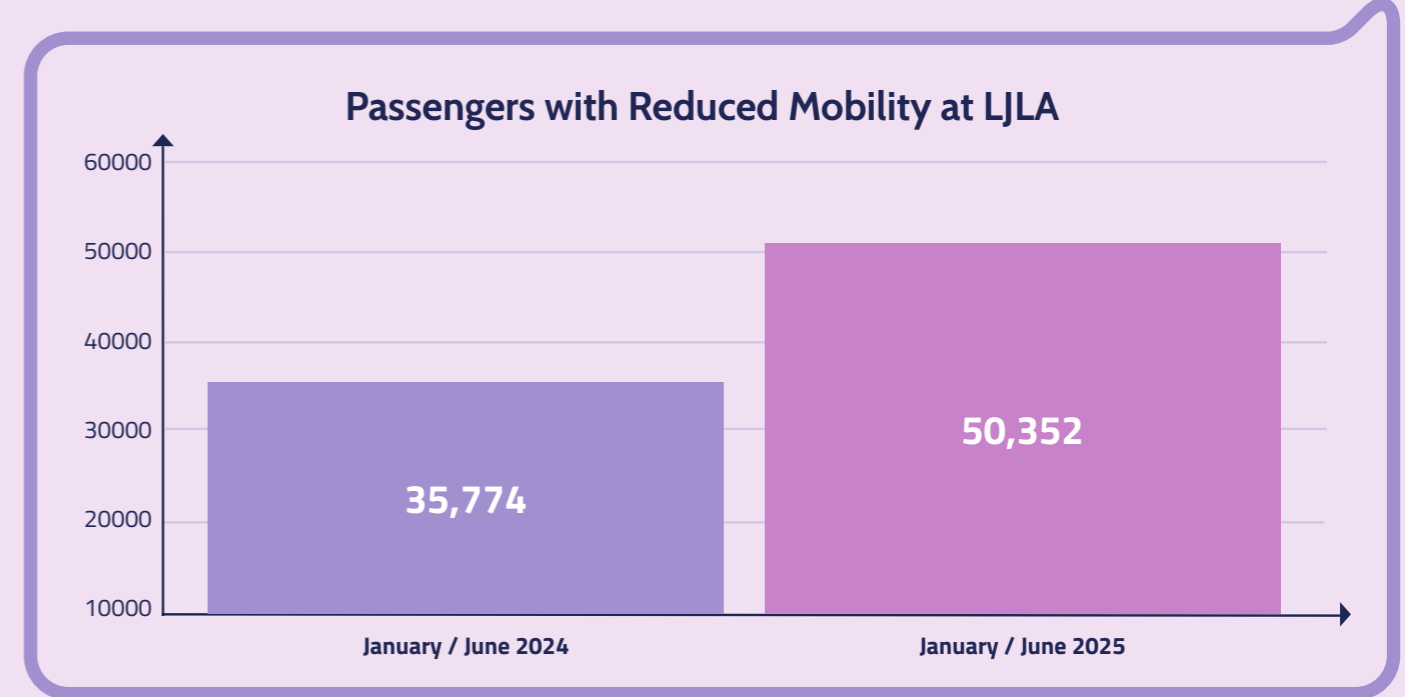
Beyond further improving the passenger experience at LJLA, our investment in Thunderlift offers significant environmental improvements on existing vehicles too, thanks to 100% electric, zero-emission operation and low noise emissions. As soon as we've completed colleague training, we'll put the Thunderlifts into service.

More accessibility arriving soon

In our next report, we'll share more about the introduction of a new assisted travel guide, assisted travel areas to support boarding processes, and our pre-flight tour video. All are due for introduction in 2025 to further support passengers with reduced mobility at LJLA.

Increasing accessibility at LJLA

2025 saw a major increase in the number of passengers with reduced mobility (PRM) using the airport compared to 2024. The growing year-on-year demand reflects the trust passengers with mobility issues place in LJLA, and our ongoing commitment to improving accessibility.



Also supports: **Goal 3: Good Health and Wellbeing**

Our Diversity, Health & Wellbeing Calendar

Last year, our commitment to creating a more open, diverse and inclusive organisation led to the launch of our diversity, equity and inclusion (DE&I) strategy, a five year plan to achieve specific DE&I related targets.

This year, as part of that strategy, we launched our Diversity, Health & Wellbeing Calendar. Each month, the calendar ensures we focus on a different area, from physical health to Pride, accessibility to neurodiversity.

The calendar isn't about confining focus on any issue or individual to a single month of the year – all these issues matter to us all the time. But the calendar ensures that we focus on a broad spread of health, wellbeing and diversity issues throughout the year, so we're more inclusive overall.





Our Actions



Taking International Women's Day wider

Encouraging women into aviation starts at school, so this year, as part of International Women's Day, we celebrated the occasion a little differently with a career event for Year 9 female students from St Nicholas Academy and St Francis Academy.

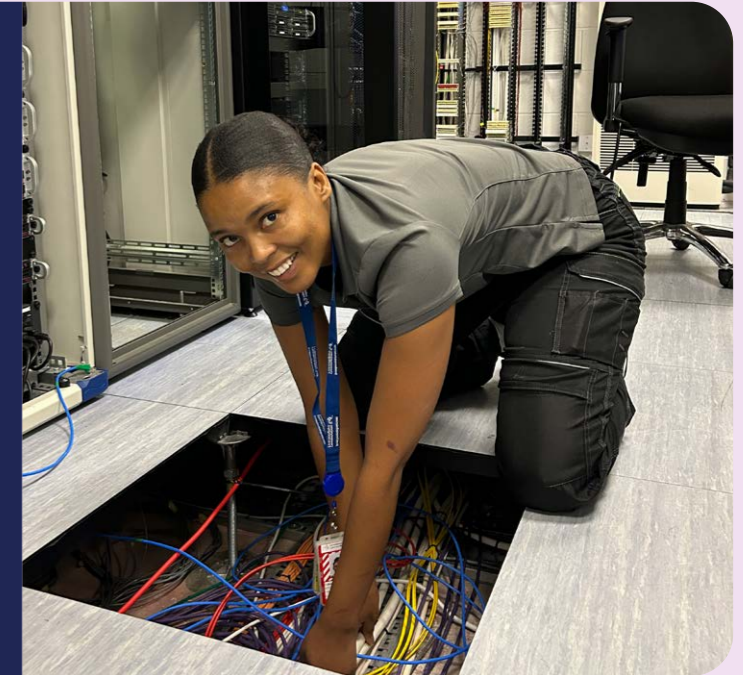
Led by some of our inspirational female colleagues, the event was an opportunity to discuss inspirations for joining (and barriers for women entering) the industry and show at first hand that a career in aviation is not just possible, but incredibly rewarding.



Melo's LJLA career cleared or take-off

In April 2024, we welcomed Tshiamelo Chilenje, known as Melo, to our LJLA family. Melo joined the team from Air Traffic and Navigation Services in South Africa. She is our first female air traffic engineer and is already proving an inspiration to the next generation, as her involvement in our IWD event demonstrated.

We hope that, together with the other women of LJLA, Melo's example paves the way for many more women to build careers in the aviation industry.



International Men's Day (IMD) at LJLA

November was men's health month in our Diversity, Health and Wellbeing Calendar, a month of raising awareness about men's health and wellbeing and celebrating positive male role models.

Coinciding with IMD 2024, we showcased male colleagues across all departments of the airport and ran health screening appointments to help men identify common health issues.



Our Actions



Neurodiversity month

April was neurodiversity awareness month at LJLA. Events during the month included sharing a guide on workplace support and running two neurodiversity awareness training courses (attended by 15 colleagues) with local provider Mason Consulting, which channels its profits into the Mason Foundation, a local charity we've also supported through the Liverpool Airport Community Fund (see p48).

Following extremely positive feedback, we hope to offer further sessions to colleagues in autumn 2025.

What difference does our focus on neurodiversity make? Take a look at Josh's story on p29, a consequence of our involvement in Strawberry Field's 'Steps to Work Programme'.



Ensuring modern slavery has no place in our business

There's a tendency to think that modern slavery is an issue that happens in other parts of the world, but not in the UK. The truth is very different. We understand that modern slavery exists.

During Anti-Slavery Week, in October 2024, we reiterated our commitment to doing everything in our power to minimise modern slavery by increasing openness and transparency in our operations. That requires all our colleagues to keep their eyes and ears open and, through training, know how to spot and report concerns.

We encourage all colleagues to report any concerns to their line manager or a senior manager. If they don't feel able to do that, we publicise Safecall, the independent whistleblowing hotline, on 'Speak Up' posters on noticeboards around the airport.

MODERN SLAVERY STILL EXISTS.



There are **49.6 million** trapped in slavery worldwide. This is an increase of nearly **10 million** in **5 years**



SLAVE-FREE ALLIANCE

Working Towards a Slave-free Supply Chain





Material topic relating to this goal:

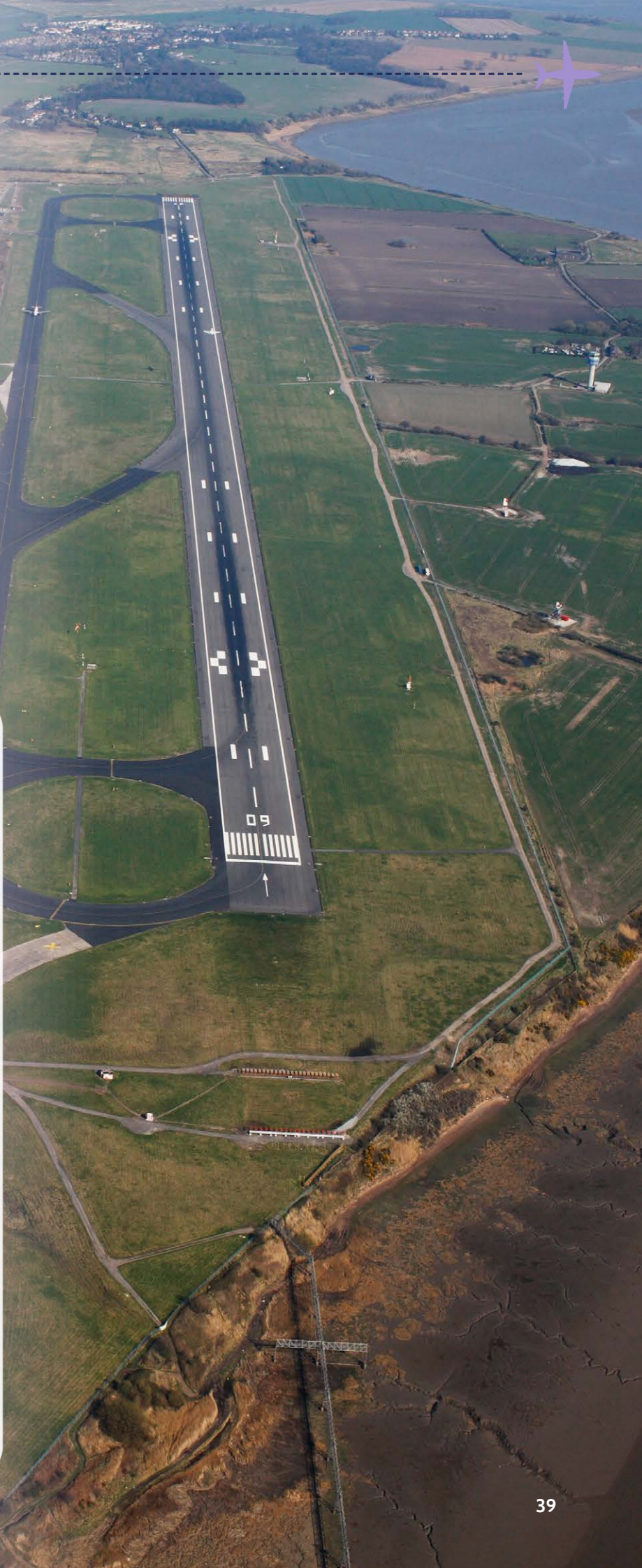
- Climate adaptation and mitigation
- Energy
- Air quality

Goal: 13 Climate Action

Our Commitment

› We commit to being a carbon-conscious airport by decarbonising our airport operations. We will continue to work with on-site partners to reduce indirect emissions.

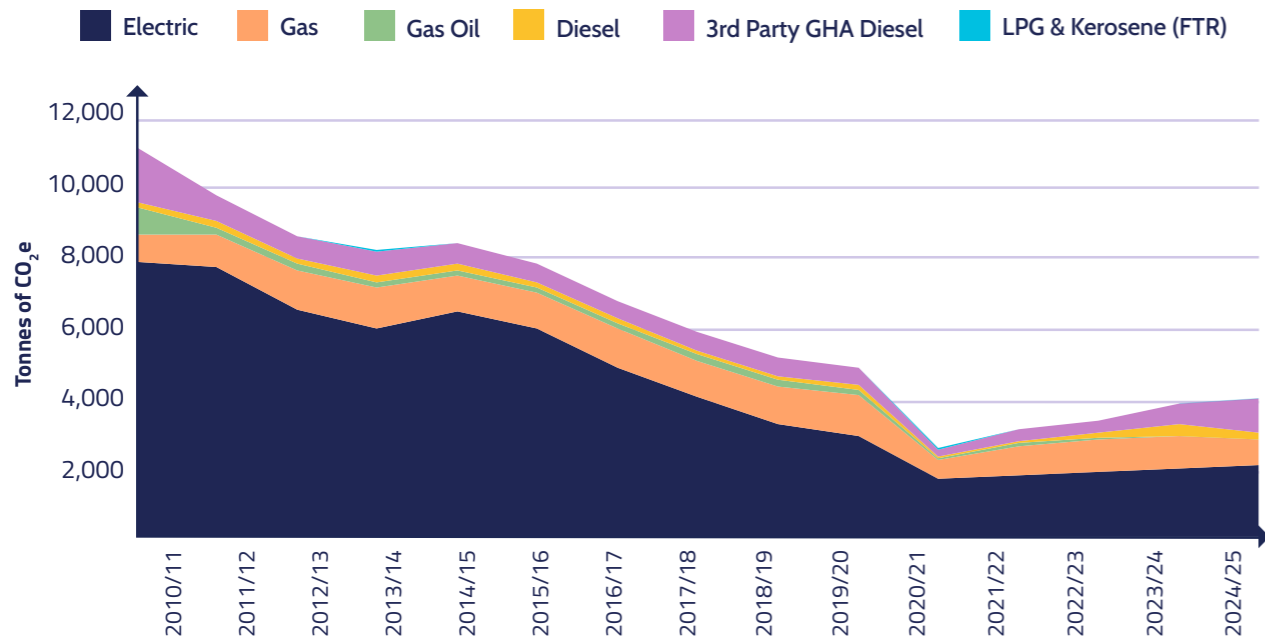
Targets	FY25 Progress	Status
› We will decarbonise our airport operations (Scope 1 and 2 emissions) by 2040.	We are on track to decarbonise our direct (Scope 1 and 2) emissions and continue to improve the accuracy of our data.	On track
› We will report on indirect carbon emissions (Scope 3) by the end of 2024/25.	We have started to report our indirect (Scope 3) emissions and continue to improve the accuracy of our data.	Achieved
› We will generate or source 100% of the electricity used at the airport from renewables by 2030.	Onsite renewable electric generation being installed will provide 25% of the overall airport community power demand which is supplemented by renewable supply power from the guaranteed renewable sources.	On track
› We will produce a climate change adaptation report by the end of 2024 and implement an action plan by 2030.	Arup produced a preliminary adaptation report and we're working on implementing an action plan with the focus being on drainage.	On track





Our Actions

Airport Overall Scope 1 & 2 CO₂e Emissions by Source 2010/11 to 2024/25



Continuing our decarbonisation journey

Aviation, and specifically flight, is an energy intensive activity, primarily because you need to overcome one of the few constants in all our lives: gravity. Airframe and engine manufacturers have a long-term strategy to decarbonise flight, but airports have an important role to play on how this is implemented.

For over a decade, we've been working to reduce emissions associated with airport operations. It's all part of our Decarbonisation Plan which sets out our route towards a zero carbon future by 2040.

The number of passengers using the airport grew from 4.3m per year to 5.2m during 2024/25, a growth of approximately 20% in twelve months. During that same period the power used by the airport company dropped by 3.3%, even though power usage across the overall airport community increased slightly (see opposite).

This overall increase in power demand reflects the progress we've made on the electrification of the ground handling operations which reduces emission from diesel usage, and we're taking another big step with the launch of our solar farm (see p44).



Our energy use in detail

Compared with last year, the overall power use at LJLA across the site as a whole increased by 1.3% (9,649 MWh to 9,929 MWh). This was expected as ramp ground handling operation electrification started to gather pace during the summer season. However, when considered in isolation, the Airport Company (LAL) saw its power usage (terminal, runway, car parks) drop by 3.3% from 5,856 to 5,659 MWh over the same period.

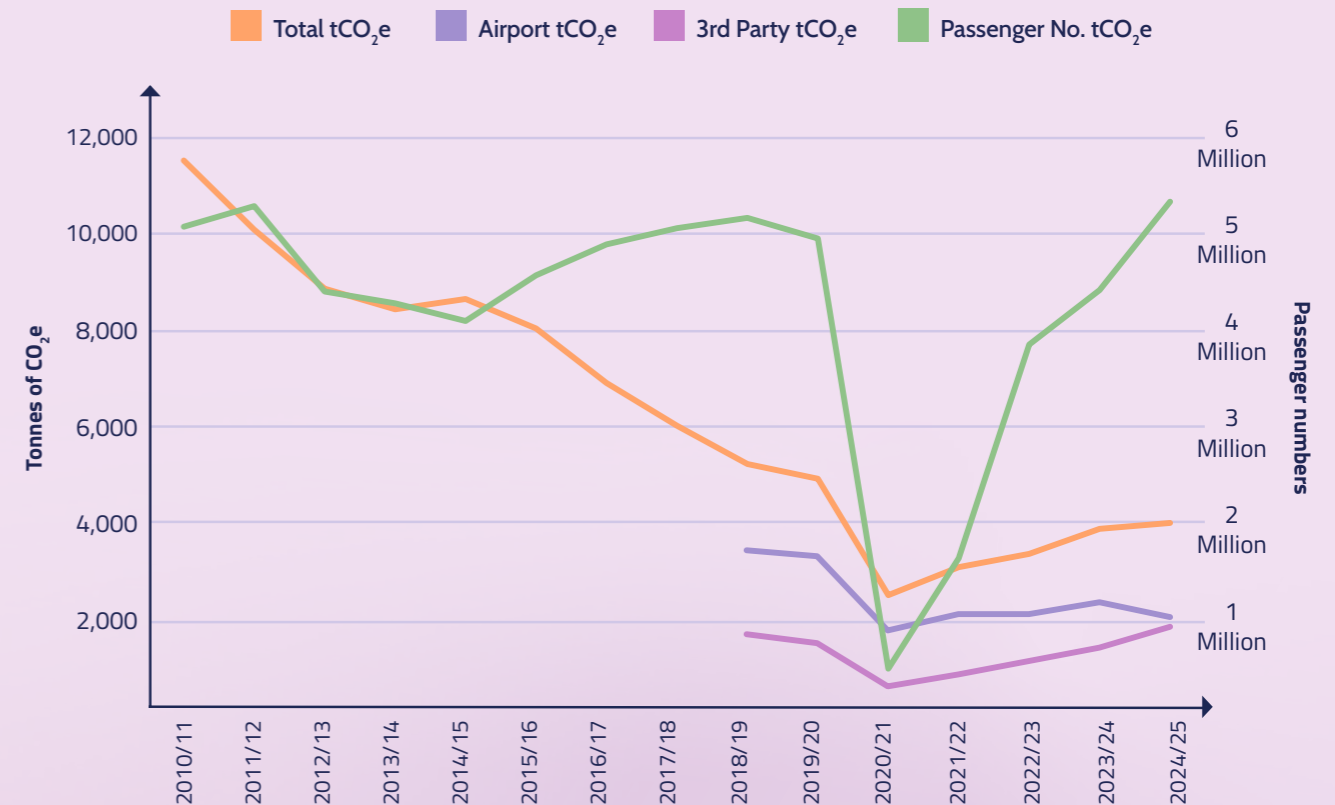
Third party diesel usage was significantly higher at the start of the year but dropped significantly over the year as ground handling electric equipment (specifically associated with Jet2 operations) started to be introduced to the operation.

The Department for Energy Security and Net Zero's official emission factor for UK electricity CO₂e reduced by 15% for the calendar year 2025 compared to the previous year. This report, however, is based on financial year, not calendar year, with nine months of the year falling in 2024.

We will, therefore, incorporate the reduced factor next year (2025/26) when our solar array and Renewable Energy Guarantee of Origin (REGO) take full effect and bring significant improvement in emissions.

This means next year we will see a significant drop in location based emissions from power, and zero associated emissions from power with market based metrics.

Overall Airport Ground Operation Emissions & Passenger Numbers (excluding flight and surface access)





Our Actions

A sustainably fuelled future

It's possible with favourable conditions that, by 2050, 75% of the UK's jet fuel demand could be met from alternative sources including, sustainable aviation fuel (SAF), fuel produced from sustainable, renewable sources like vegetable oils and waste.

Hydrogen will also play a huge part in the decarbonisation of flight by 2050. At the moment there are no commercial hydrogen airliners in use, but there will be – it's just a matter of time and smaller prototype aircraft are already flying using hydrogen. Whether this is achieved by 2040 will be determined by the rate of evolution of engine design, airframe manufacturers, fuel producers and airline uptake.

These are all largely outside the influence of LJLA, but we are already planning where and how hydrogen will get to the airport (e.g. HyNet, the UK's leading industrial decarbonisation project), and how it will be stored, conditioned and delivered to the aircraft.

We're working now to understand what those evolving storage and delivery needs will be, so we're ready to respond to the changing demand of the industry as it evolves away from carbon based fuels.

REGOs guarantee renewable energy

In September 2024, the airport switched to a Renewable Energy Guarantee of Origin (REGO) electricity supply. This means that the energy we buy is now certified as being of renewable origin, which in turn means the emissions associated with them are zero. This doesn't mean we can relax in our efforts to decarbonise, but it does ensure power use at the airport is increasingly sustainable and under control.



Intent on ISO 14064

ISO 14064 is the internationally recognised standard that provides a framework for the way organisations quantify, manage, and report on their greenhouse gas emissions. The way we calculate carbon emissions is already consistent with ISO14064, but this year, for the first time, we are having our calculations externally verified and accredited by net-zero consultants Verco to provide additional assurance. This will be completed in autumn 2025.



Decarbonising heat

The airport already uses air source heat pumps in a few buildings away from the terminal and in the Central Search Area of the terminal, but most of the space heating and hot water has to date been supplied by gas. This must change for the airport to reach its decarbonisation objectives by 2040. That's why we're exploring a range of different approaches to address heat demand in the future. The options we are considering include standard air source heat pumps, open loop ground source heat pumps and even the potential use of heat from local sewage.



Disclosing our emissions

This is our first year calculating and disclosing scope 3 data, that is, indirect greenhouse gas emissions in our value chain not accounted for in scopes 1 and 2. Last year was our first attempt to split the contribution of all the third parties within the airport to give a more accurate representation of the airport company's operational emissions. The elephant in the room, though, was that these only related to ground-based operations and didn't include passenger surface access and aviation-related emissions. Because of our change in approach to calculating emissions, we expect further progress to be made in the granularity of our emissions figures across all scopes in the following years as our reporting develops and matures.

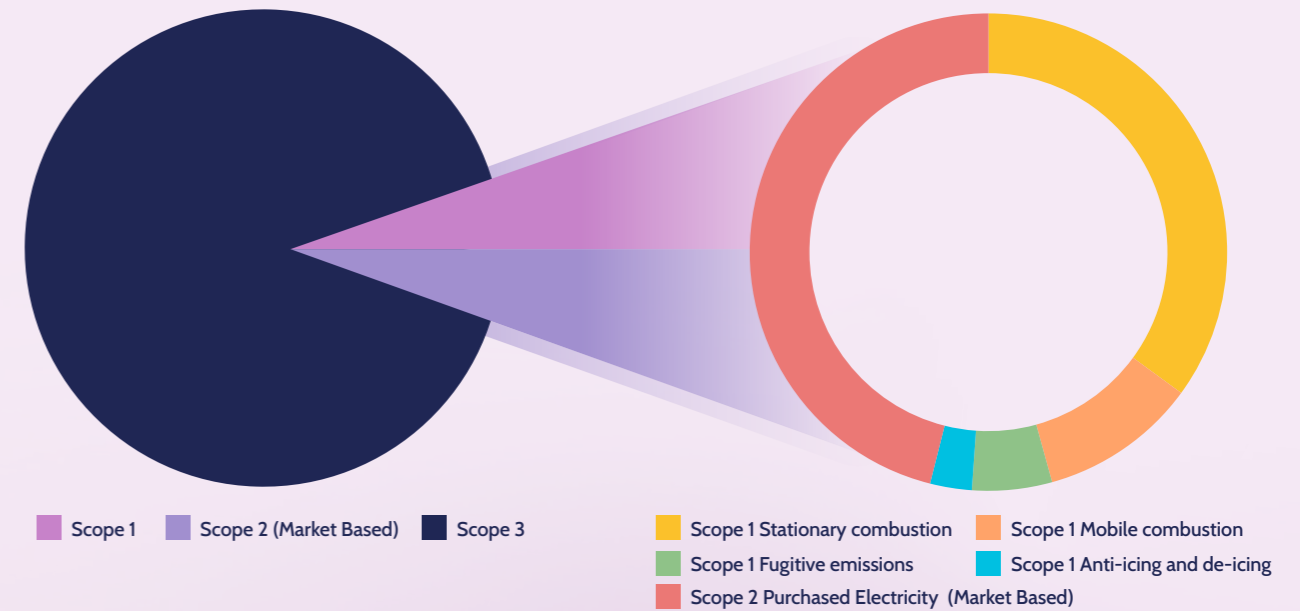
This year, we have calculated and incorporated passenger access and colleague commute surface access emissions and those for the landing and take-off (LTO) cycle for the airlines.

Emissions breakdown



Airport Scope 1, 2 & 3 CO₂e emissions

Scope 1 & 2 CO₂e



For a further breakdown of our emissions see p56.



Our Actions



£3M

Investment

3MW

Electricity generated

+25%

of LJLA's overall energy demand
(or 50% of the Airport Company power demand)

Solar array takes shape

As last year's report noted, we've already reduced emissions associated with electricity use by 75%, but further progress required major action.

In 2024, in partnership with solar energy generation experts Activ8 Energies and SSE Airtricity, we began work on a 22-acre solar array on land to the east of the airport runway. Construction started in earnest in February 2025 with site clearance and levelling, ready for the installation of the galvanised steel frames in spring 2025.

Once operational in early autumn 2025, the £3m solar farm will be capable of generating 3 megawatts of renewable onsite power for airport operations. That represents more than 25% of the airport community's current overall electricity demand for 2024/5. In summer months, we even expect to be a small exporter of surplus power to the local grid.

"We have been working hard minimising energy use and reducing our CO₂ emissions through various initiatives for many years. Our new solar array is the next stage in our decarbonisation evolution towards a zero-carbon future by 2040.

"Passengers flying in and out of the airport next summer will perhaps have the best view of this environmentally friendly renewable energy source for the airport helping us to further reduce carbon dioxide emissions."

Andrew Dutton,
Head of Environment and Sustainability

Improving air quality

The air we breathe matters to everyone at LJLA, as well as our neighbours. That's why we've been monitoring nitrogen dioxide (NO₂) levels for over 20 years at ten sites across the airport and around the perimeter.

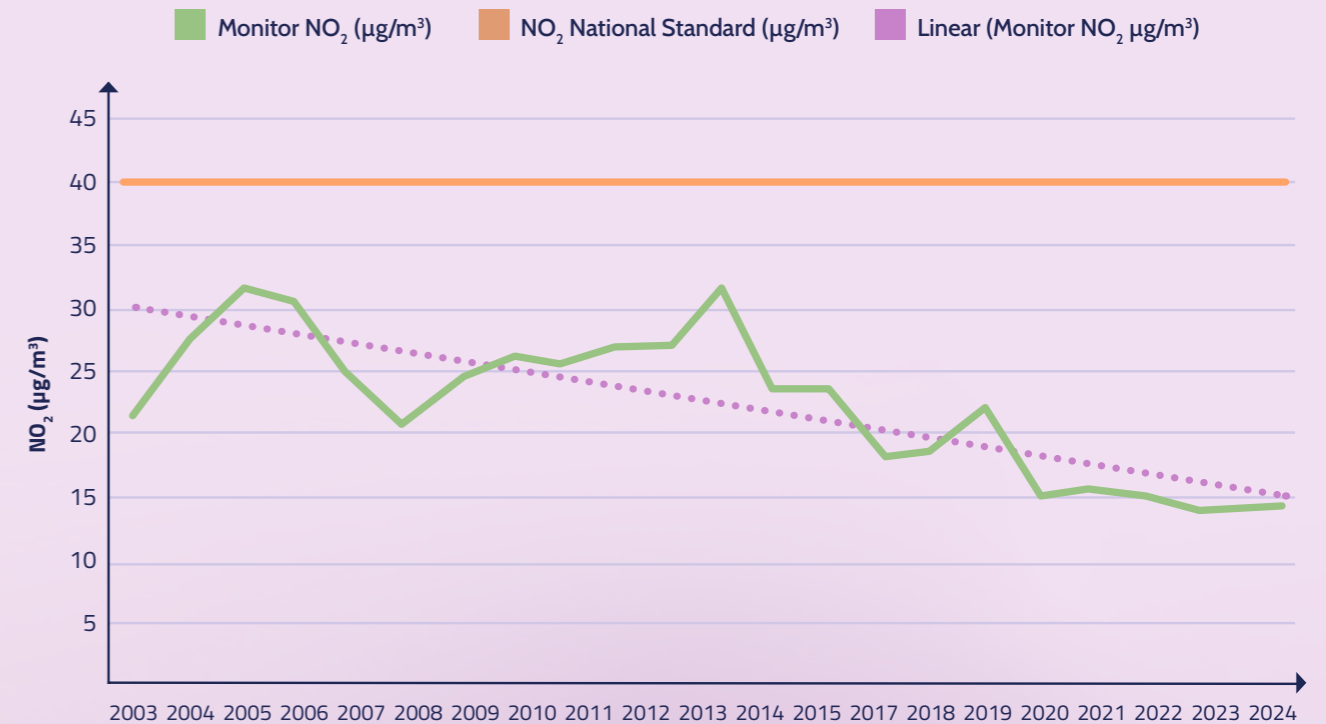
The national standard for NO₂, as set by UK National Air Quality Strategy (NAQS), is 40 micrograms per cubic meter (µg/m³). Since 2003, levels have been consistently below that limit and on a downward trend. Electrification of the airport, and our migration away from natural gas as the terminal source of heating should further support reduction in NO₂ levels over time.

Having demonstrated that the concentration of NO₂ is unlikely to breach the NAQS limit in the foreseeable future, our next area of air quality focus is particulate matter (i.e. tiny particles suspended in air).

LJLA will begin monitoring particulate matter in 2026 and publish annual particulate matter results for 2027.



NO₂ Annual Monitoring Trend at LJLA 2003 to 2024





Our Actions



Actions to reduce noise exposure

For more than a decade, we've been working to reduce the noise associated with airport activities. Using independent, forecasted figures for 2025, our day and nighttime exposure contours (a standard way of measuring noise impact) increased slightly last year, a reflection of the increased number of flights from the airport.

Yet despite carrying over a million more passengers now than in 2013, daytime noise exposure is almost half what it was in 2013 (with nighttime exposure also much reduced). This is mainly due to deploying quieter aircraft.

We're continuing to work with airlines over scheduling and longer-term replacements to help ensure quieter aircraft are deployed at LJLA, especially at night. We've also voluntarily committed to phasing out QC4 aircraft movements (the noisiest aircraft) at night by 2026.

To further support noise reduction, in spring 2025, we invited airline captains based at LJLA to an annual forum to share their experiences and good practice in noise reduction.



Upcycling the way we deal with waste

The airport company provides general waste management facilities for the airport community in much the same way as your local authority collects the waste generated by your home.

The airport company itself generates only a small volume of waste, but our passenger-facing terminal concessionaires and airline partners produce lots.

For some years we've offered recycling waste streams (cardboard/paper, plastic and glass bottles, food and dry mixed recycling) for our partners but we want to increase use of the service by making it easier for concessionaires to use. We also want to uplift overall performance by better educating our partners.

During 2025/26 we are changing our waste service provider to Biffa and we will take the opportunity to change our waste infrastructure at the same time so that we engage better, recycle more and waste less.



We'll report on the results of this change in our next report.



New waterless urinals during the construction/installation of the new toilet block, March 2025.

Flushed with success: LJLA urinals go waterless

Last year, we reported on a trial of waterless urinals in toilets in our service areas. These proved a success and we have made the decision to rollout waterless systems whenever we refurbish any of the airport's seven public-use toilet blocks.

This year, we redeveloped one of our toilet blocks at the western end airside and replaced the traditional urinals with new waterless versions. This will save up to **900,000** litres of water per year.



Related material topic: **Local community support**

LJLA in our community

When we describe ourselves as “the friendlier airport”, we don’t just mean for our customers. We want to be seen as a positive, friendlier force in the community too. Here’s how we’ve been doing that this year.

Liverpool Airport Community Fund

The Liverpool Airport Community Fund (LACF) helps us make an impact beyond the airport. This year, 13 successful projects shared more than **£25,500**. In the two years since launch, the fund has supported a total of 23 local community initiatives, with grants totalling more than **£50,000**.

This year’s successful applicants were:



9th Halewood Scout Group

LACF supported the group’s two-day educational camping trip, which helps the scouts build confidence, develop skills and engage with young people from diverse backgrounds.



The Mason Foundation

The LACF donation supported the foundation’s work helping young people with learning difficulties and neurodivergence to improve their skills and gain employment.



304th Liverpool Brownie Unit

LACF’s grant supported an exciting adventure day in the mountains.



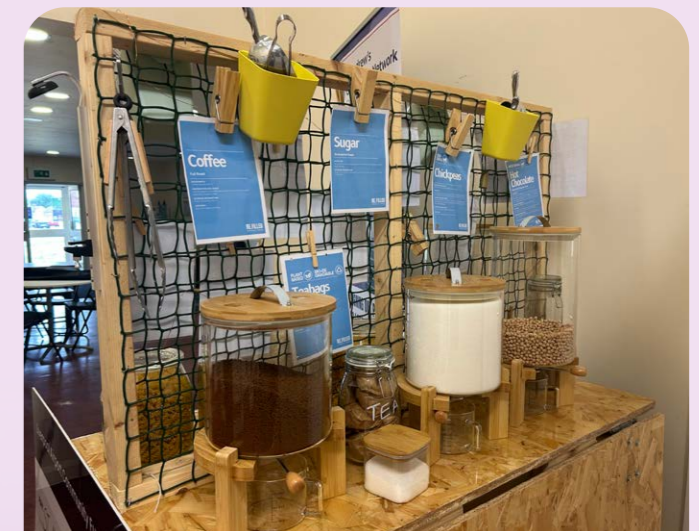
Kaiserslaughten Under 6s

The Speke-based football team used their grant to buy new kits, which include the LJLA logo!



Aisling Morris Dancers

We’re sponsoring this popular community group and contributing to their competition and training kits.



St Andrews Community Network

The network has used its grant to buy food for its refill stations, which help local communities facing poverty.



Related material topic: **Local community support**

LJLA in our community



Ormiston Bolingbroke Academy

LACF's grant went towards plants, outdoor beanbags and parasols for the academy's garden therapy/educational space, where students learn new skills to support their physical and mental wellbeing.



Knowsley Dementia Care Support (KCDS) Memory Lane

LACF's grant has helped KCDS continue its work supporting people living with and caring for a loved one with dementia.



Kingsway Amateur Boxing Club

The club helps young people in Widnes develop personal discipline, physical fitness and mental wellbeing. Their grant has funded new equipment.



The Autism Wellbeing Project (AWP) CIC

Providing cooking classes for young autistic people in and around Widnes, AWP has used its grant to buy supermarket food vouchers to support its classes.



Woolton Drama Group

This local community arts group will use its grant to fund a new curtain rig and a card machine.



Merseybeats Majorettes

This Speke-based community dance troupe are using their grant to help them host a dance competition.



Liverpool South Christians Against Poverty

The donation has helped the group continue its valuable financial advice and money management services, with a condition of the grant being to support people of all faiths and backgrounds.



Related material topic: **Local community support**

LJLA in our community

Donate a Day

Since 2019, our Donate-A-Day scheme has seen LJLA colleagues swap one regular day's work for a day spent supporting their local community. Here are just some of the ways they used their day this year.

Cultivating connections at Memory Lane

Every summer, the community garden at Speke-based Memory Lane is a busy hub of tea parties and social gatherings. These events are an important part of the group's work in supporting people living with a loved one with dementia. But the garden was in desperate need of a good clean and tidy.

As ever, LJLA colleagues stepped up, using their Donate-A-Day to clear walkways, weed and tidy the raised flower beds and paint benches, sheds and pergolas.



Feeding our city

Autumn is always a busy time for South Liverpool Foodbank, the charity that supports people in crisis from eight locations across the south of the city.

For several years, we've been supporting the foodbank with weekly donations of food, water, soft drinks, aerosols and toiletries surrendered by passengers at security. So far this year, we have donated more than **4,000kgs** of items.

But come October and November, as demand rises, there's an even greater need for help. So throughout autumn, airport colleagues donated their day to help out at the foodbank's central warehouse, dating, sorting and packing donated food items for distribution.

"I wanted to help people who share our passion for helping others. Seeing the amount of food needed for the foodbanks was humbling. It also reminded me not to take anything for granted."

Erica Hankey,
ID Centre Administrator Apprentice



On the allotment with Launchpad

In October, six LJLA colleagues used their donated day to take part in a clean-up of the allotment at AF & V Launchpad in Speke.

Launchpad is a charity that provides much-needed accommodation and support to homeless veterans, giving them the stability they need to make a successful transition from military to civilian life. Our colleagues worked with residents and staff to complete the project in what was a hugely rewarding and enjoyable day.



Adding sizzle to our shoreline clean up

Once again this year, LJLA colleagues and members of local community group Speke Wombles joined forces for the annual airport clean-up on the Oglet shoreline. First the team filled a skip with shoreline litter. Then they filled themselves with a much-deserved BBQ.

Blue Watch creates a fresher Place to Be

The Place to Be community café – just five minutes' drive from the airport – has served the Speke community for years, but it was showing more than a few signs of wear. So for their Donate-A-Day in October, members of Blue Watch gave the centre a makeover. With painting and decorating complete, the centre is able to welcome the community to a much brighter, fresher Place to Be, and even more welcoming daily drop-ins, lunches, food pantry and more.



Concourse discourse: keeping the community informed

We have recognised that whilst we often communicate our new services and airport developments to passengers and the wider public, we could be better at communicating directly with communities closest to the airport. There's no better way of doing that than face to face, so in April – in partnership with Liverpool City Council's Neighbourhood Team – we held an airport community drop-in session to give local residents in nearby Speke the opportunity to meet with airport representatives and talk all things airport related. The event was a big success and we took away a number of actions to look at improvements to help local residents.



Related material topic: **Local community support**

LJLA in our community

A quarter of a million and more for Alder Hey Children's Charity

We've been a fundraising partner to Alder Hey Children's Charity for almost a decade, raising more than **£250,000** to date. This year, we launched one of our biggest ever fundraisers.



Charity Plane Pull

If you brought together a dozen of your mates and colleagues, how far do you reckon you could pull a plane in one minute? That was the challenge we set in our charity plane pull to raise much-needed funds for Alder Hey's new surgical neonatal intensive care unit.

Eleven teams entered, with each raising minimum sponsorship of **£1,000**, and local television and radio stations watched events unfold.

On the tarmac, GSTS Security won the event, managing to pull one of Jet2.com's 40-tonne Boeing 737-800s a magnificent 55m.

Together with hamper raffles and a secret auction held on the day, the event raised more than...

£17,800





Environmental metrics

Greenhouse Gas Emissions

Category	FY11 (Base year) (tCO ₂ e)	FY24 (tCO ₂ e)	FY25 (tCO ₂ e)
Gross Scope 1 GHG emissions*	3298	1861	1003
"Gross location-based Scope 2 GHG emissions"	7888	1998	1172
Total Scope 1&2 GHG emissions	11186	3859	2175

*De-icing related emissions have not been included in these figures, however we hope to be able to account for these in the future.

Emission type	FY11 (Base Year)	FY15	FY20	FY23	FY24	FY25
tCO ₂ e						
Scope 1						
Mobile combustion	2509	957	775	549	951	198
Stationary Combustion	789	1013	1221	909	910	652
Fugitive emissions	-	-	-	-	-	101
Anti-icing & de-icing						53
Total Scope 1	3298	1970	1996	1458	1861	1003
Biogenic emissions	-	-	-	-	-	56
tCO ₂ e						
Scope 2						
Purchased electricity (location-based)	7888	6478	2877	1883	1998	1172
Purchased electricity (market-based)	N/A	N/A	N/A	N/A	N/A	857
Total Scope 2 market-based	7888	6478	2877	1883	1998	857
tCO ₂ e						
Scope 3						
Purchased goods and services	-	-	-	-	-	189
Fuel and energy-related activities*	-	-	-	-	-	1392
Waste generated in operations	-	-	-	-	-	150
Business travel	-	-	-	-	-	35
Employee commuting	-	-	-	-	-	216
Use of sold products**	-	-	-	-	-	85887
Total scope 3						87869
Biogenic emissions						56

*Includes emissions from category 3A-3D

**Includes emissions from aircraft movements, landing and take off cycles, passenger access, 3rd party gas, fuel use and de-icing.

Intensity metrics

Intensity Metric	Location Based	Market Based
Scope 1 & 2 Intensity Metric		
tCO ₂ e/FTE	9.07	7.75
tCO ₂ e/£m	40	34.17
tCO ₂ e/m ²	0.022	0.019
Scope 1,2 & 3 Intensity Metric		
tCO ₂ e/FTE	3752	373.87
tCO ₂ e/£m	1654	1648
tCO ₂ e/m ²	0.912	0.0909

Energy data

Energy Consumption	FY25
Energy from fuels (MWh)	4472
Energy from electricity (MWh)	5660
Energy from heating (MWh)	3528
Fuels from renewable sources (%)	0 (Zero)
Energy consumed (MWh/FTE)	42
Energy consumed (MWh/£m)	185
Energy consumed (MWh/m ²)	0.102
Total energy consumption (MWh)	10072

Waste data

	FY23	FY24	FY25
Waste generated (metric tonnes)	476	724	1403
FY25			
Waste sent to landfill (metric tonnes)			205*
Waste recycled (metric tonnes)			451
Waste sent to incineration / heat recovery (metric tonnes)			747

*International Catering Waste (ICW) Cat 1 must go for immediate disposal following Brexit and the only option available is burial.



Non-GHG pollutants data

Year	Monitor NO ₂ (µg/m ³)	NO ₂ National Standard (µg/m ³)
2003	22	40
2004	28.1	40
2005	32.2	40
2006	31.1	40
2007	25.2	40
2008	21.1	40
2009	24.4	40
2010	26.8	40
2011	25.7	40
2012	27	40
2013	27.7	40
2014	31.6	40
2015	23.7	40
2016	23.4	40
2017	18	40
2018	19	40
2019	21.9	40
2020	15	40
2021	15.4	40
2022	14.9	40
2023	13.9	40
2024	13.97	40

Social metrics

Employee diversity data

Metric	Unit	FY23	FY24	FY25
Executive Management Team (6 colleagues)	% female	33%	33%	33%
	% ethnic minority	0%	0%	0%
	% under 30 years	0%	0%	0%
	% age 30-50 years	66%	50%	50%
	% over 50 years	33%	50%	50%
Leadership (30 colleagues inc. EMT)	% female	29%	32%	30%
	% ethnic minority	4%	10%	10%
	% under 30 years	14%	13%	7%
	% age 30-50 years	64%	58%	60%
	% over 50 years	21%	29%	33%
All employees (240 colleagues)	% female	25%	25%	30%
	% ethnic minority	7%	9%	10%
	% under 30 years	18%	16%	14%
	% age 30-50 years	49%	46%	51%
	% over 50 years	33%	38%	35%
UK pay reporting				
Average (mean) gender pay gap	Percentage	-9.47%	-1.53%	-0.32
Average (median) gender pay gap	Percentage	1.34%	3.01%	2.49%
Average (mean) ethnicity pay gap	Percentage	N/A	N/A	-
Average (median) ethnicity pay gap	Percentage	N/A	N/A	-
CEO pay ratio				
25th percentile pay ratio	Ratio	N/A	N/A	-
Median pay ratio	Ratio	N/A	N/A	-
75th percentile pay ratio	Ratio	N/A	N/A	-
Percentage of senior management at significant locations of operation that are hired from the local community				
	Percentage	11%	16%	-



Employee management data

Metric	FY25
Percentage of employees that require a work visa (%)	1
Employee engagement as a percentage (%)	82

	FY23			FY24			FY25		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Total number of employees*	54	166	220	58	177	235	72	168	240
Permanent	54	163	217	55	169	224	65	161	226
Temporary	0	3	3	3	8	11	7	7	11
Non-guaranteed hours	0	0	0	0	0	0	0	0	0
Full-time	49	164	213	53	172	225	65	164	225
Part-time	5	2	7	5	5	10	7	4	10
Total number of new employee hires	11	29	40	13	33	46	27	37	64
Rate of new employee hires	16.2%			20.9%			14.81%	56.76%	39.06%
Employee age under 30	5	6	11	4	10	14	7	8	15
Employee age 30-50 years	4	9	13	5	14	19	13	15	28
Employee age over 50	2	4	6	4	9	13	7	14	21
Total number of employee turnover	13	45	58	9	23	32	13	45	58
Rate of employee turnover	24.2%			14.0%			24%		
Employee age under 30	5	5	10	0	9	9	2	10	12
Employee age 30-50 years	6	27	33	5	9	14	5	13	18
Employee age over 50	2	13	15	4	5	9	6	22	28

*Based on head count at end of reporting period.

Employee parental leave data

	FY23		FY24		FY25	
	Female	Male	Female	Male	Female	Male
Employees entitled to parental leave	54	166	58	177	72	168
Employees that took parental leave	1	8	3	2	5	6
Employees that returned to work after	0	8	N/A*	2	4	6
Employees that return to work after and remained for more than 12 months	N/A	N/A	0**	8	-	3

Training and career development data

Metric	FY25
Percentage of employees receiving skills-related training (%)	100
Percentage of employees receiving regular performance and career development reviews (%)	89

Health and safety data

Metric	FY25
Percentage of sites with a health & safety management system in place (%)	100
Percentage of sites where a health and safety risk assessment has been conducted (%)	100
Percentage of employees trained on health & safety (%)	100
Percentage of subcontractors trained on health & safety (%)	100
Total number of work-related injuries	24

Diversity and inclusion data

Metric	FY25
Number of reported incidents of discrimination (Number)	0
Ratio of women to men in the upper pay quartile (Ratio)	73.58% male & 26.42% female
Ratio of women to men in the lower pay quartile (Ratio)	69.69% male & 30.30% female
Gender pay gap for monthly pay (%)	0.32 (yearly)
Percentage of employees trained on diversity and inclusion (%)	90

Communities data

Metric	FY25
Average ratio of entry level wage compared to local minimum wage, broken down by gender (Ratio)	
Percentage of senior management hired from the local* community (with reference to the definition of 'local' for the business) (%)	45%
Percentage of staff hired from local* communities (with reference to the definition of 'local' for the business) (%)	49%

*This years' reporting includes an additional 4 postcodes defined as 'local'.



Governance metrics

Business ethics data

Metric	FY25
Percentage of employees trained on anti-money laundering (%)	0
Percentage of employees trained on anti-bribery and corruption (%)	100
Percentage of employees trained on anti-competitive practices (%)	0
Number of reported incidents of money laundering, bribery and corruption, or anti-competitive practices (Number)	0
Number of reports related to whistleblower procedure (Number)	2
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations (£)	0
Number of risk assessments conducted for money laundering	0
Number of risk assessments conducted for bribery and corruption (Number)	0
Number of risk assessments conducted for anti-competitive practices (Number)	0

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