

HEATHROW PERFORMANCE REPORT

Measures, Targets and Incentives - November 2025



Heathrow Performance Report November 2025



Passenger Experience and Service Level Performance

	Target	T2	T3	T4	T5	LHR
Overall Satisfaction ¹	4.26	4.41	4.38	4.34	4.34	
Passenger Assistance Service - Overall Satisfaction ¹	4.00					4.16
Security Staff - Helpfulness and Attitude ^{1, 3}	4.10	4.33	4.33	4.28	4.27	
Airport Staff - Helpfulness and Attitude ¹	4.36	4.38	4.39	4.34	4.35	
Ease of Access to Airport ^{1, 2}	4.44					4.34
% of UK Population Within 3 Hours (and One Interchange)						29.90%
Customer Effort ¹	91.00%	94.32%	93.70%	94.17%	92.58%	
Cleanliness ¹	4.15	4.34	4.26	4.28	4.28	
Wayfinding ¹	4.20	4.37	4.33	4.33	4.31	
Wi-Fi ¹	4.05	4.18	4.21	4.26	4.04	
Enjoy My Time at the Airport ¹	80.50%	80.79%	78.67%	77.39%	77.38%	
Airport that Meets My Needs ¹		94.90%	94.17%	91.94%	94.09%	
Feel Safe and Secure ¹	96.00%	99.00%	98.86%	98.69%	98.83%	
Immigration EEA	95.00%	99.67%	99.90%	100.00%	100.00%	
Immigration Non EEA	95.00%	97.52%	98.71%	97.90%	99.76%	
Security - CSA (QT < 5 minutes)	95.00%	98.23%	99.47%	98.85%	98.40%	
Security - CSA (QT < 10 minutes)	99.00%	99.95%	100.00%	100.00%	99.80%	
Security - Staff Search	95.00%	99.08%	97.14%	99.52%	99.36%	
Security - Transfer	95.00%	99.90%	99.57%	100.00%	99.15%	
	Target	CTA	Cargo	Eastside	T5	Southside
Security - Control Post	95.00%	96.15%	99.34%	99.84%	95.60%	98.06%

Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

Service Level Performance

	Target	T2	T3	T4	T5	LHR
Lifts, Escalators, Travellators	99.00%	99.25%	99.49%	99.62%	98.83%	
FEGP	99.00%	99.94%	99.99%	100.00%	99.98%	
Jetties	99.00%	99.99%	99.90%	99.90%	99.09%	
PCA	98.00%	99.97%	100.00%		100.00%	
SEG	99.00%	99.88%	100.00%	100.00%	99.99%	
Check-In Infrastructure	98.00%	99.10%	98.60%	98.99%	98.46%	
Hygiene Testing - Amber Tests Resolved in 12 hours	100.00%	100.00%	100.00%	100.00%	100.00%	
Hygiene Testing - Red Tests Resolved in 2 hours	100.00%	100.00%	100.00%	100.00%	100.00%	
TTS - One Car	99.00%				99.95%	
TTS - Two Car	97.00%				98.33%	
Arrivals Reclaim	99.00%	99.40%	99.70%	99.80%	99.60%	
Baggage System Delivery	98.00%	98.65%	99.29%	99.06%	98.51%	
Baggage Misconnect Rate						8.20
Runway Operational Resilience	0.00					12.00
Stands	99.00%	99.00%	99.49%	99.14%	99.37%	
Pier Service ¹	95.00%	99.38%	97.85%	99.97%		
Airport Arrivals Management						8.00
Airport Departures Management						26.00
Departure Punctuality	80.50%					81.53%
Passenger Injuries ¹						7.45

Notes:

Stands: Alleviation is being sought for November performance.

LEPC: Alleviation is being sought for November performance.

Heathrow Performance Report November 2025

Financial Report - Rebates and Bonus



Rebates:

	Nov-25					YTD		
	T2	T3	T4	T5	Other	Estimated Rebate	Estimated Rebate	Total Failures
Security Staff - Helpfulness and Attitude	✔	✔	✔	✔		£0.00	£0.00	0
Cleanliness	✔	✔	✔	✔		£0.00	£0.00	0
Wayfinding	✔	✔	✔	✔		£0.00	£0.00	0
Wi-Fi	✔	✔	✔	✘		£302,336.96	£907,010.88	3
Security - CSA (QT < 5 mins or QT < 10 mins)	✔	✔	✔	✔		£0.00	£0.00	0
Security - Staff Search	✔	✔	✔	✔		£0.00	£0.00	0
Security - Transfer	✔	✔	✔	✔		£0.00	£0.00	0
Security - Control Post					✔	£0.00	£1,467,657.56	1
Lifts, Escalators, Travellators	✔	✔	✔	✘		£1,058,179.36	£1,058,179.36	1
FEGP	✔	✔	✔	✔		£0.00	£0.00	0
Jetties	✔	✔	✔	✔		£0.00	£0.00	0
PCA	✔	✔	✔	✔		£0.00	£0.00	0
SEG	✔	✔	✔	✔		£0.00	£0.00	0
Check-In Infrastructure	✔	✔	✔	✔		£0.00	£425,252.64	1
Hygiene Testing	✔	✔	✔	✔		£0.00	£0.00	0
TTS				✔		£0.00	£0.00	0
Arrivals Reclaim	✔	✔	✔	✔		£0.00	£0.00	0
Runway Operational Resilience					✘	£58,394.08	£58,394.08	1
Stands	✘	✔	✔	✔		£170,101.06	£170,101.06	1
Pier Service	✔	✔	✔	✔		£0.00	£0.00	0
Total						£1,589,011.45	£4,086,595.57	8

Bonuses:

	Nov-25						YTD	
	Lower Threshold	Upper Threshold	T2	T3	T4	T5	Estimated Bonus	Total Pass
Cleanliness	4.35	4.65	4.34	4.26	4.28	4.28	£0.00	0
Wayfinding	4.40	4.70	4.37	4.33	4.33	4.31	£0.00	0
Security - CSA (QT < 5 minutes)	97.00%	99.00%	98.23%	99.47%	98.85%	98.40%	£604,508.40	4
Security - Transfer	97.00%	99.00%	99.90%	99.57%	100.00%	99.15%	£327,646.83	11
Total							£932,155.23	15

Credit Notes:

Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Bonus:

- All business units must exceed Lower Threshold
- Financial year is from January 2025 - December 2025

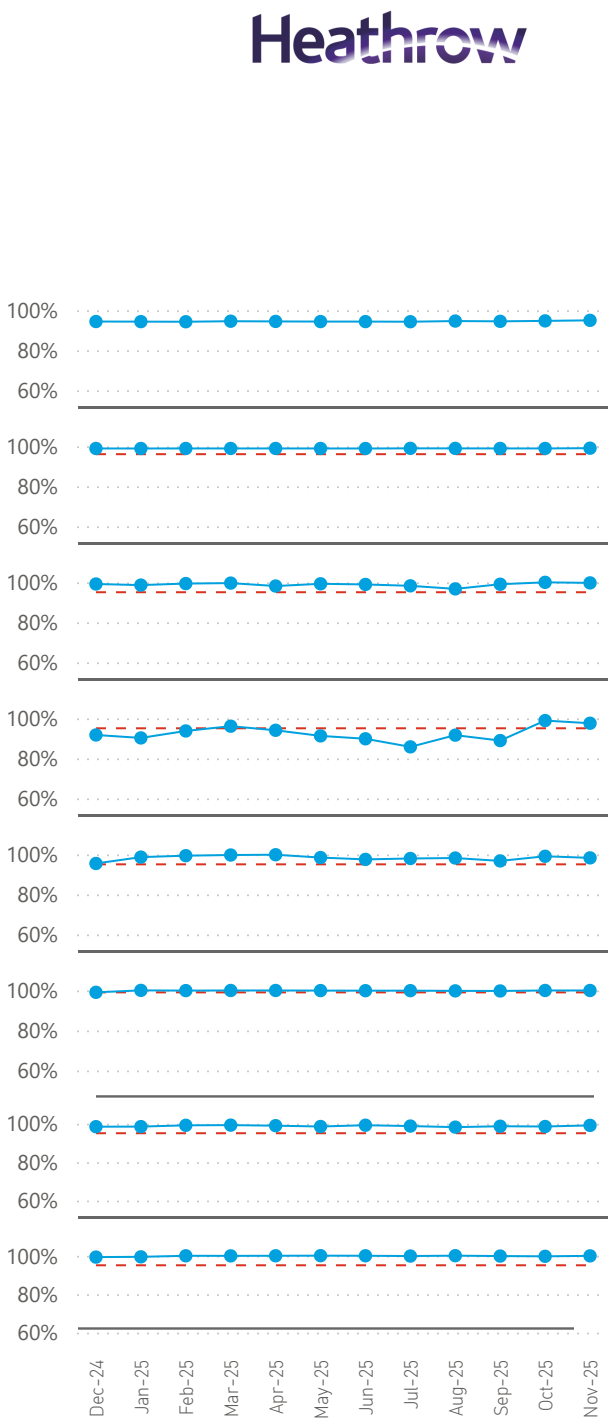
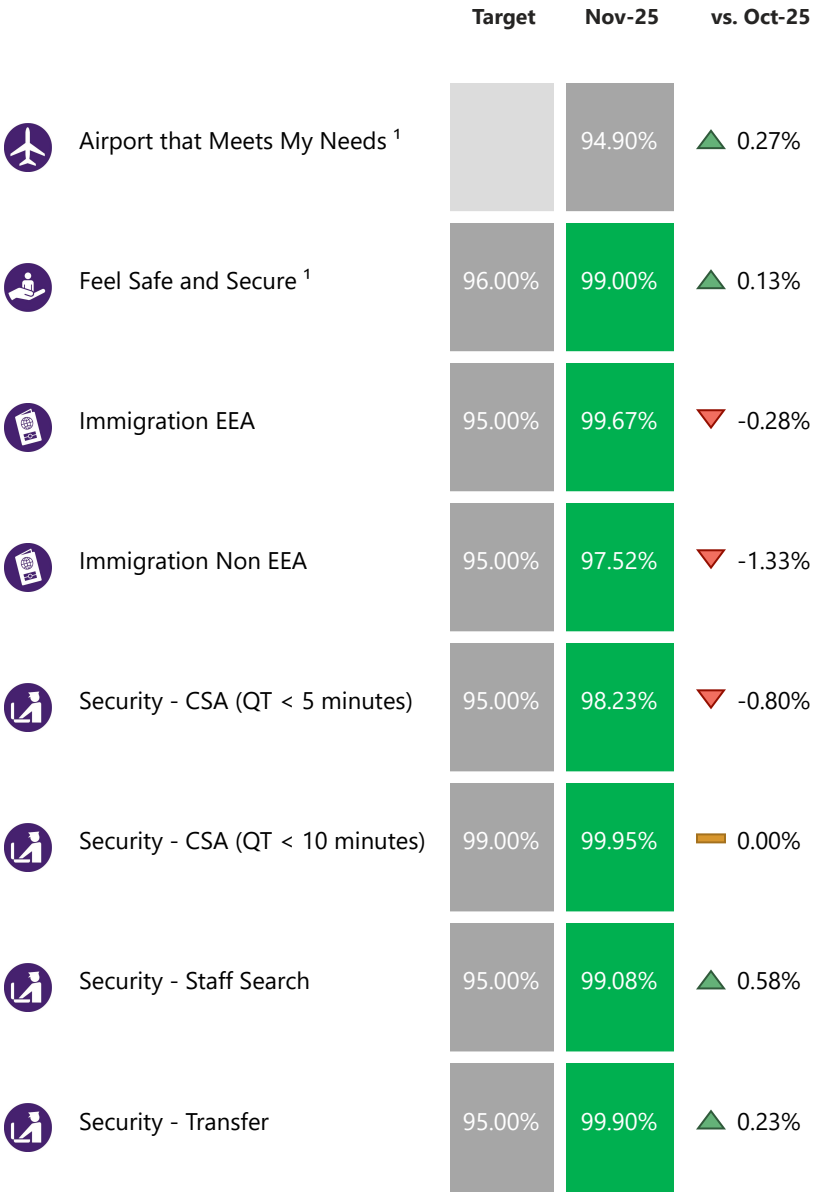
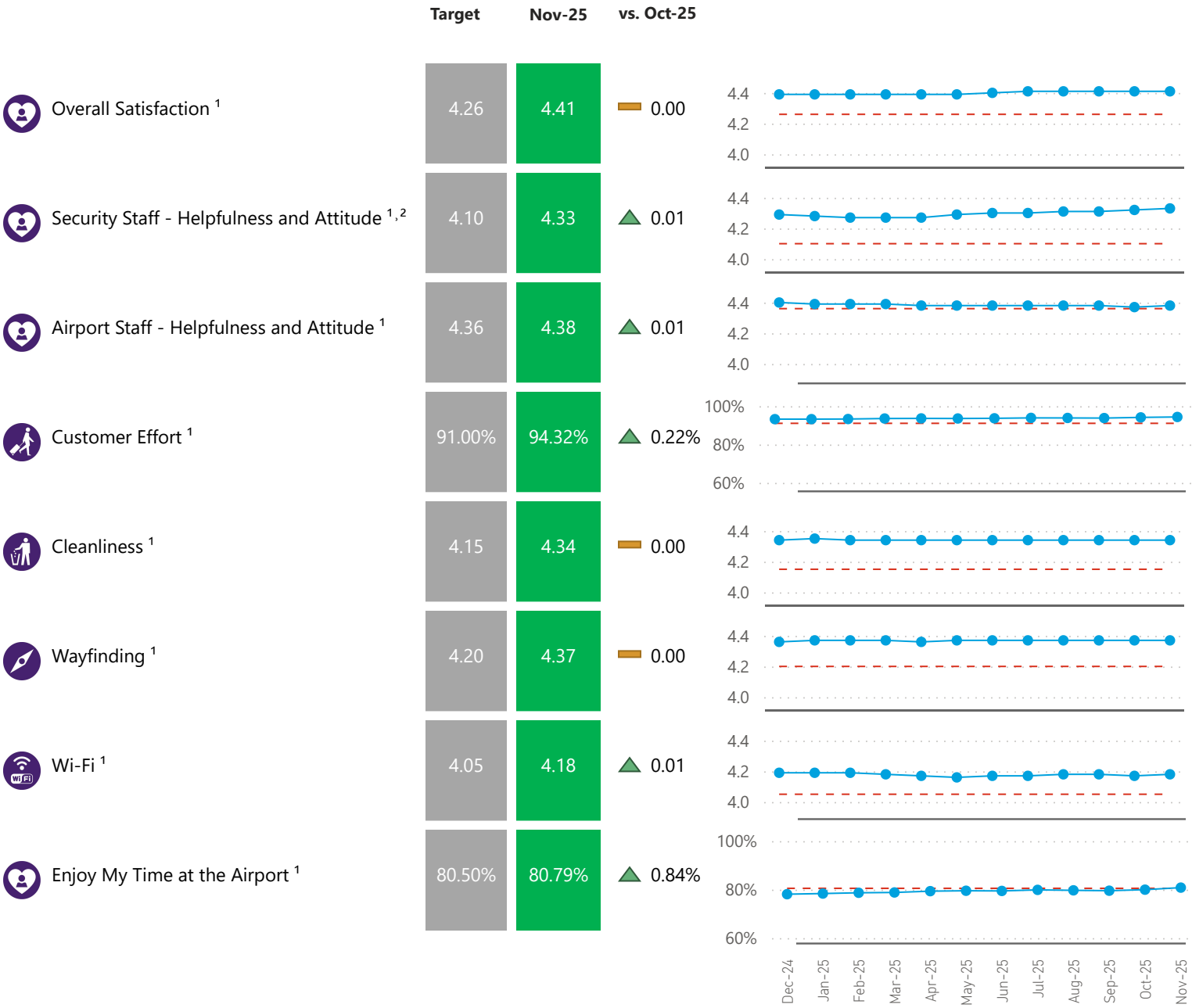
Notes:

Stands: Alleviation is being sought for November performance.

LEPC: Alleviation is being sought for November performance.

Terminal 2 Performance Report November 2025

Passenger Experience and Service Level Performance

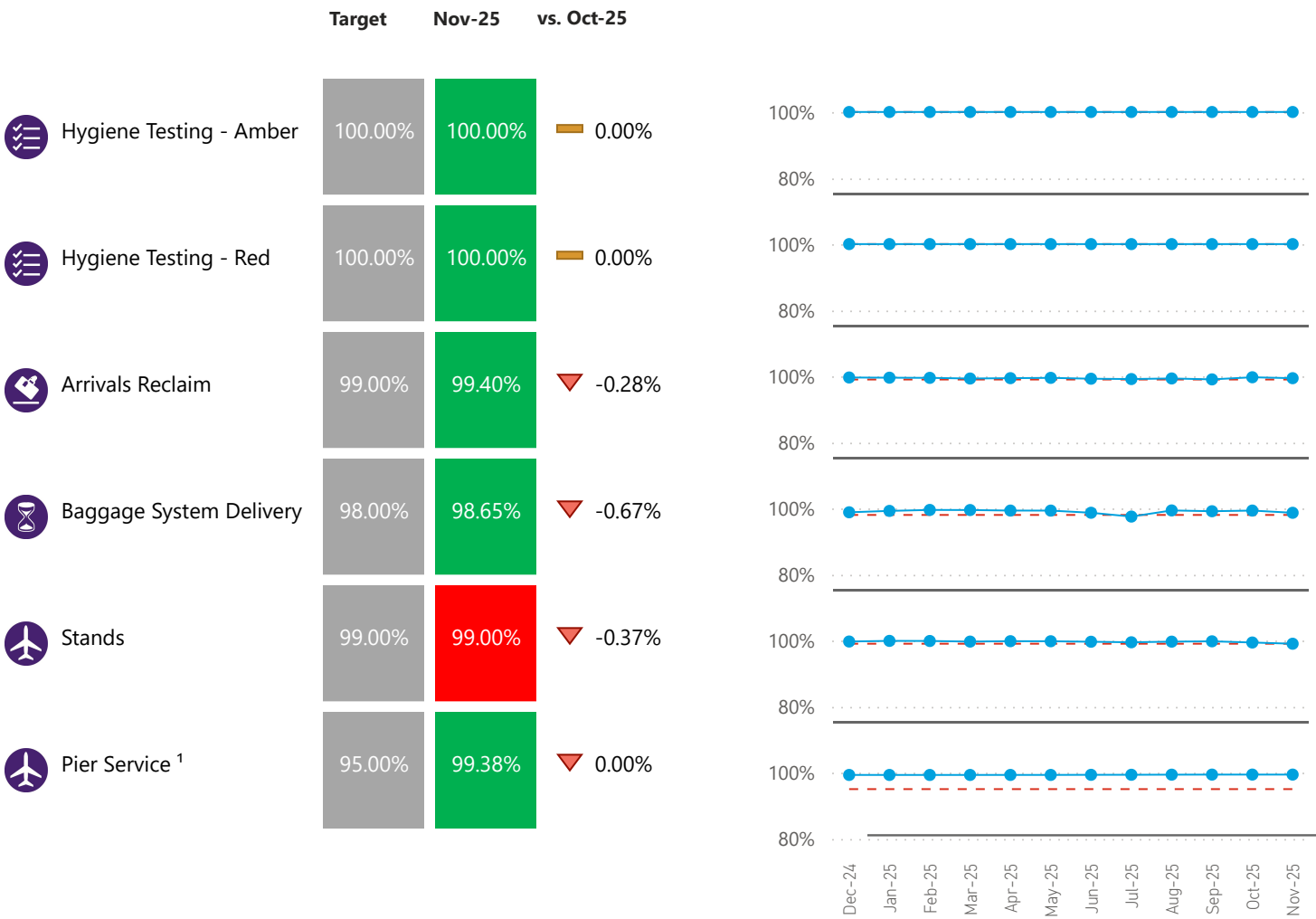
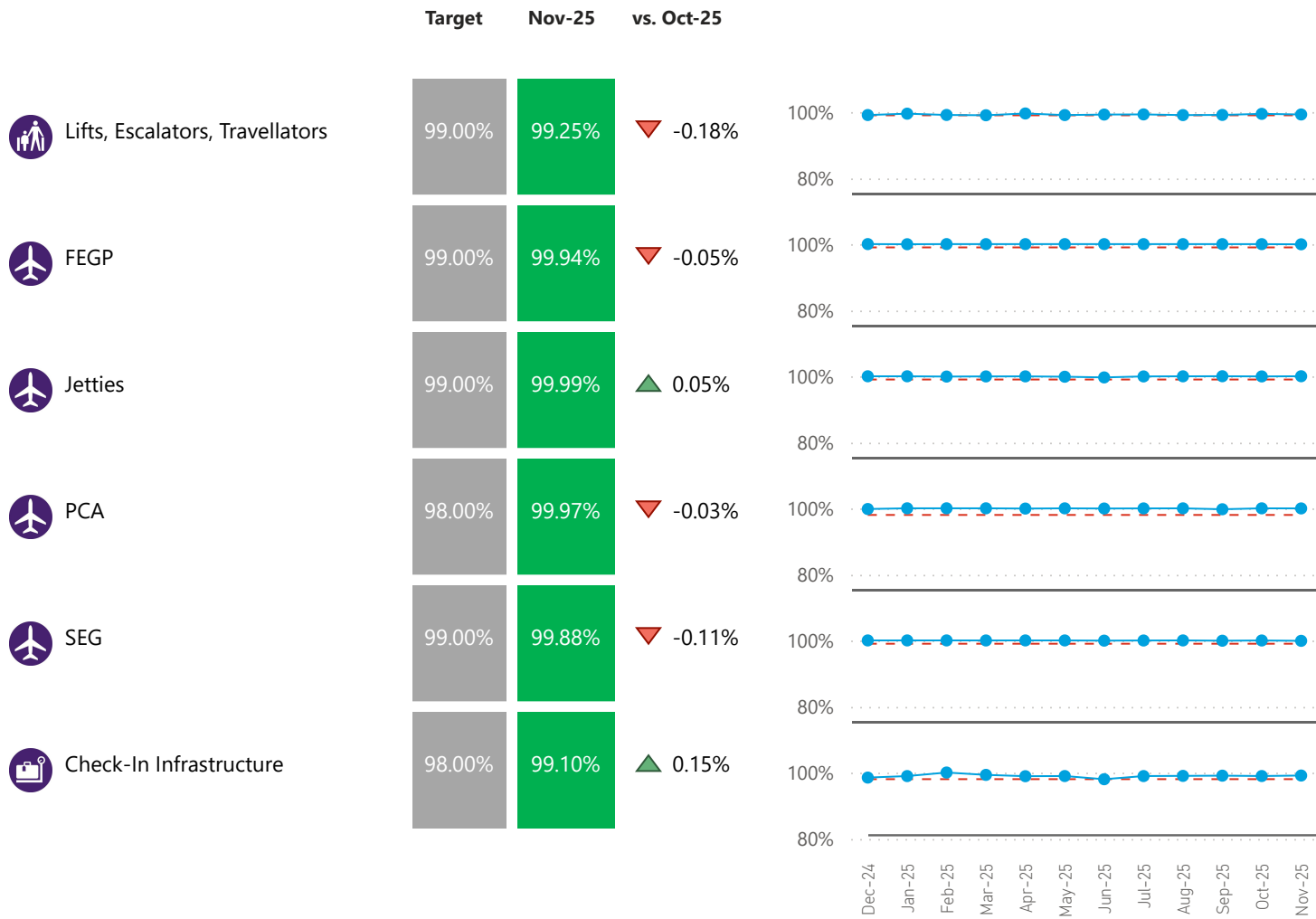


Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

Terminal 2 Performance Report November 2025

Service Level Performance



Heathrow

Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

Terminal 2 Performance Report November 2025



Financial Report - Rebates and Bonus

Rebates:

	Nov-25	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£425,252.64	1
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✗	£170,101.06	£170,101.06	1
Pier Service	✓	£0.00	£0.00	0
Total		£170,101.06	£595,353.70	2

Bonuses:

Bonuses are calculated at total Airport level. Please refer to page 3 for any bonuses.

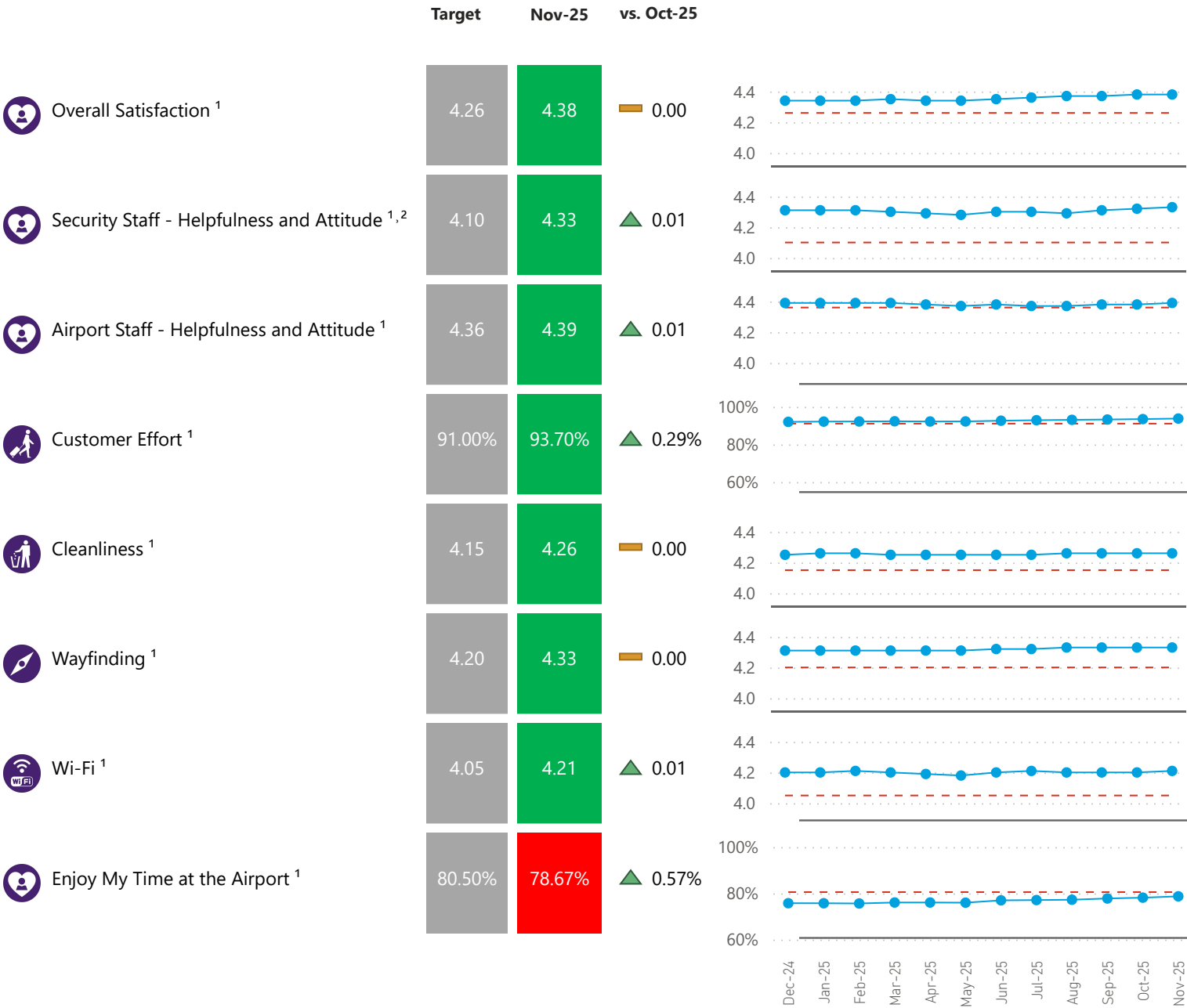
Credit Notes:

Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2025 - December 2025

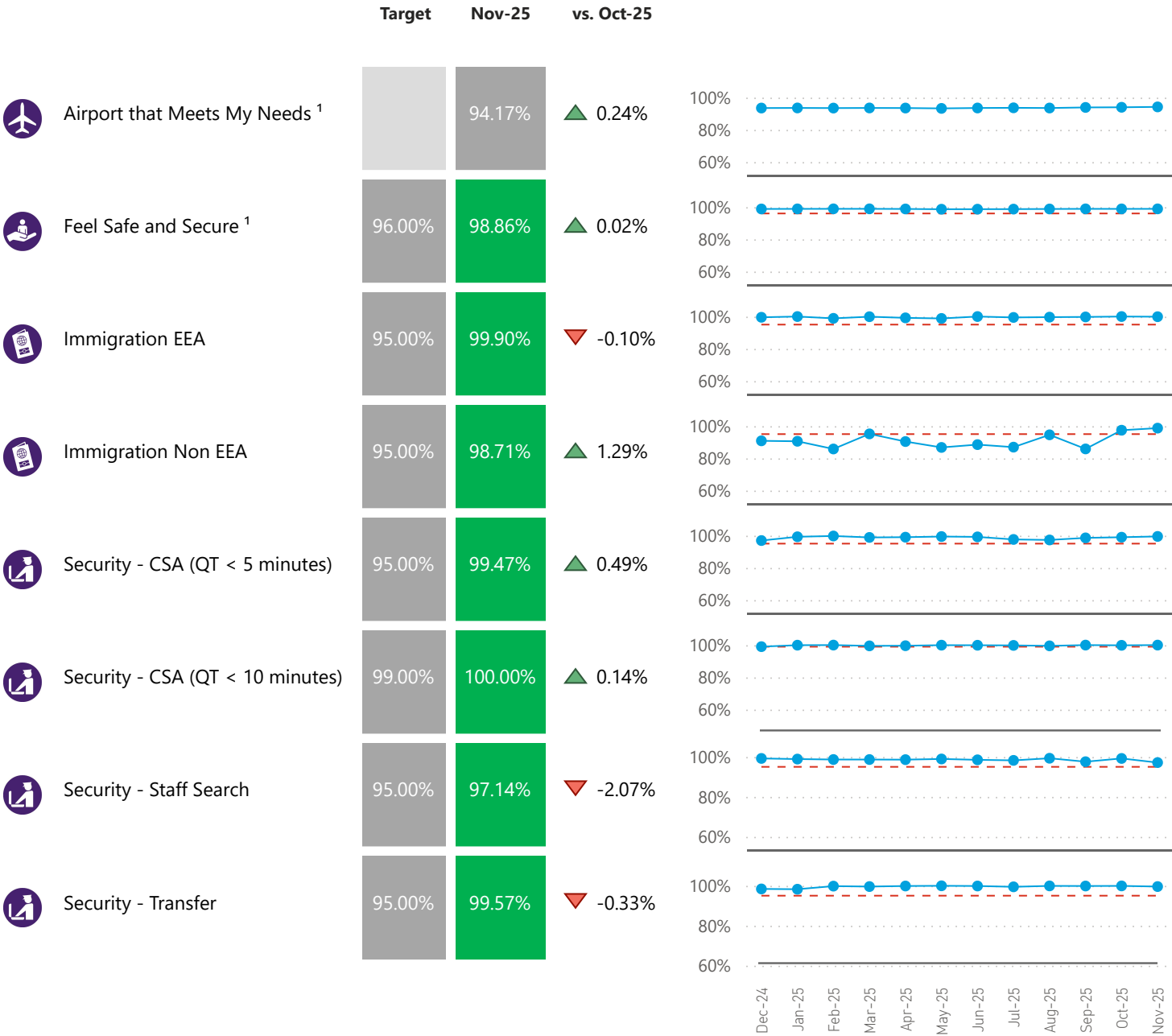
Terminal 3 Performance Report November 2025

Passenger Experience and Service Level Performance



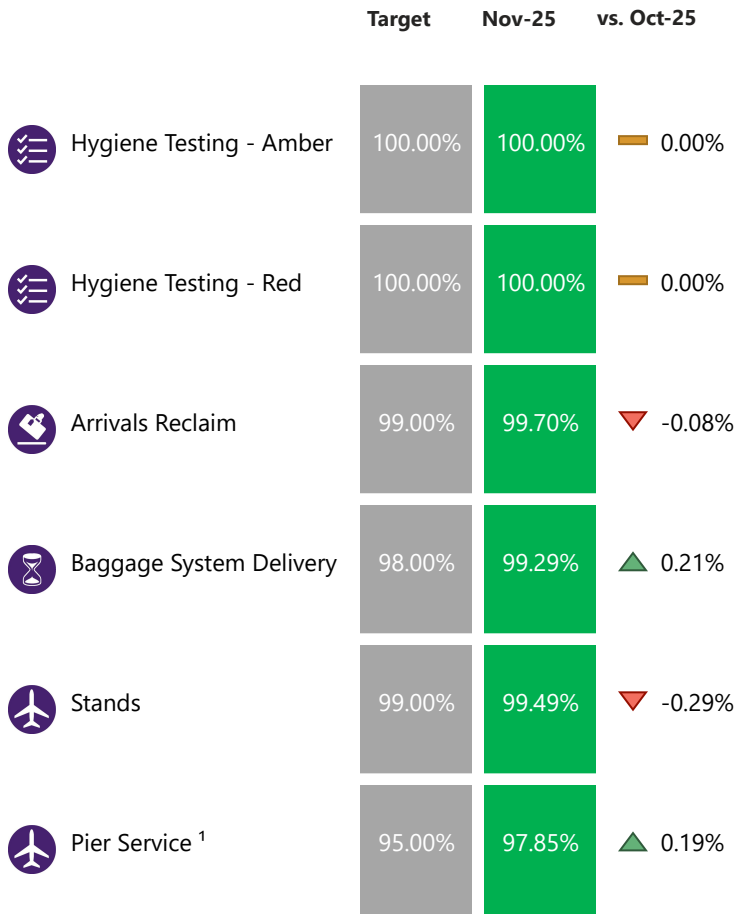
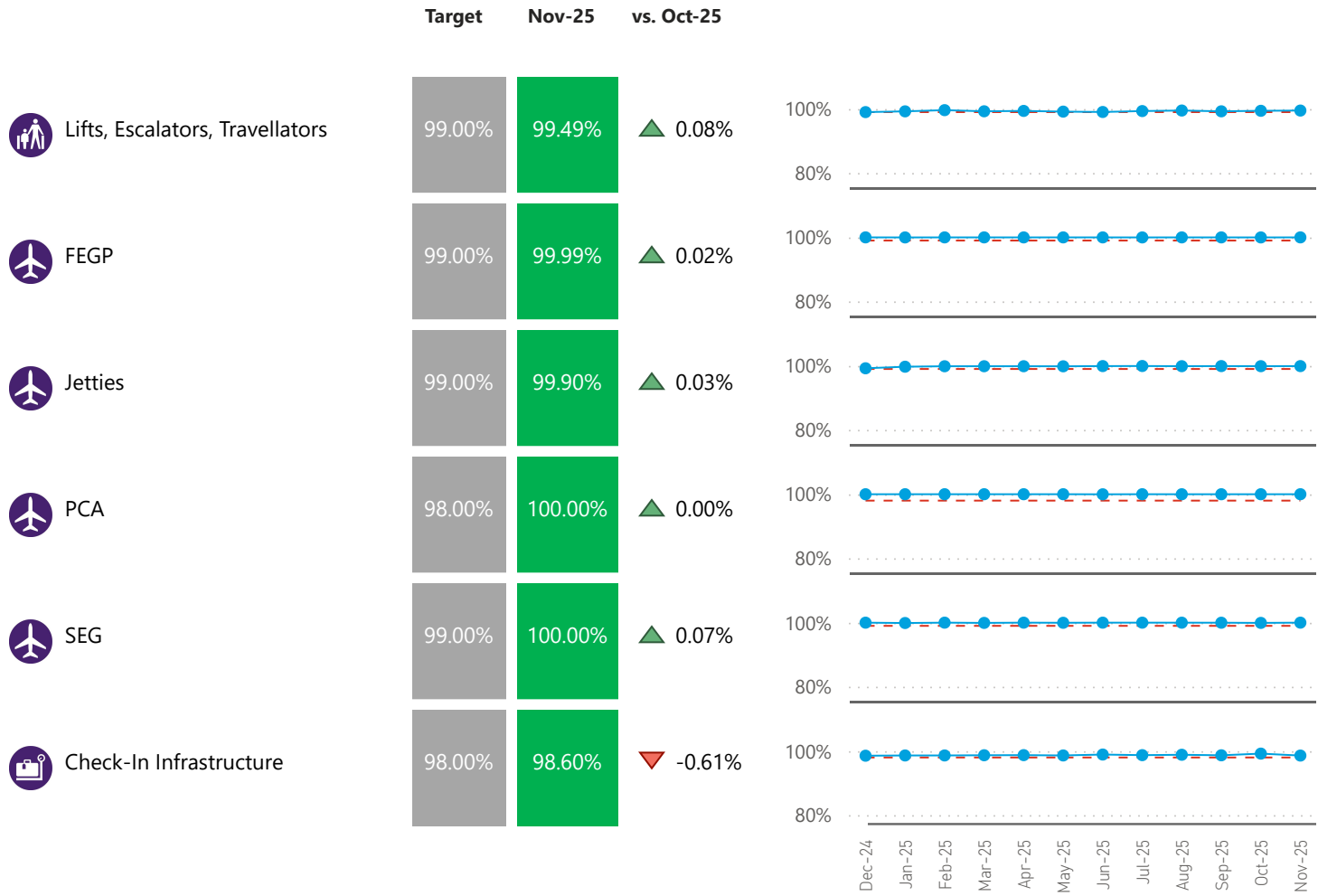
Notes:

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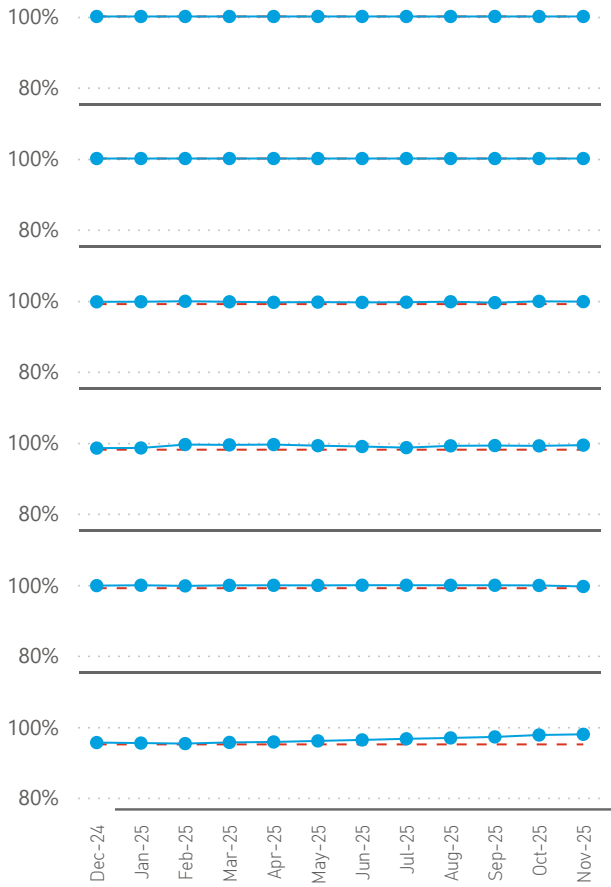


Terminal 3 Performance Report November 2025

Service Level Performance



Heathrow



Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

Terminal 3 Performance Report November 2025

Financial Report - Rebates and Bonus

Classification: Public



Rebates:

	Nov-25	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£0.00	£0.00	0

Bonuses:

Bonuses are calculated at total Airport level. Please refer to page 3 for any bonuses.

Credit Notes:

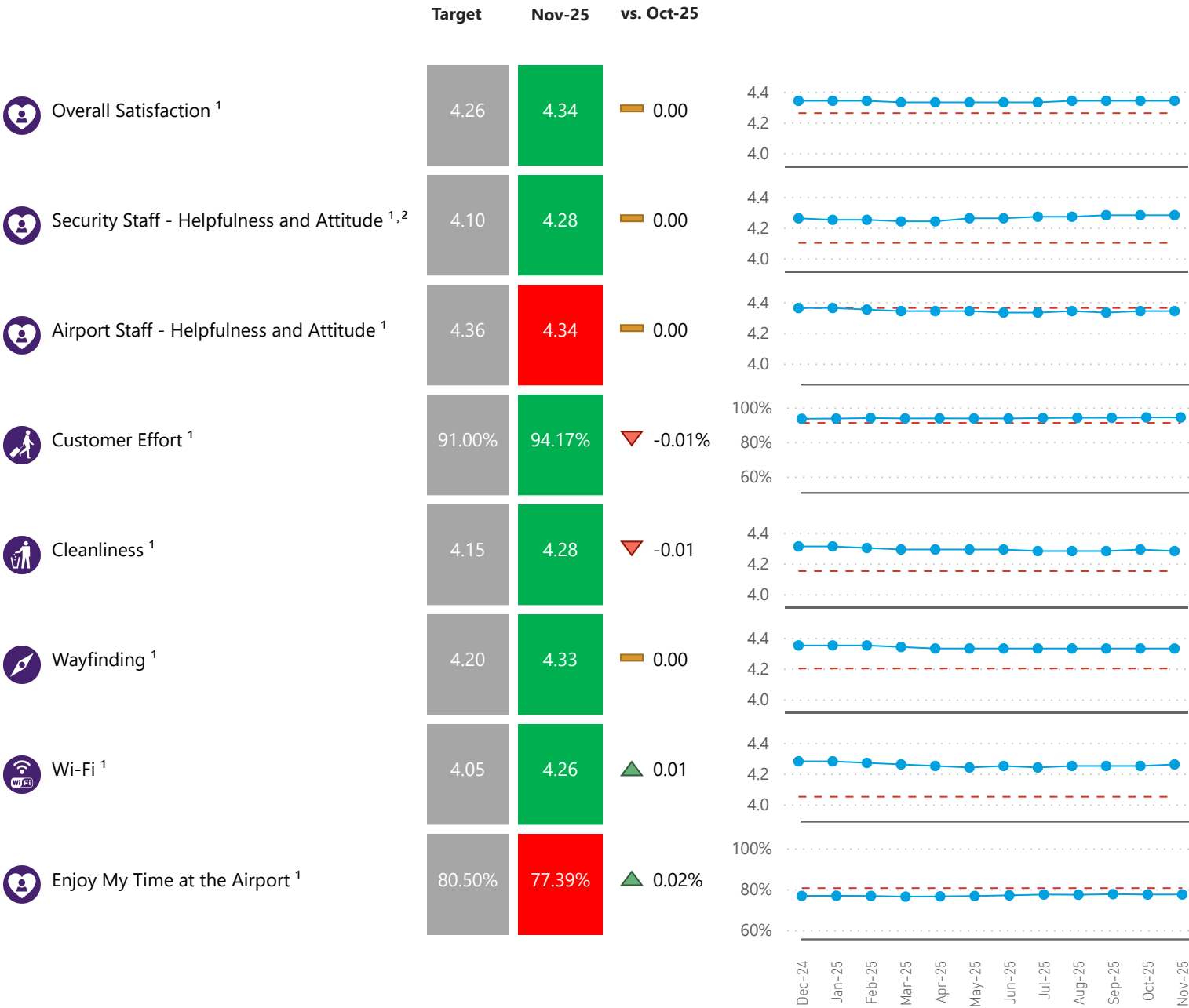
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2025 - December 2025

Notes:

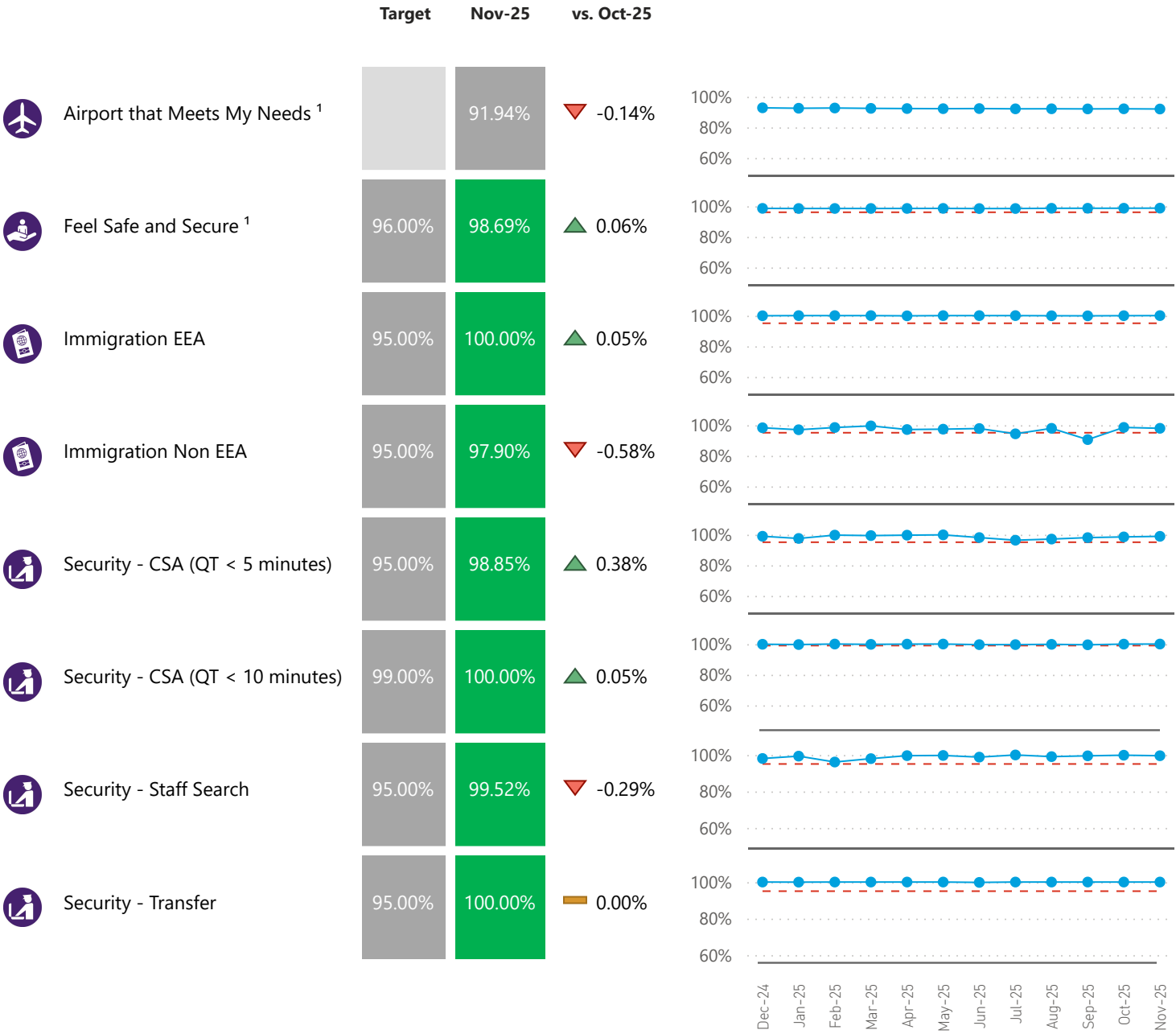
Terminal 4 Performance Report November 2025

Passenger Experience and Service Level Performance



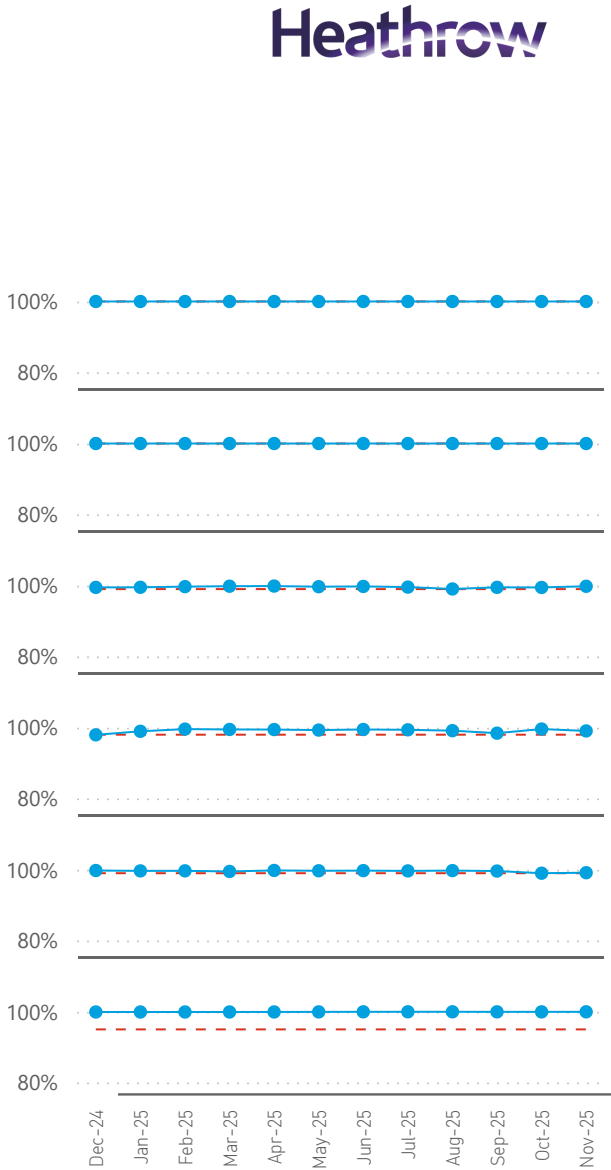
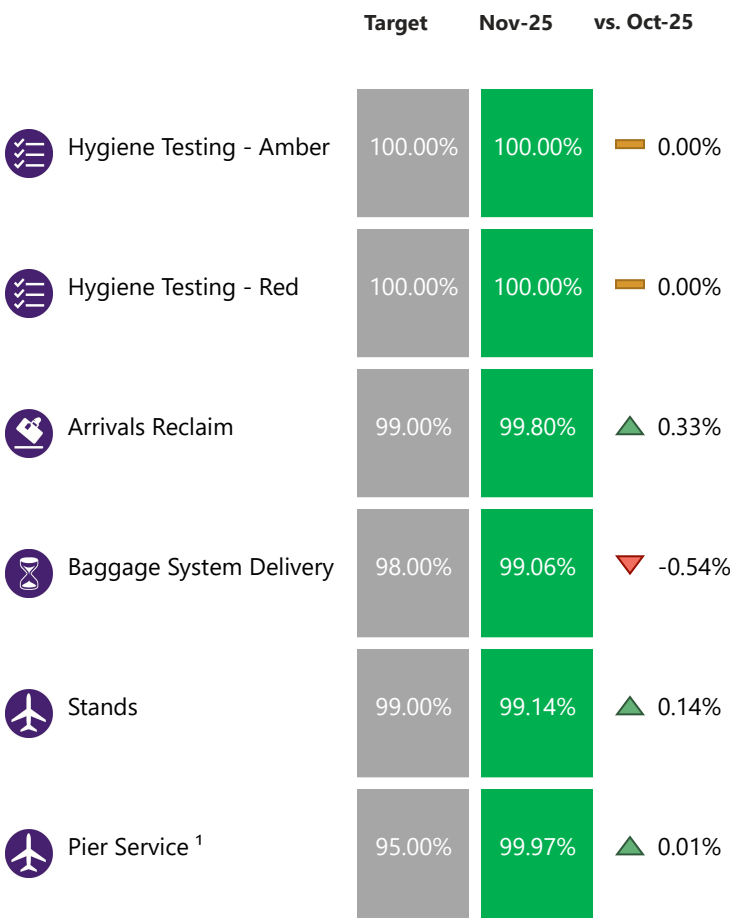
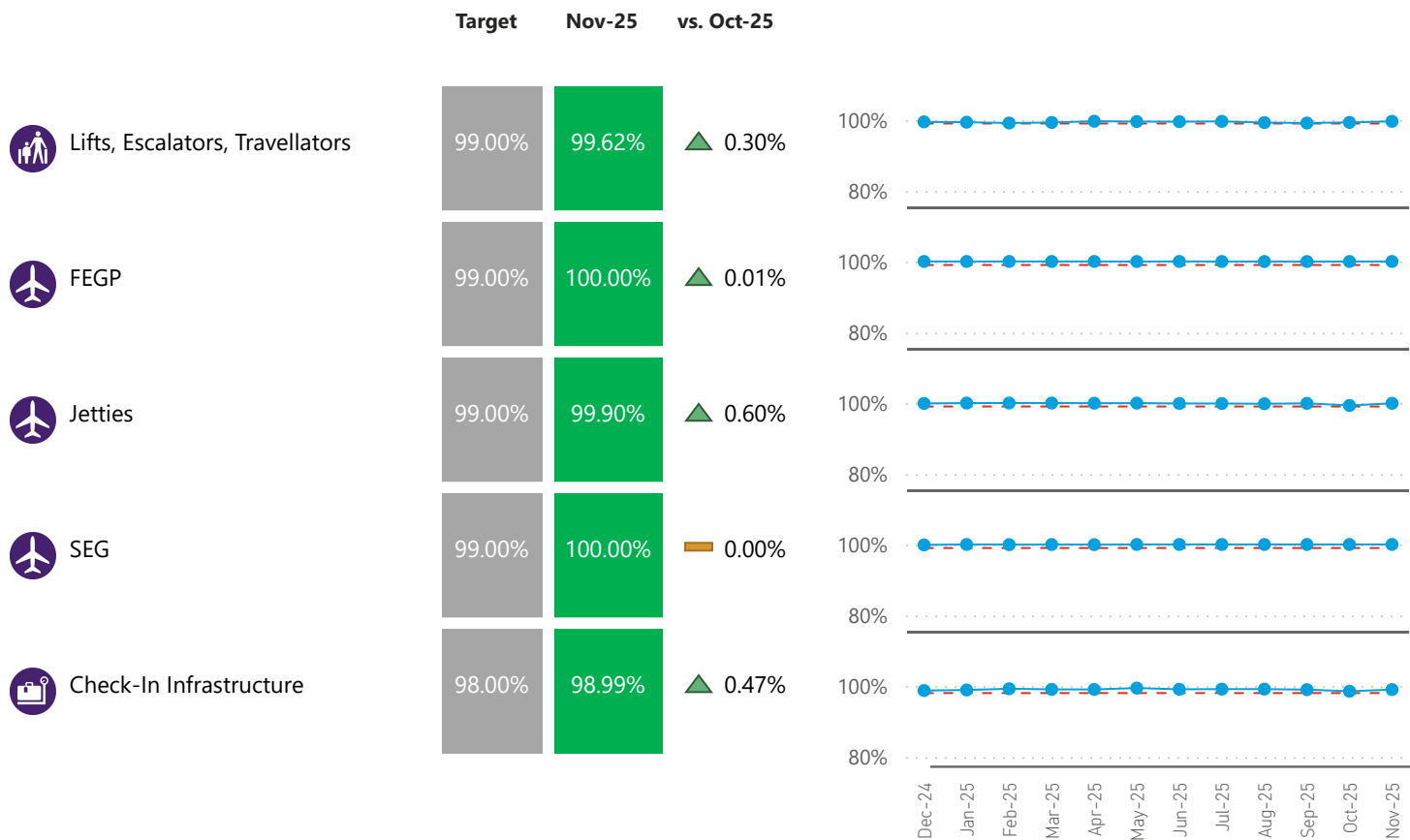
Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics



Terminal 4 Performance Report November 2025

Service Level Performance



Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

Terminal 4 Performance Report November 2025

Financial Report - Rebates and Bonus

Classification: Public



Rebates:

	Nov-25	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£0.00	£0.00	0

Bonuses:

Bonuses are calculated at total Airport level. Please refer to page 3 for any bonuses.

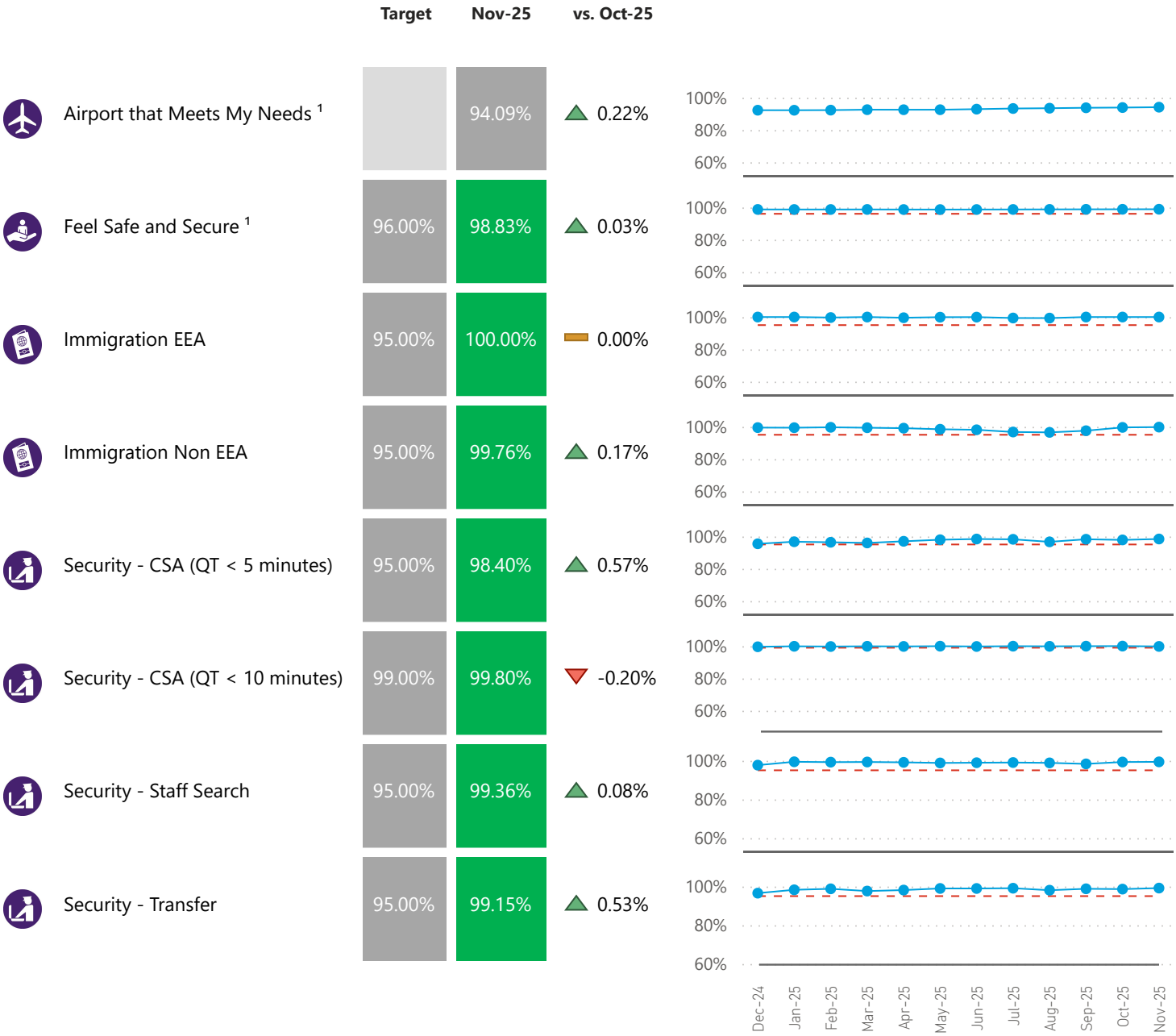
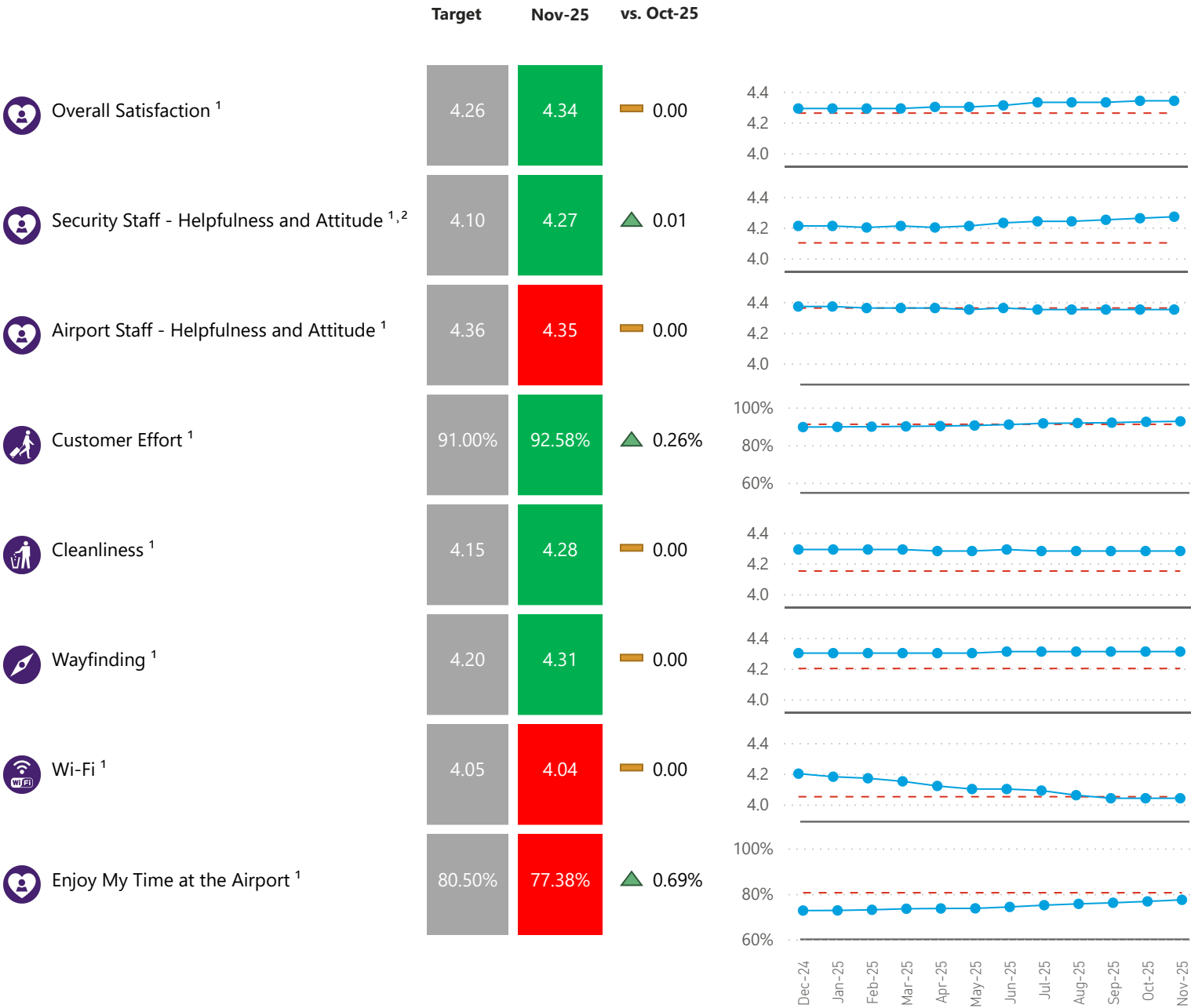
Credit Notes:

Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2025 - December 2025

Terminal 5 Performance Report November 2025

Passenger Experience and Service Level Performance



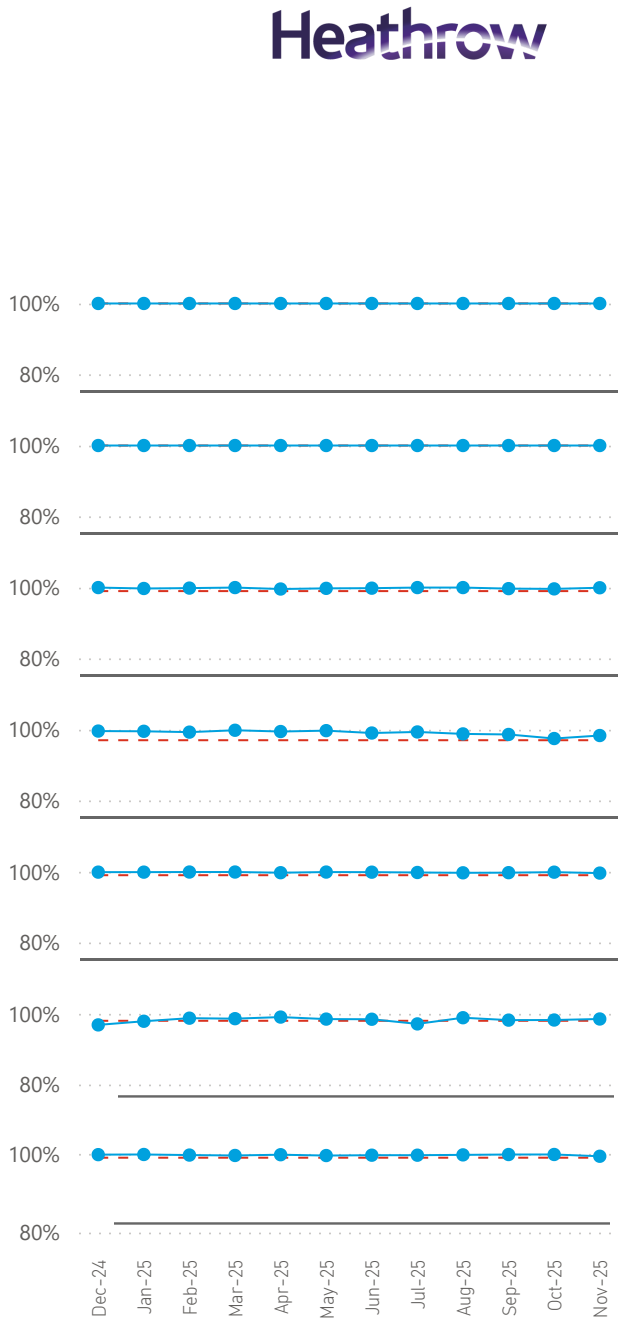
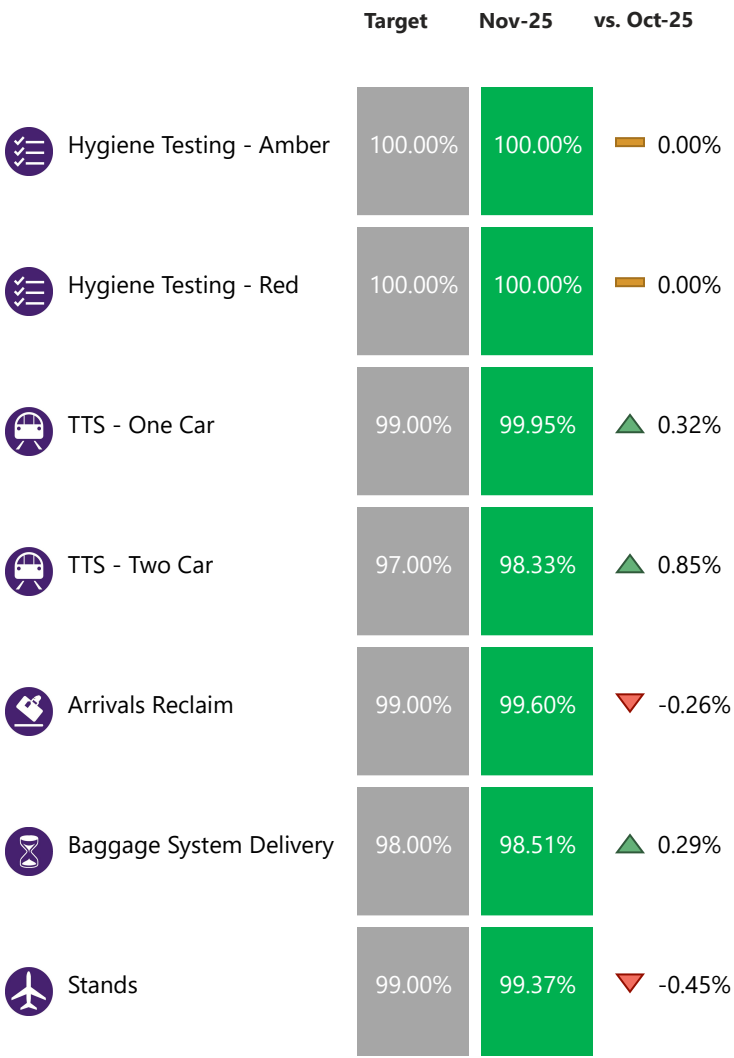
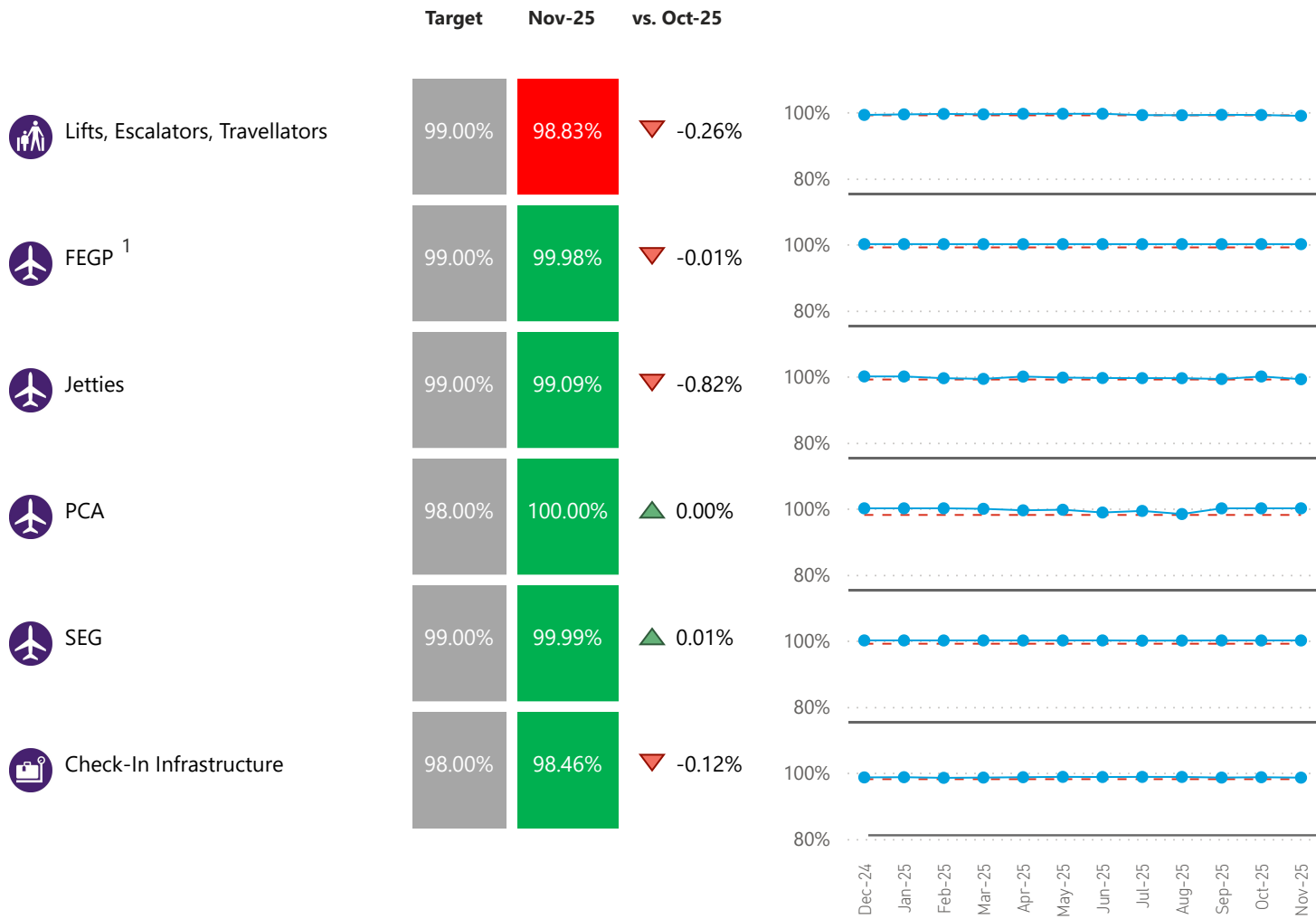
Heathrow

Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

Terminal 5 Performance Report November 2025

Service Level Performance



Notes:

1 - MTI calculation is based on Moving Annual Average (MAA) for these metrics

Terminal 5 Performance Report November 2025



Financial Report - Rebates and Bonus

Rebates:

	Nov-25	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✗	£302,336.96	£907,010.88	3
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✗	£1,058,179.36	£1,058,179.36	1
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
TTS	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£1,360,516.32	£1,965,190.23	4

Bonuses:

Bonuses are calculated at total Airport level. Please refer to page 3 for any bonuses.

Credit Notes:





















Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2025 - December 2025





















Appendix



Passenger Experience and Service Level Performance

Measure	Info
 Overall Satisfaction	Passenger satisfaction (out of 5)
 Passenger Assistance Service - Overall Satisfaction	Passenger satisfaction (out of 5)
 Security Staff - Helpfulness and Attitude	Passenger satisfaction (out of 5)
 Airport Staff - Helpfulness and Attitude	Passenger satisfaction (out of 5)
 Ease of Access to Airport	Passenger satisfaction (out of 5)
 % of UK Population Within 3 Hours (and One Interchange)	% of UK population who live within 3 hours (and one interchange) of Heathrow by public transport
 Customer Effort	% of passengers agreeing that their journey through Heathrow was easy
 Cleanliness	Passenger satisfaction (out of 5)
 Wayfinding	Passenger satisfaction (out of 5)
 Wi-Fi	Passenger satisfaction (out of 5)
 Enjoy My Time at the Airport	% of passengers agreeing that they enjoy their time at the airport
 Airport that Meets My Needs	% of passengers agreeing that the airport met their needs
 Feel Safe and Secure	% of passengers agreeing that they felt safe and secure at the airport
 Immigration EEA	% of passengers queueing < 25 minutes
 Immigration Non EEA	% of passengers queueing < 45 minutes
 Security - CSA (QT < 5 minutes)	Queue Times < 5 minutes
 Security - CSA (QT < 10 minutes)	Queue Times < 10 minutes
 Security - Staff Search	Queue Times < 10 minutes
 Security - Transfer	Queue Times < 10 minutes
 Security - Control Post	Queue Times < 15 minutes

Service Level Performance

Measure	Info
 Lifts, Escalators, Travellators	Availability for use
 FEGP	Availability of Fixed Electrical Ground Power
 Jetties	Availability of Air-bridges
 PCA	Availability of Pre-Conditioned Air
 SEG	Availability of Stand Entry Guidance
 Check-In Infrastructure	Availability for use
 Hygiene Testing - Amber Tests Resolved in 12 hours	% of amber tests resolved in 12 hours
 Hygiene Testing - Red Tests Resolved in 2 hours	% of red tests resolved in 2 hours
 TTS - One Car	Track Transit System - % time one car available
 TTS - Two Car	Track Transit System - % time two cars available
 Arrivals Reclaim	Availability of arrivals baggage carousels
 Baggage System Delivery	% of bags delivered to make up area > 30 mins from intended flight departure
 Baggage Misconnect Rate	Number of bags per 1,000 passengers that miss intended departing flight
 Runway Operational Resilience	Availability of Runway - Maximum cumulative movements deferred each day
 Stands	Availability of stands
 Pier Service	% of passengers accessing a pier served stand
 Airport Arrivals Management	Average time for aircraft to reach stand
 Airport Departures Management	Average time between start request time and take off time
 Departure Punctuality	% of flights off chocks within 15 minutes
 Passenger Injuries	Number of passengers/million passengers that are injured while travelling through the airport

Heathrow