

HEATHROW PERFORMANCE REPORT

Measures, Targets and Incentives - September 2025

Operational Planning
Printed: 12 Nov 2025



Heathrow

Heathrow Performance Report September 2025



Passenger Experience and Service Level Performance

	Target	T2	T3	T4	T5	LHR
Overall Satisfaction ¹	4.26	4.41	4.37	4.34	4.33	
Passenger Assistance Service - Overall Satisfaction ¹	4.00					4.13
Security Staff - Helpfulness and Attitude ^{1, 3}	4.10	4.31	4.31	4.28	4.25	
Airport Staff - Helpfulness and Attitude ¹	4.36	4.38	4.38	4.33	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%	93.74%	93.19%	93.97%	91.87%	
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	4.20	4.25	4.04	
Enjoy My Time at the Airport ¹	80.50%	79.52%	77.75%	77.56%	76.08%	
Airport that Meets My Needs ¹		94.41%	93.84%	92.00%	93.73%	
Feel Safe and Secure ¹	96.00%	98.87%	98.86%	98.62%	98.78%	
Immigration EEA	95.00%	99.00%	99.76%	99.86%	100.00%	
Immigration Non EEA	95.00%	88.86%	85.81%	90.52%	97.52%	
Security - CSA (QT < 5 minutes)	95.00%	96.71%	98.57%	98.00%	98.23%	
Security - CSA (QT < 10 minutes)	99.00%	99.71%	100.00%	99.52%	99.95%	
Security - Staff Search	95.00%	98.64%	97.57%	99.47%	98.31%	
Security - Transfer	95.00%	99.80%	99.85%	100.00%	98.78%	
	Target	CTA	Cargo	Eastside	T5	Southside
Security - Control Post	95.00%	96.05%	98.49%	97.23%	96.46%	96.35%

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%	99.11%	99.25%	99.14%	99.15%	
FEGP	99.00%	99.99%	99.99%	99.98%	99.98%	
Jetties	99.00%	99.99%	99.91%	99.89%	99.15%	
PCA	98.00%	99.72%	99.99%		99.99%	
SEG	99.00%	99.91%	99.98%	99.99%	100.00%	
Check-In Infrastructure	98.00%	99.06%	98.69%	98.97%	98.48%	
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%				99.70%	
TTS - Two Car	97.00%				98.63%	
Arrivals Reclaim	99.00%	99.04%	99.41%	99.50%	99.72%	
Baggage System Delivery	98.00%	99.12%	99.17%	98.43%	98.19%	
Baggage Misconnect Rate						10.90
Runway Operational Resilience	0.00					0.00
Stands	99.00%	99.73%	99.83%	99.61%	99.81%	
Pier Service ¹	95.00%	99.37%	97.12%	99.97%		
Airport Arrivals Management						8.00
Airport Departures Management						29.00
Departure Punctuality	80.50%					66.70%
Passenger Injuries ¹						7.35

Notes:

Heathrow Performance Report September 2025



Financial Report - Rebates and Bonus

Rebates:

	Sep-25					YTD	
	T2	T3	T4	T5	Other	Estimated Rebate	Total Failures
Security Staff - Helpfulness and Attitude	✓	✓	✓	✓		£0.00	0
Cleanliness	✓	✓	✓	✓		£0.00	0
Wayfinding	✓	✓	✓	✓		£0.00	0
Wi-Fi	✓	✓	✓	✗		£302,336.96	1
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	✓	✓	✓		£0.00	0
Security - Staff Search	✓	✓	✓	✓		£0.00	0
Security - Transfer	✓	✓	✓	✓		£0.00	0
Security - Control Post					✓	£0.00	0
Lifts, Escalators, Travellators	✓	✓	✓	✓		£0.00	0
FEGP	✓	✓	✓	✓		£0.00	0
Jetties	✓	✓	✓	✓		£0.00	0
PCA	✓	✓	✓	✓		£0.00	0
SEG	✓	✓	✓	✓		£0.00	0
Check-In Infrastructure	✓	✓	✓	✓		£0.00	1
Hygiene Testing	✓	✓	✓	✓		£0.00	0
TTS				✓		£0.00	0
Arrivals Reclaim	✓	✓	✓	✓		£0.00	0
Runway Operational Resilience					✓	£0.00	0
Stands	✓	✓	✓	✓		£0.00	0
Pier Service	✓	✓	✓	✓		£0.00	0
Total						£302,336.96	2

Bonuses:

	Sep-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%	96.71%	98.57%	98.00%	98.23%	£0.00	2
Security - Transfer	97.00%	99.00%	99.80%	99.85%	100.00%	98.78%	£291,605.68	9
Total							£291,605.68	11

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.

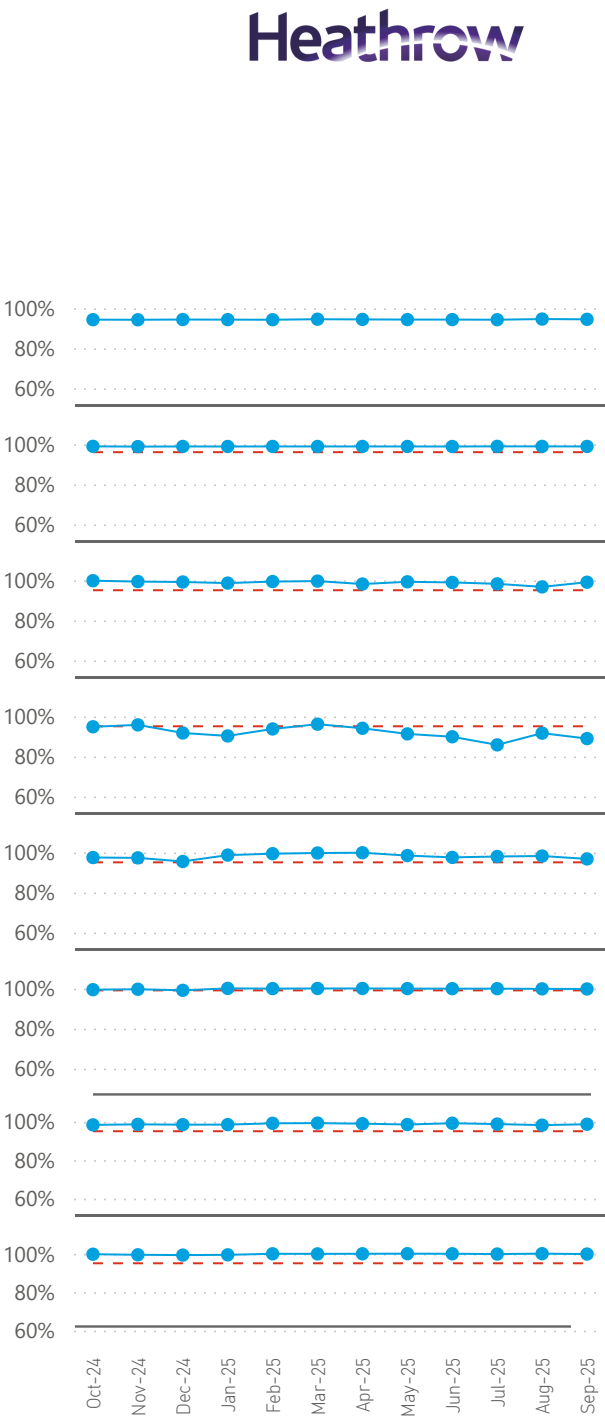
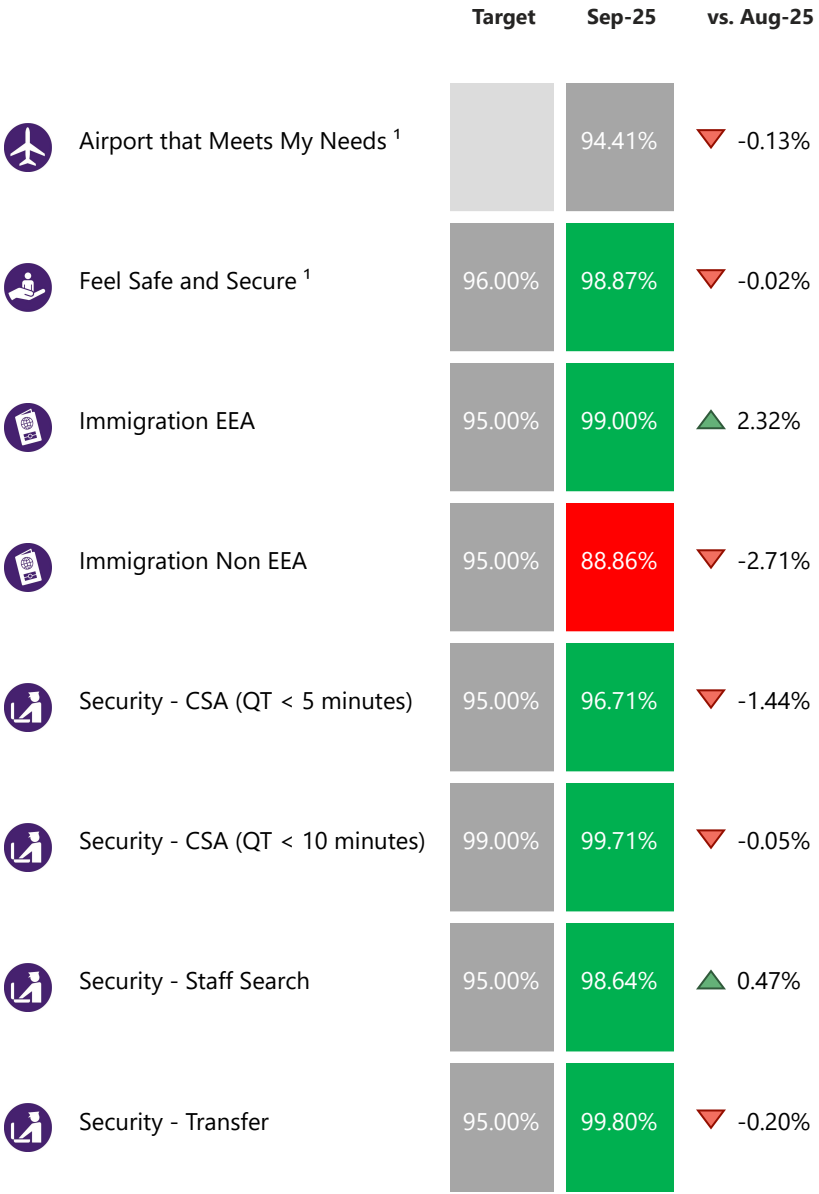
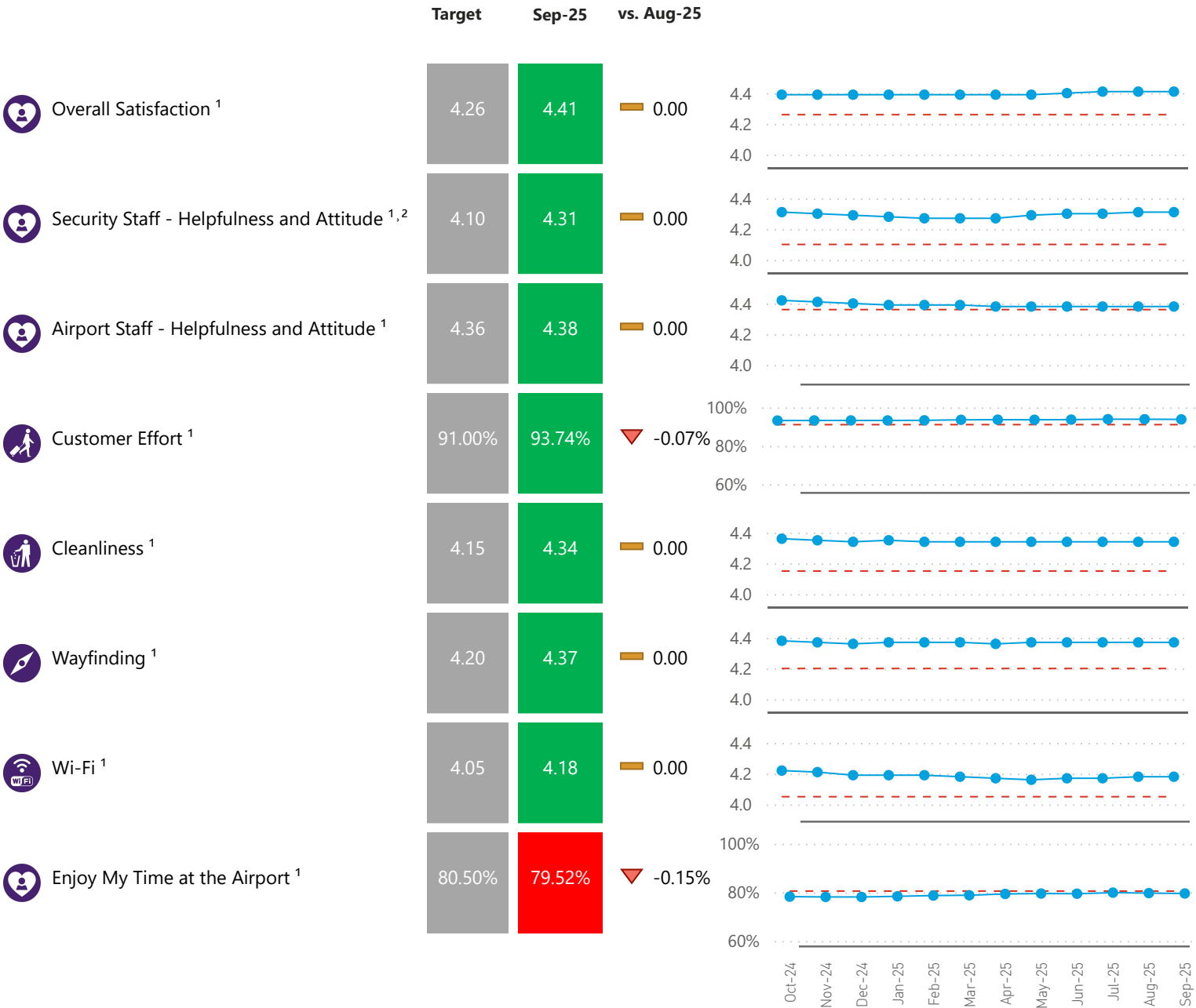
Notes:

Bonus:

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

Terminal 2 Performance Report September 2025

Passenger Experience and Service Level Performance

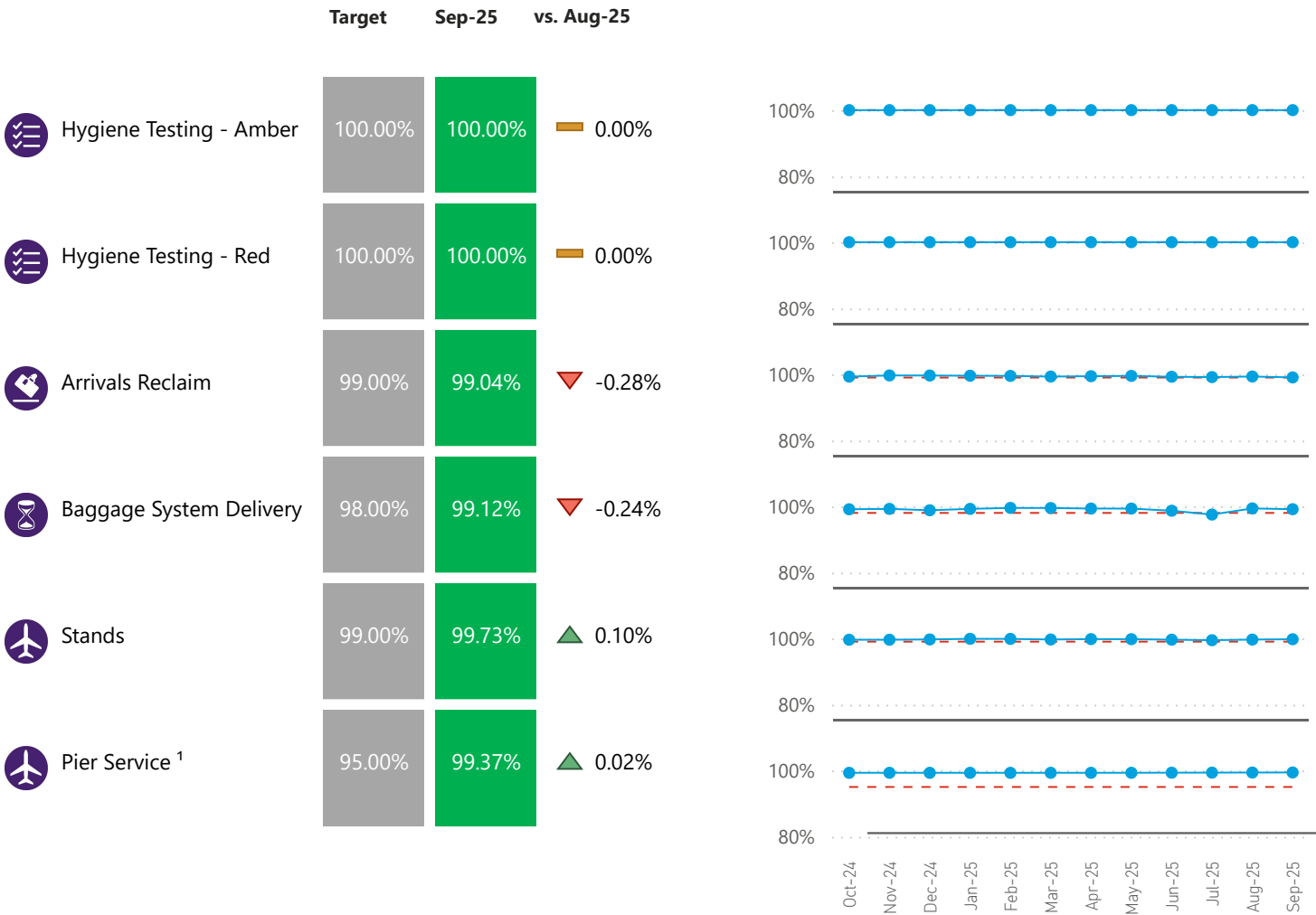
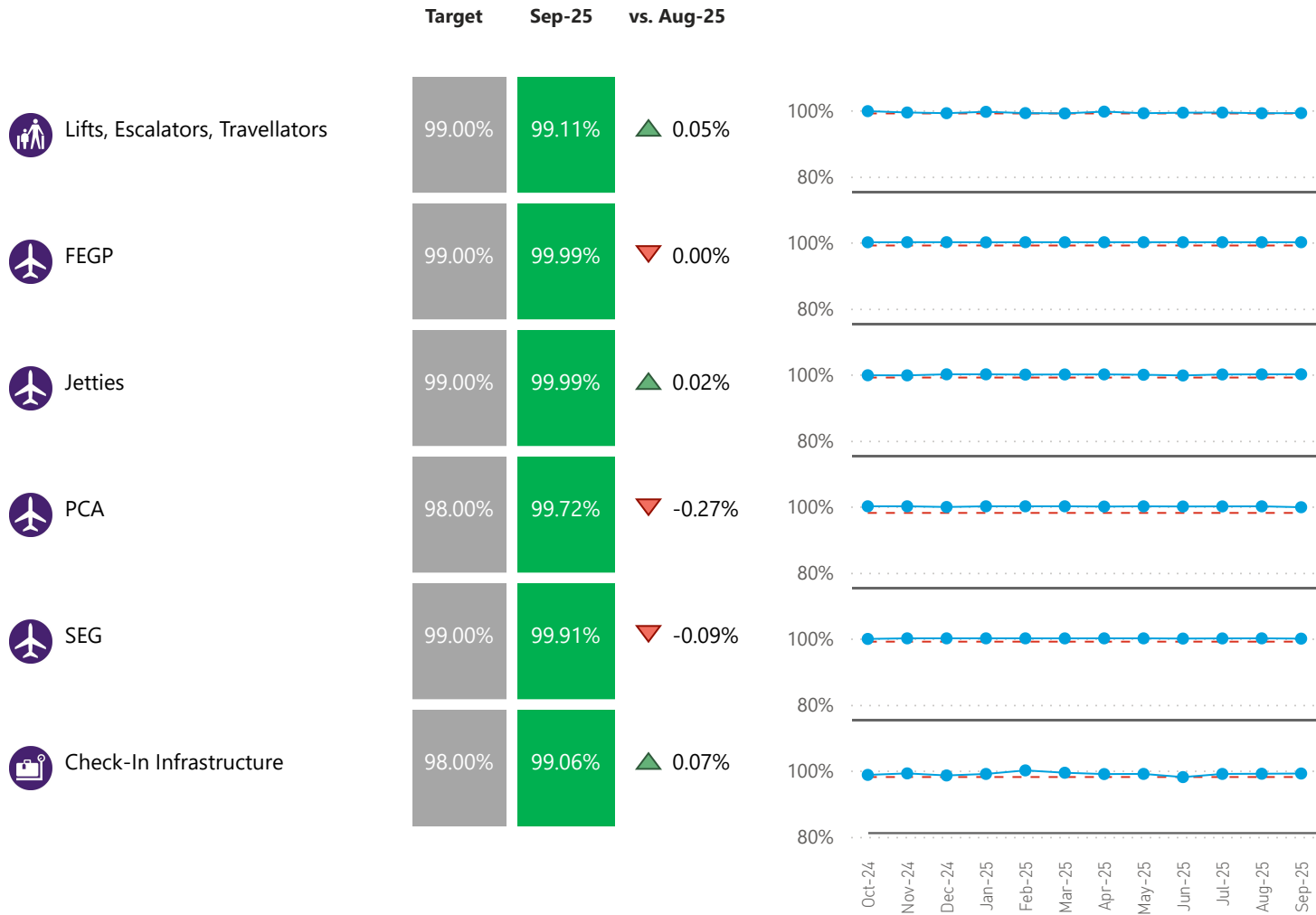


Notes:

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

Terminal 2 Performance Report September 2025

Service Level Performance



Heathrow

Notes:

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

Terminal 2 Performance Report September 2025



Financial Report - Rebates and Bonus

Rebates:

	Sep-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	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£0.00	£425,252.64	1

Bonuses:

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

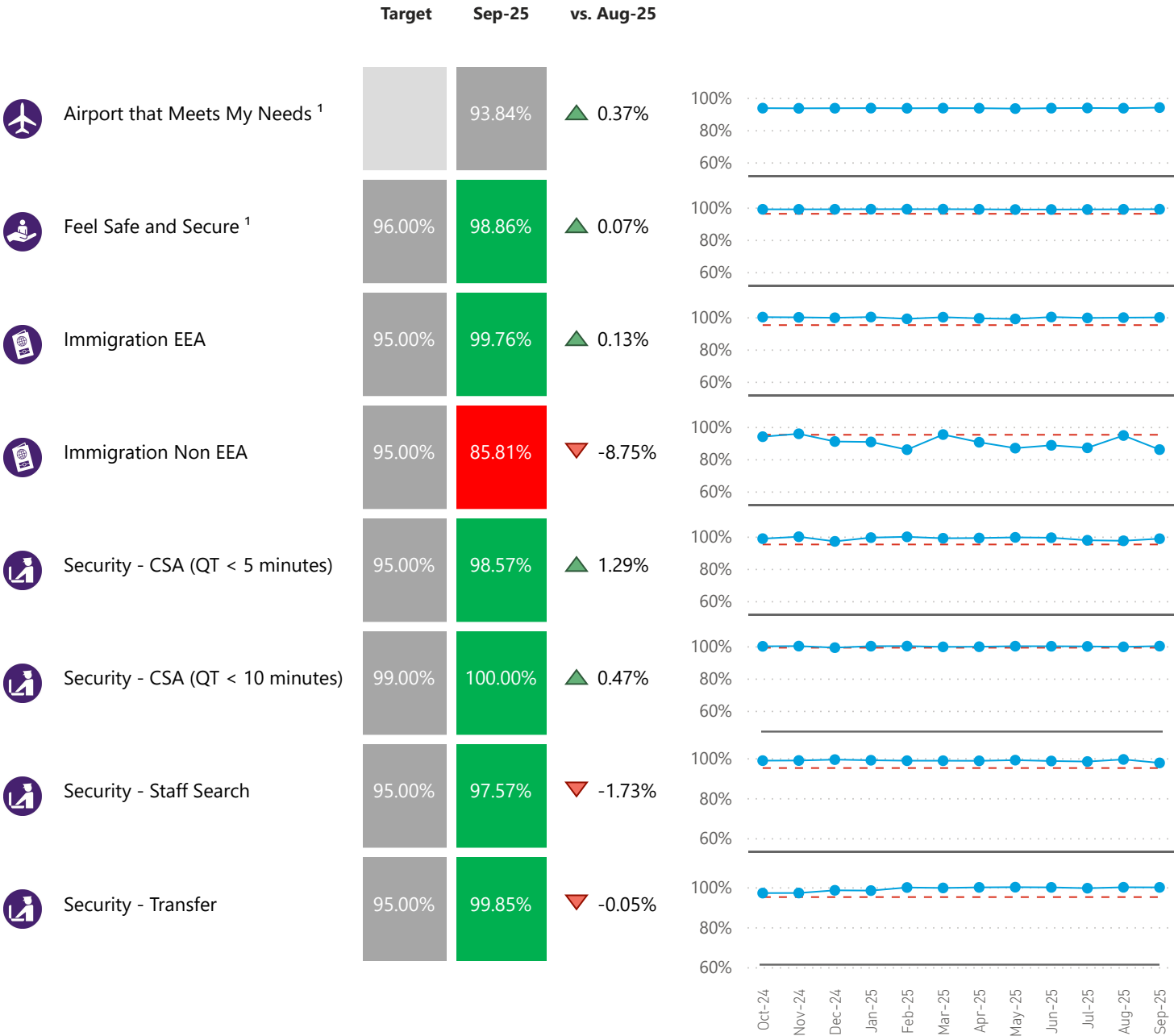
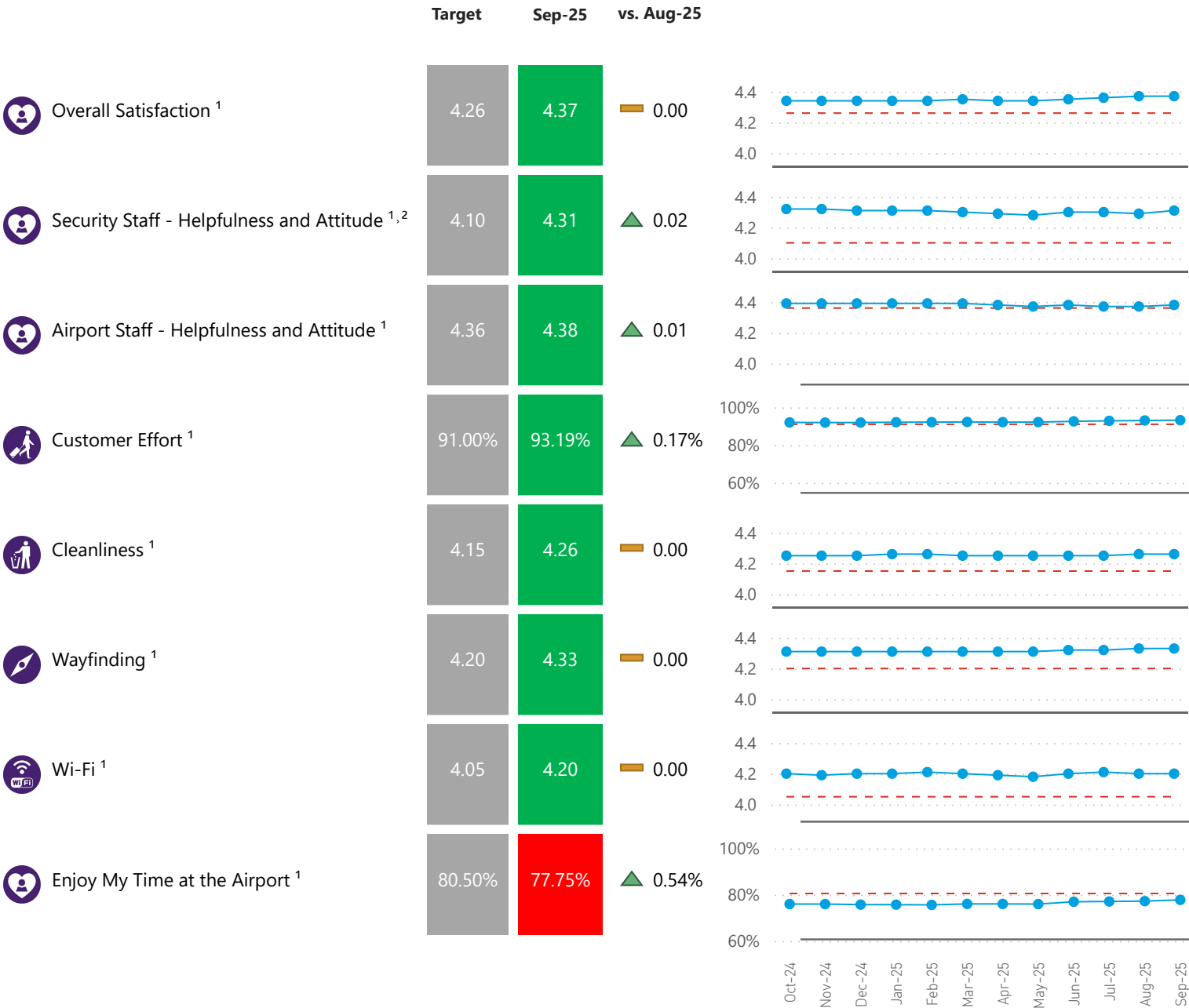
Credit Notes:

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 September 2025

Passenger Experience and Service Level Performance



Heathrow

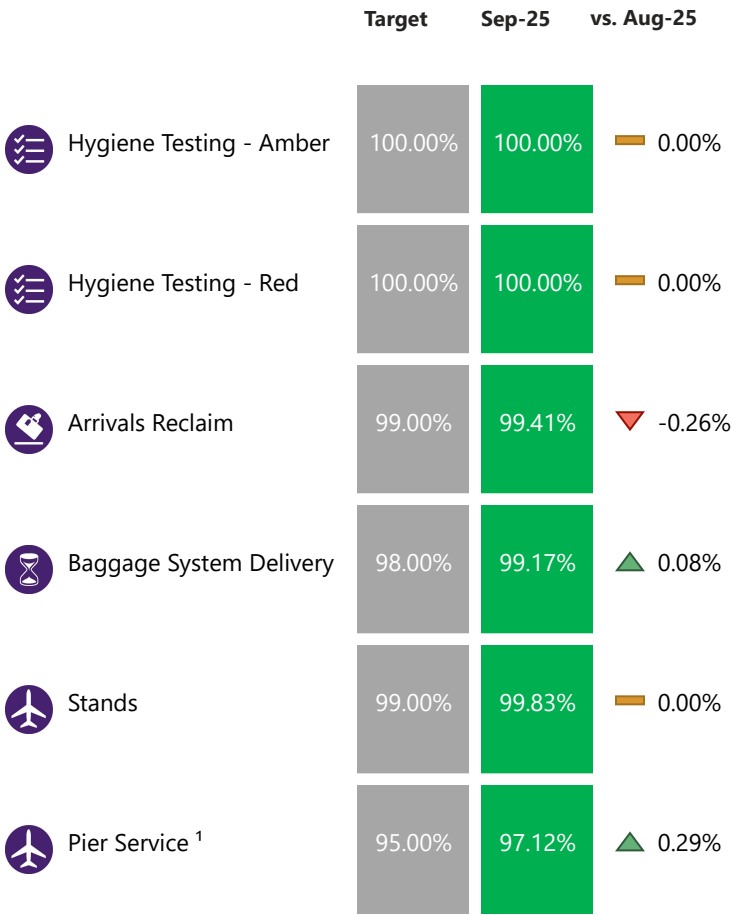
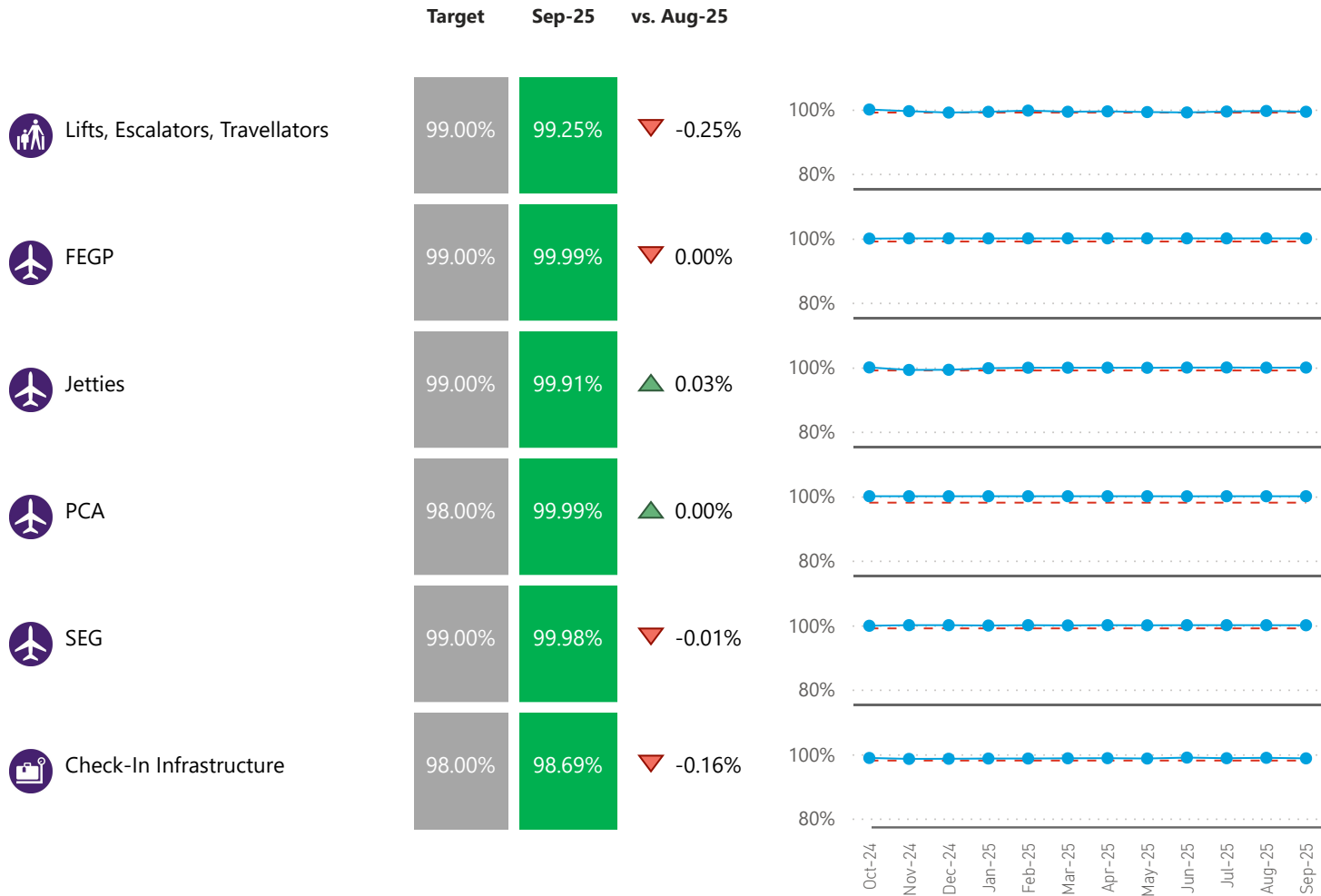
Notes:

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

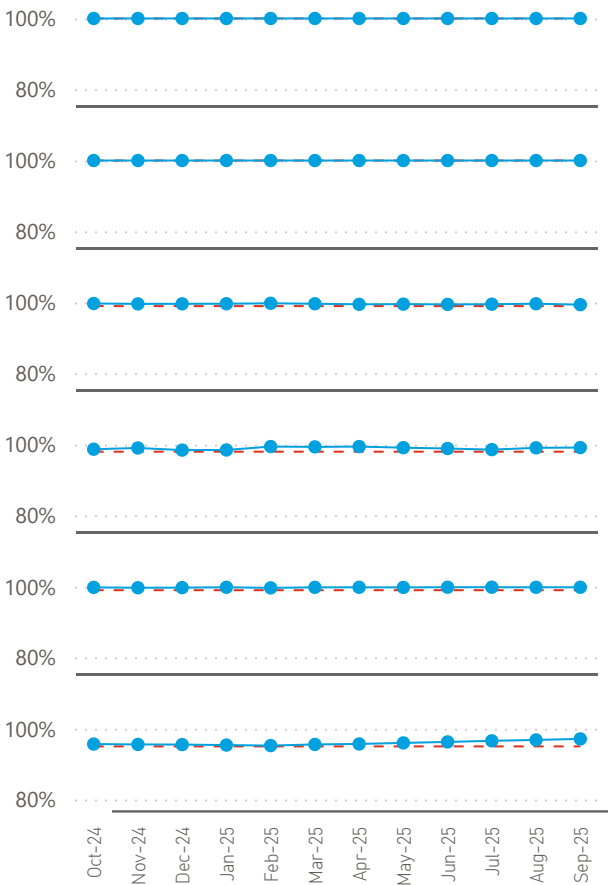
Terminal 3 Performance Report September 2025

Classification: Public

Service Level Performance



Heathrow



Notes:

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

Terminal 3 Performance Report September 2025

Financial Report - Rebates and Bonus

Classification: Public



Rebates:

	Sep-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:

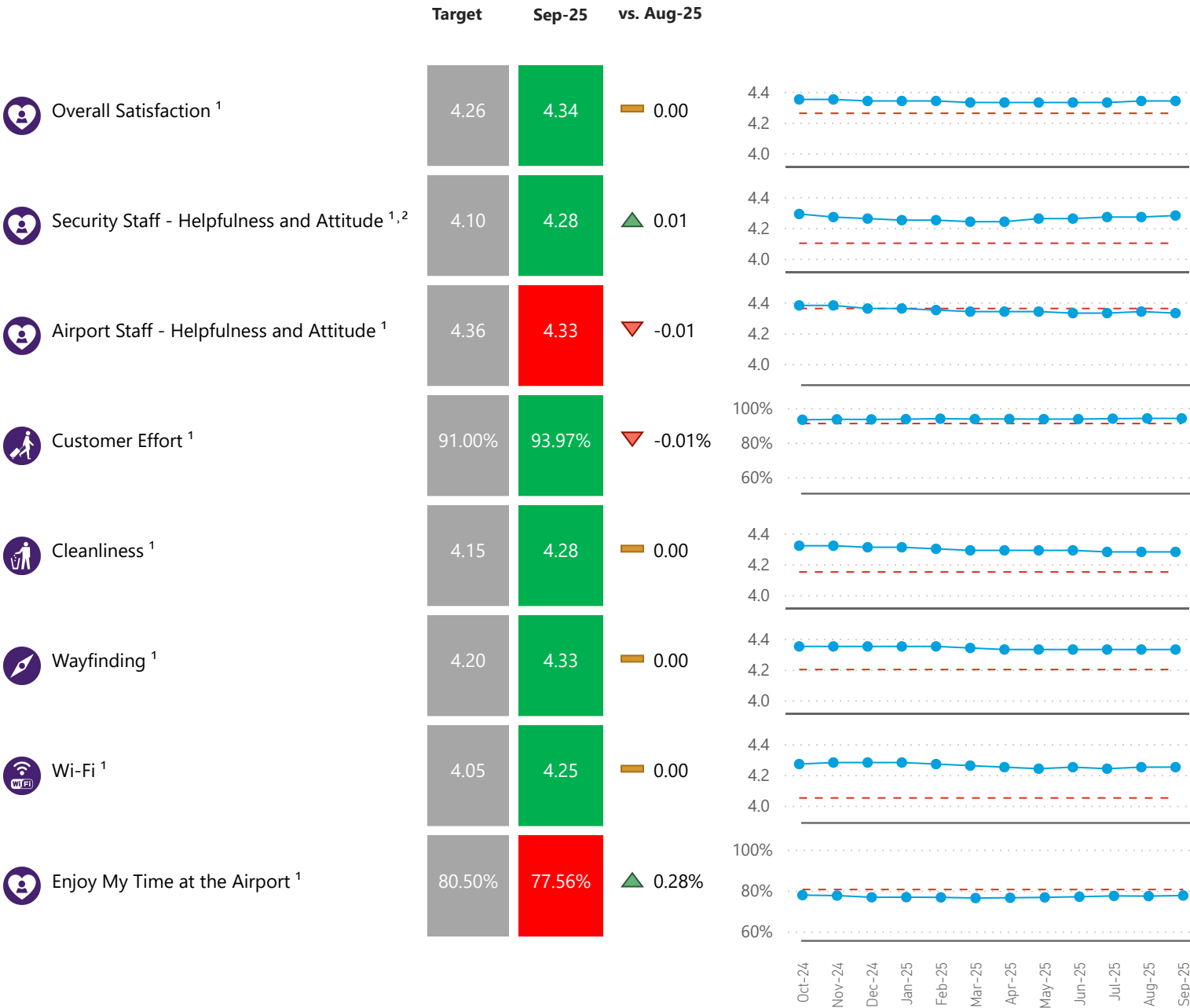
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2025 - December 2025

Notes:

Terminal 4 Performance Report September 2025

Passenger Experience and Service Level Performance



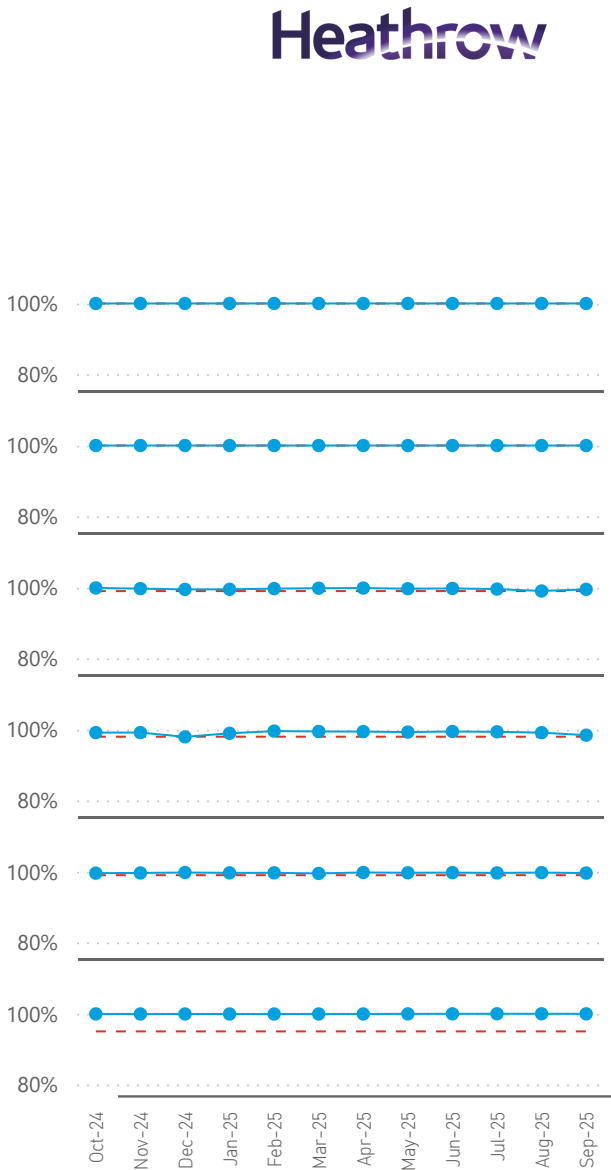
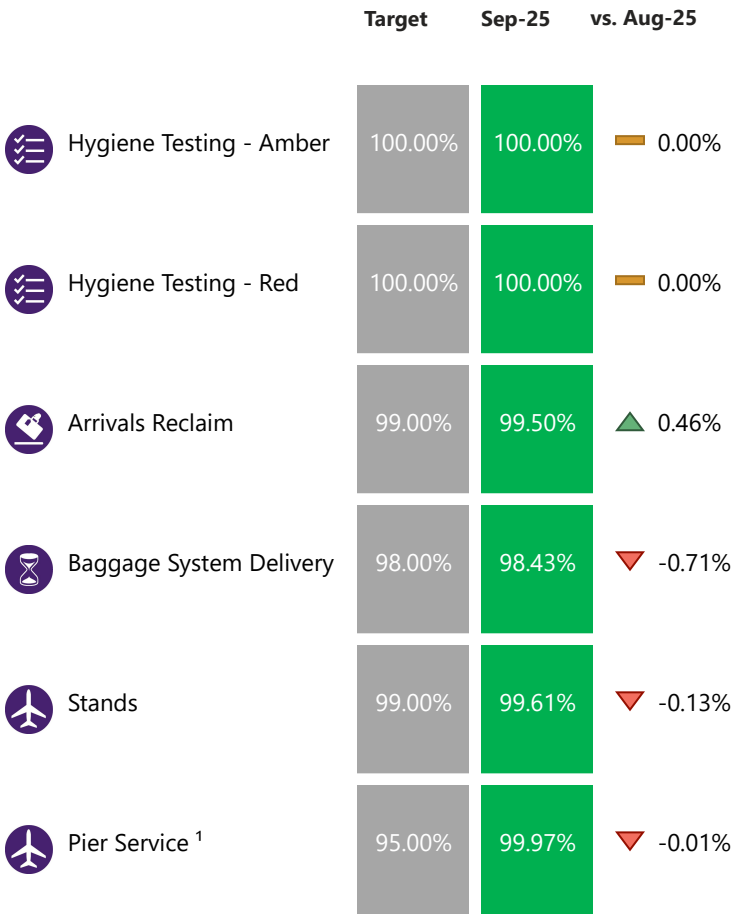
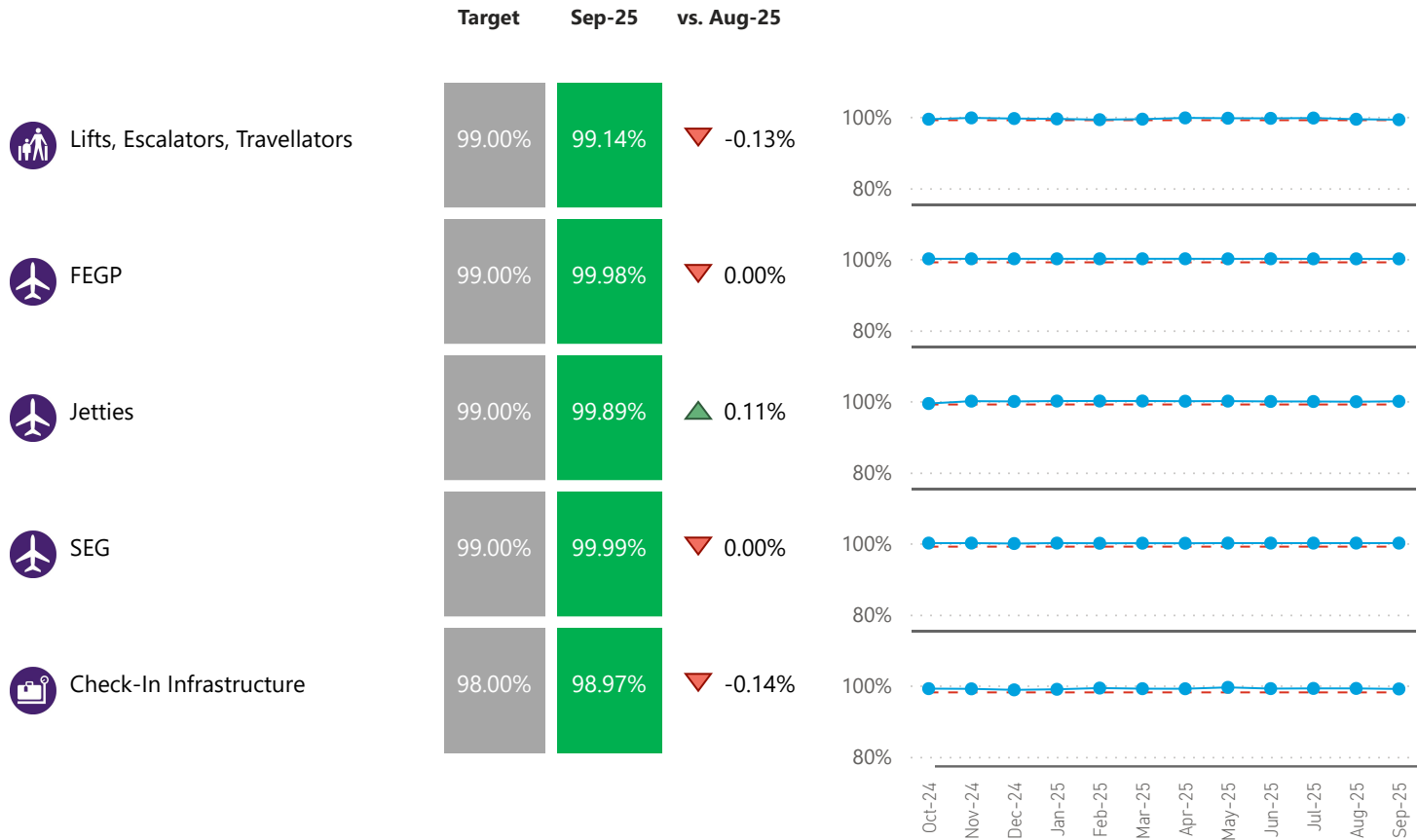
Heathrow

Notes:

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

Terminal 4 Performance Report September 2025

Service Level Performance



Notes:

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

Terminal 4 Performance Report September 2025

Financial Report - Rebates and Bonus

Classification: Public



Rebates:

	Sep-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.

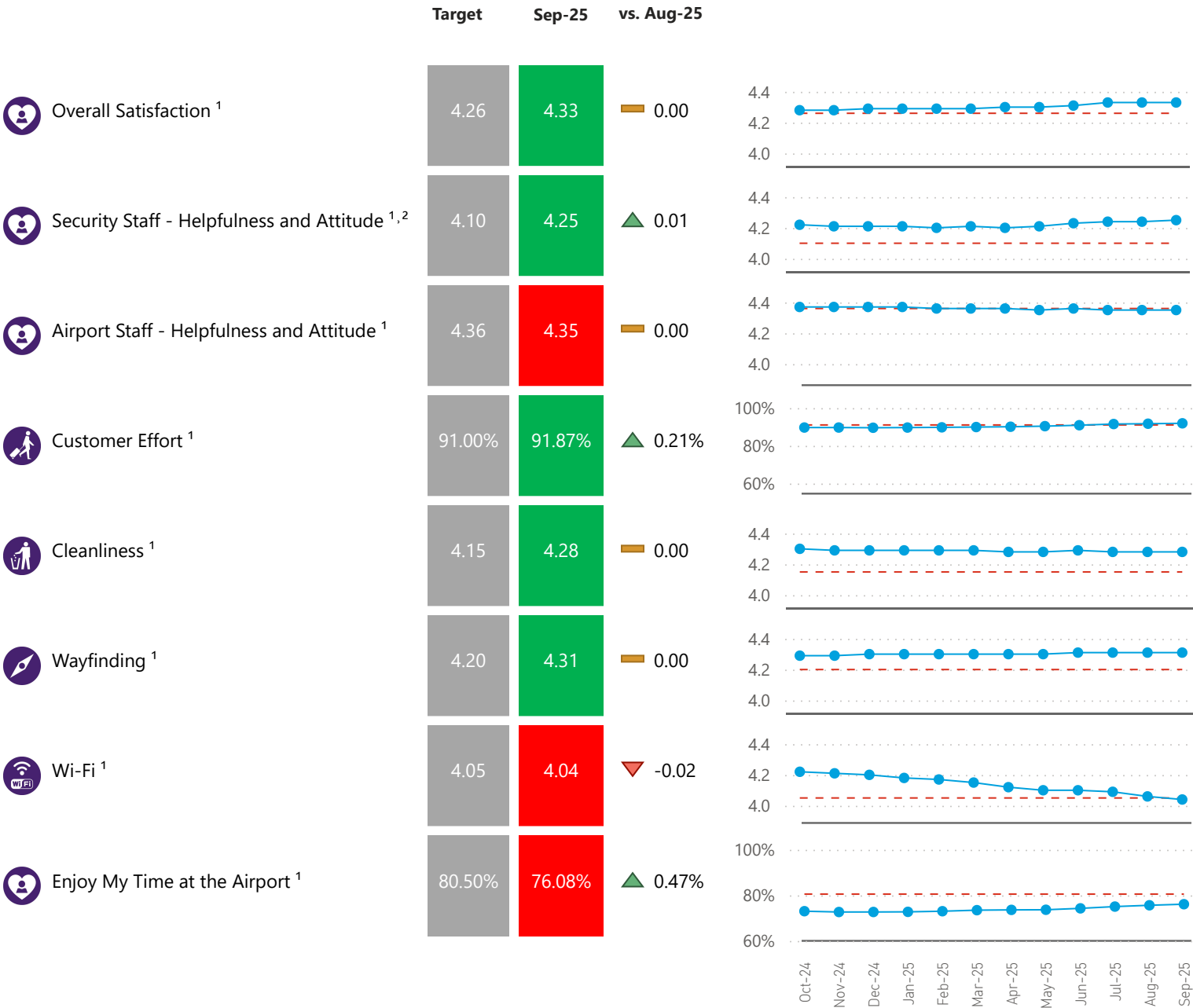
Credit Notes:

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 September 2025

Passenger Experience and Service Level Performance



Heathrow

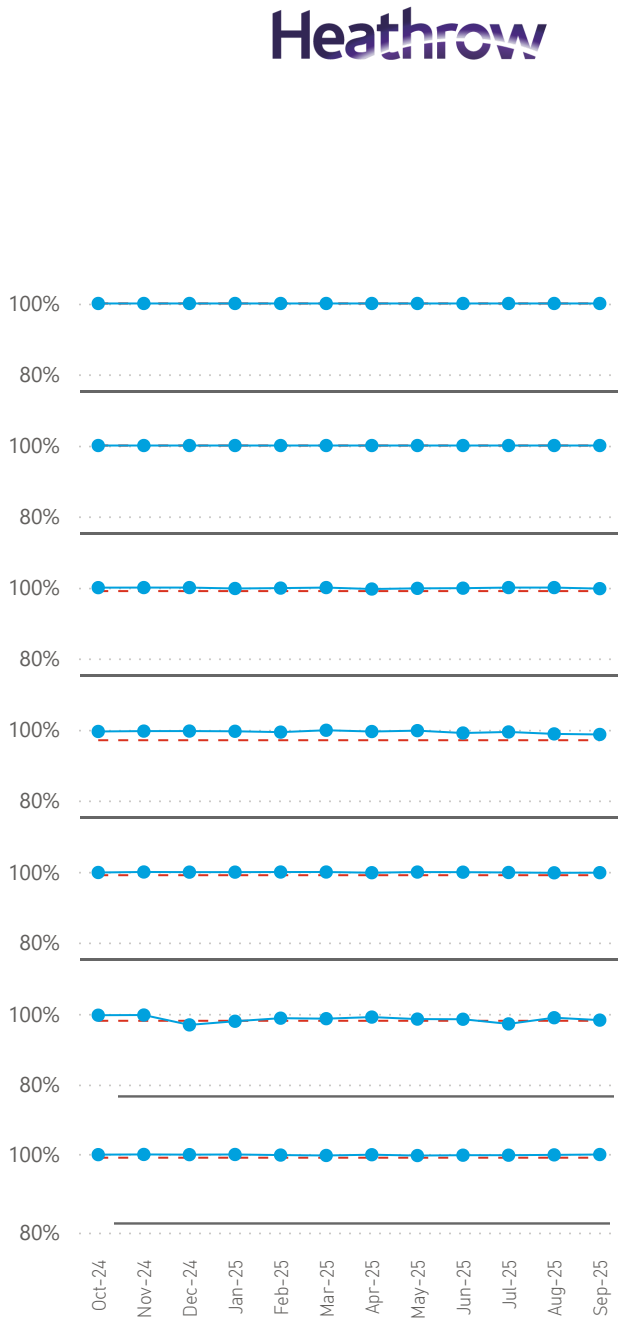
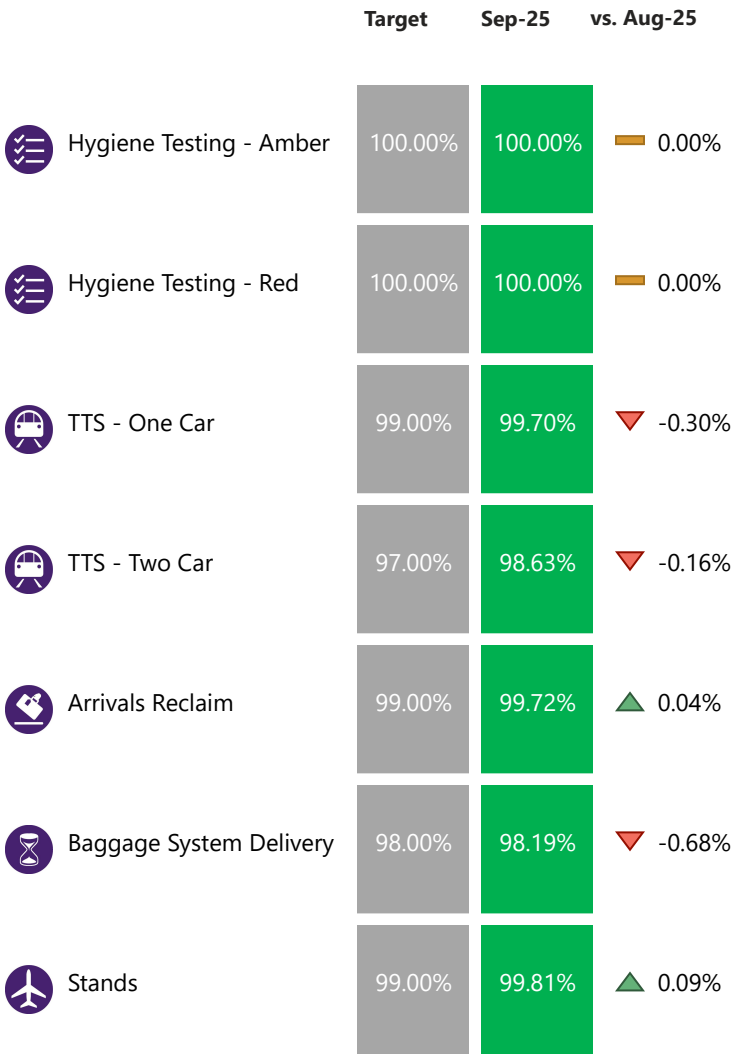
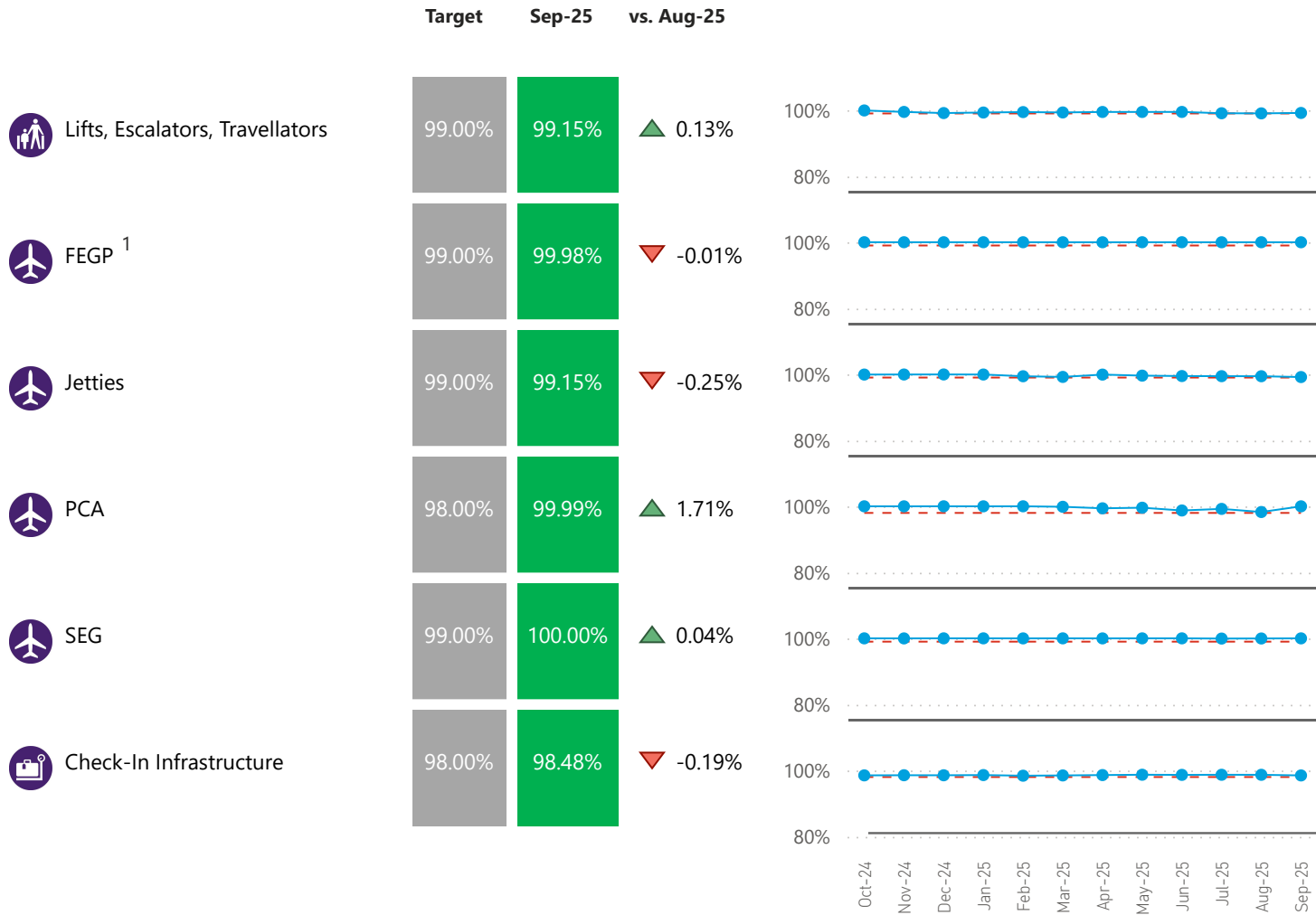
Notes:

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

Terminal 5 Performance Report September 2025

Classification: Public

Service Level Performance



Notes:

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

Terminal 5 Performance Report September 2025



Financial Report - Rebates and Bonus

Rebates:

	Sep-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	£302,336.96	1
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
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		£302,336.96	£302,336.96	1

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