

HEATHROW PERFORMANCE REPORT

Measures, Targets and Incentives - July 2026

Operational Planning
Printed: 28 Aug 2026



Heathrow

Heathrow Performance Report July 2026



Passenger Experience and Service Level Performance

	Target	T2	T3	T4	T5	LHR
Overall Satisfaction ¹	4.26	4.42	4.38	4.36	4.34	
Passenger Assistance Service - Overall Satisfaction ¹	4.00					4.02
Security Staff - Helpfulness and Attitude ¹	4.10	4.33	4.32	4.32	4.27	
Airport Staff - Helpfulness and Attitude ¹	4.36	4.37	4.38	4.35	4.34	
Ease of Access to Airport ^{1,2}	4.44					4.32
% of UK Population Within 3 Hours (and One Interchange)						31.95%
Customer Effort ¹	91.00%	94.85%	94.52%	95.07%	92.83%	
Cleanliness ¹	4.15	4.32	4.25	4.28	4.27	
Wayfinding ¹	4.20	4.37	4.32	4.35	4.31	
Wi-Fi ¹	4.10	4.28	4.24	4.31	4.17	
Enjoy My Time at the Airport ¹	80.50%	80.99%	80.34%	78.15%	78.78%	
Airport that Meets My Needs ¹	94.00%	95.82%	94.90%	93.33%	94.58%	
Feel Safe and Secure ¹	96.00%	99.13%	99.05%	98.74%	99.15%	
Immigration EEA	95.00%	99.63%	99.72%	99.72%	99.08%	
Immigration Non EEA	95.00%	83.32%	82.03%	90.65%	93.46%	
Security - CSA (QT < 5 minutes)	95.00%	98.84%	97.69%	98.66%	98.27%	
Security - CSA (QT < 10 minutes)	99.00%	99.90%	99.76%	99.95%	99.97%	
Security - Staff Search	95.00%	98.78%	99.14%	99.58%	99.16%	
Security - Transfer	95.00%	99.81%	99.72%	100.00%	98.70%	
	Target	CTA	Cargo	Eastside	T5	Southside
Security - Control Post	95.00%	98.47%	97.82%	81.75%	98.86%	98.25%

Notes:

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

² - Ease of Access to Airport is updated Quarterly

Service Level Performance

	Target	T2	T3	T4	T5	LHR
Lifts, Escalators, Travellators	99.00%	99.20%	99.06%	99.49%	99.02%	
FEGP	99.00%	99.73%	99.97%	100.00%	99.98%	
Jetties	99.00%	96.10%	99.30%	99.62%	99.89%	
PCA	99.00%	97.99%	100.00%		99.04%	
SEG	99.00%	99.11%	100.00%	99.99%	99.95%	
Check-In Infrastructure	98.00%	98.78%	98.55%	99.36%	98.08%	
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%				99.84%	
TTS - Two Car	97.00%				99.30%	
Arrivals Reclaim	99.00%	99.16%	99.68%	99.49%	99.58%	
Baggage System Delivery	98.00%	99.16%	98.90%	98.96%	98.04%	
Baggage Misconnect Rate						13.70
Runway Operational Resilience						
Stands	99.00%	99.48%	99.71%	99.79%	99.77%	
Pier Service ¹	95.00%	99.37%	98.65%	99.98%		
Airport Arrivals Management	10.00					8.00
Airport Departures Management	30.00					27.00
Departure Punctuality	80.50%					73.70%
Passenger Injuries ¹						7.72
Carbon Emissions						19.4mT

Notes:

- Eastside Control Post : Alleviation discussion is ongoing
- T2 Jetties and PCA: Alleviation discussions are ongoing.
- Runway: Not yet finalised

Heathrow Performance Report July 2026



Financial Report - Rebates and Bonus

Rebates:

	Jul-26					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	✓	✓	✓	✓		£0.00	3
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					✗	£1,485,308.66	1
Lifts, Escalators, Travellators	✓	✓	✓	✓		£0.00	0
FEGP	✓	✓	✓	✓		£0.00	0
Jetties	✗	✓	✓	✓		£168,212.71	5
PCA	✗	✓	✓	✓		£191,304.76	1
SEG	✓	✓	✓	✓		£0.00	0
Check-In Infrastructure	✓	✓	✓	✓		£0.00	0
Hygiene Testing	✓	✓	✓	✓		£0.00	0
TTS				✓		£0.00	0
Arrivals Reclaim	✓	✓	✓	✓		£0.00	0
Runway Operational Resilience					✓	£0.00	1
Stands	✓	✓	✓	✓		£0.00	2
Pier Service	✓	✓	✓	✓		£0.00	0
Total						£1,844,826.13	13

Bonuses:

	Jul-26						YTD	
	Lower Threshold	Upper Threshold	T2	T3	T4	T5	Estimated Bonus	Total Pass
Cleanliness	4.35	4.65	4.32	4.25	4.28	4.27	£0.00	0
Wayfinding	4.40	4.70	4.37	4.32	4.35	4.31	£0.00	0
Security - CSA (QT < 5 minutes)	97.00%	99.00%	98.84%	97.69%	98.66%	98.27%	£345,933.64	7
Security - Transfer	97.00%	99.00%	99.81%	99.72%	100.00%	98.70%	£284,100.09	7
Total							£630,033.72	14

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:

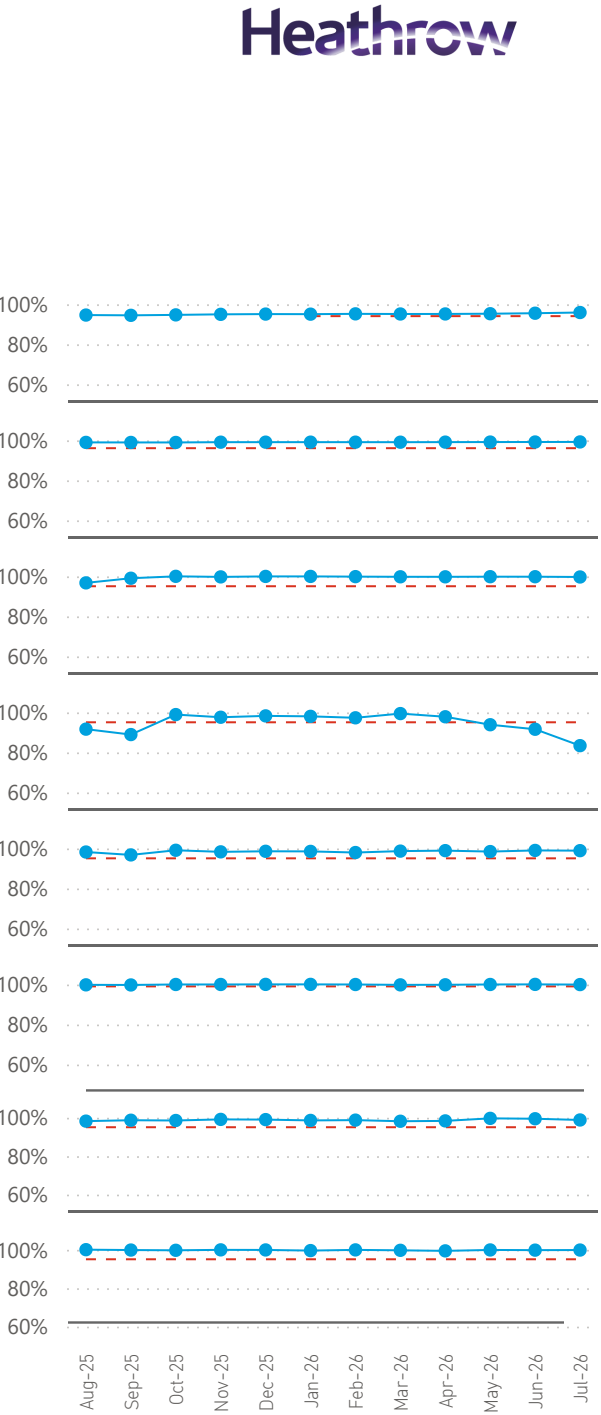
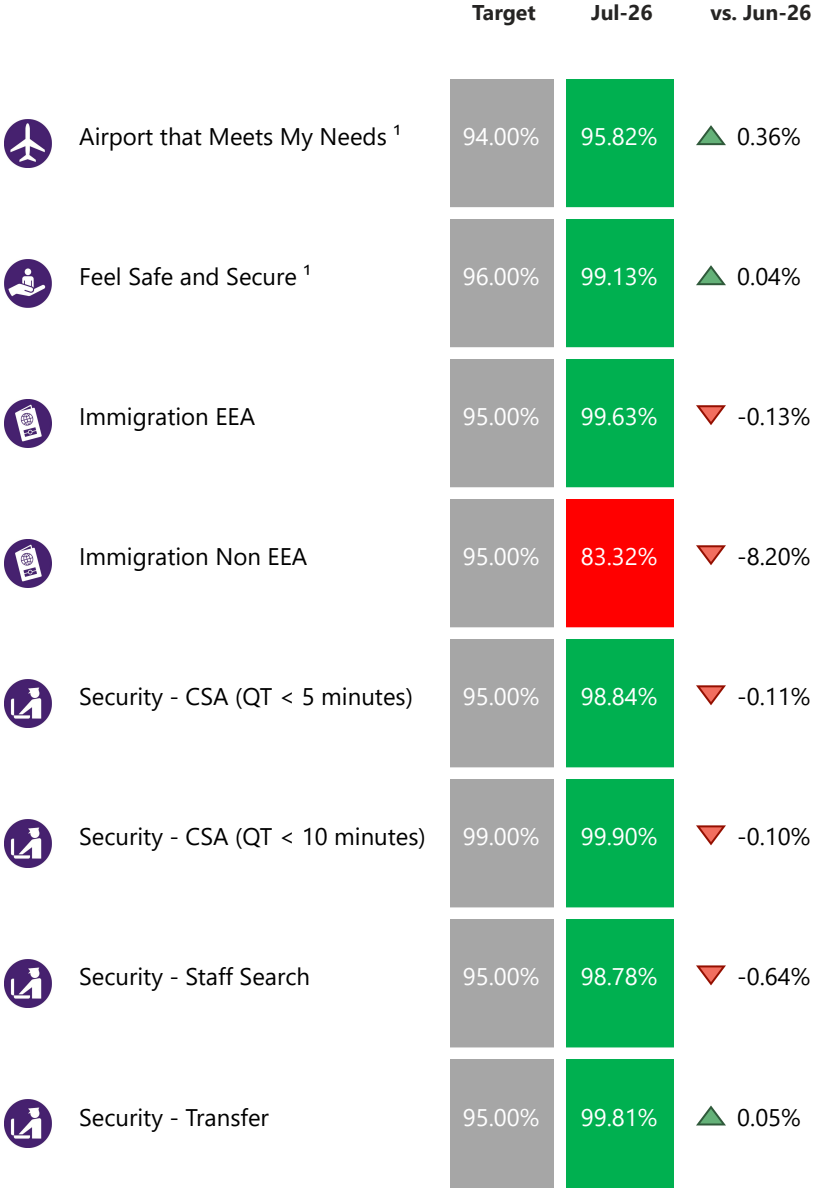
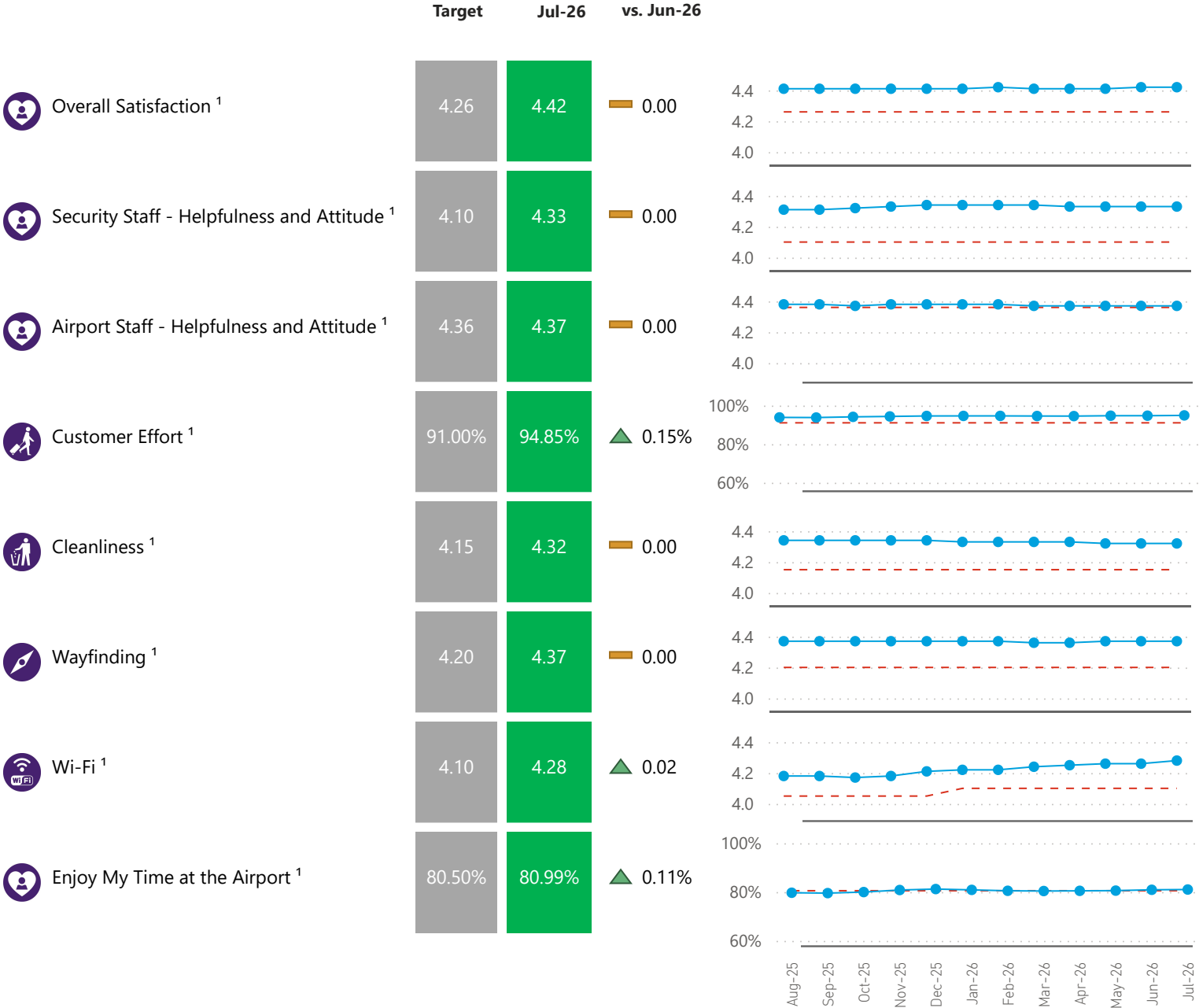
- All business units must exceed Lower Threshold
- Financial year is from January 2026 - December 2026

Notes:

- Eastside Control Post : Alleviation discussion is ongoing
- T2 Jetties and PCA: Alleviation discussions are ongoing.
- Runway: Not yet finalised.

Terminal 2 Performance Report July 2026

Passenger Experience and Service Level Performance

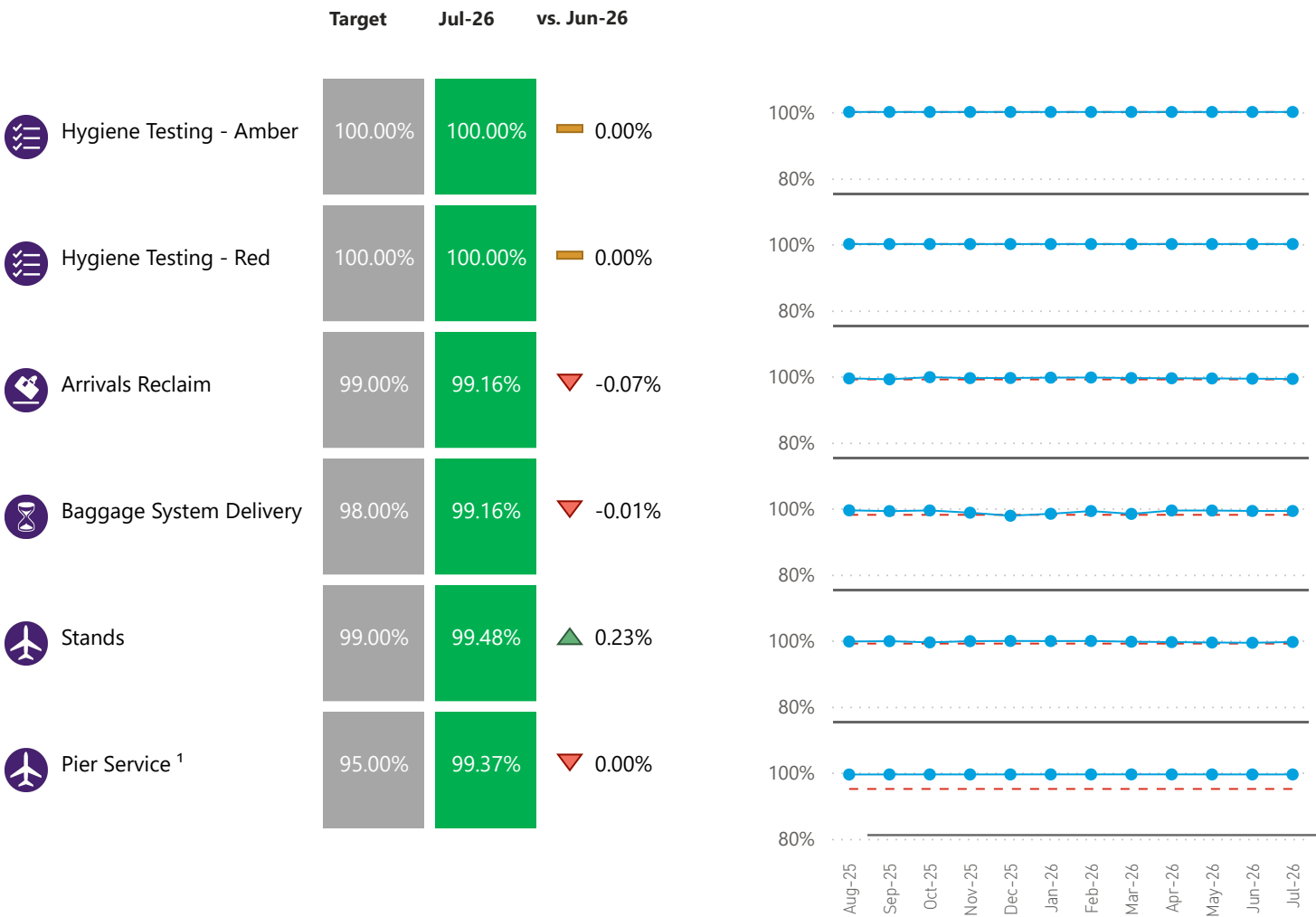
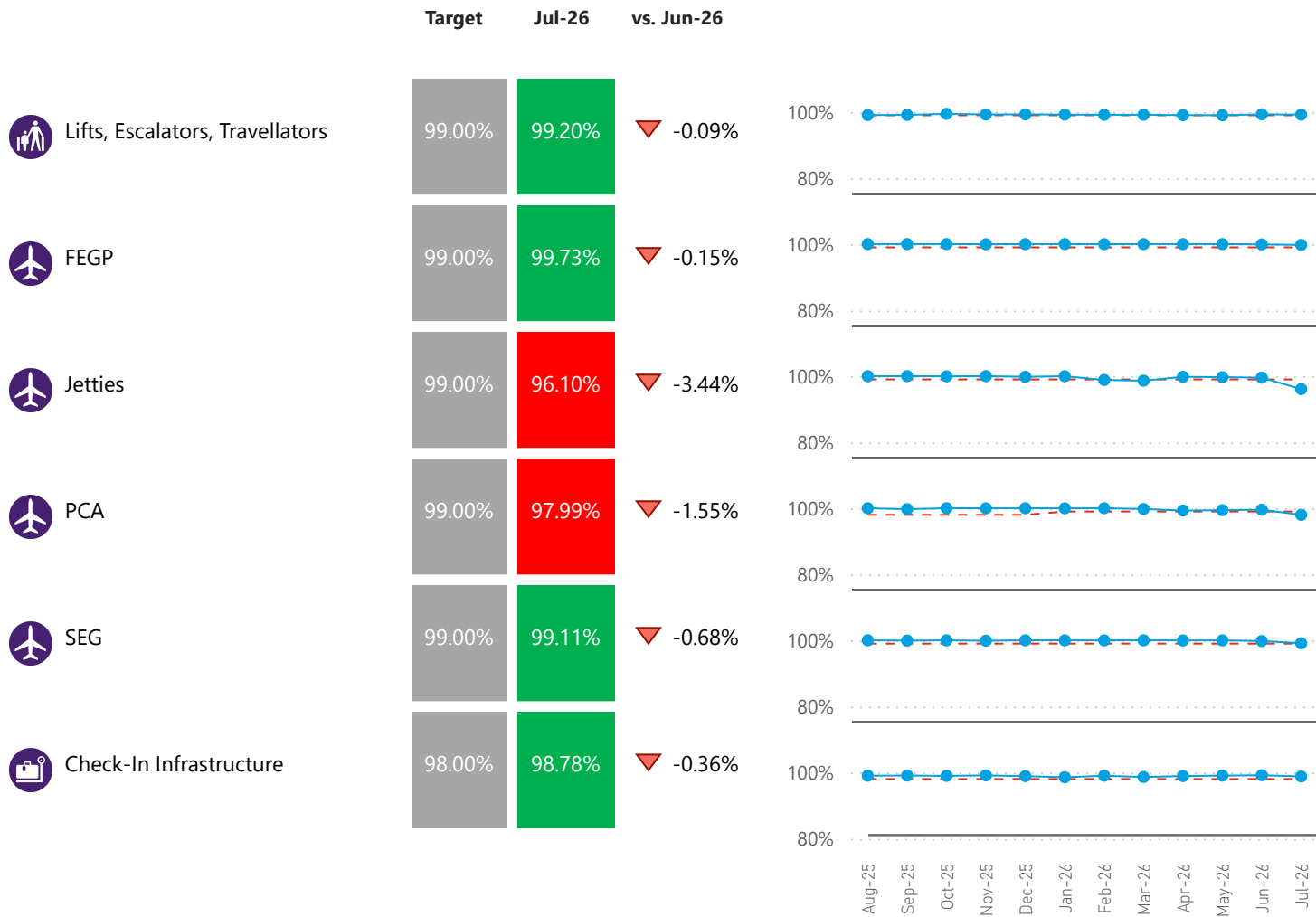


Notes:

Terminal 2 Performance Report July 2026

Classification: Public

Service Level Performance



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Notes:

Terminal 2 Performance Report July 2026



Financial Report - Rebates and Bonus

Rebates:

	Jul-26	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	✗	£168,212.71	£504,638.12	3
PCA	✗	£191,304.76	£191,304.76	1
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		£359,517.47	£695,942.88	4

Bonuses:

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

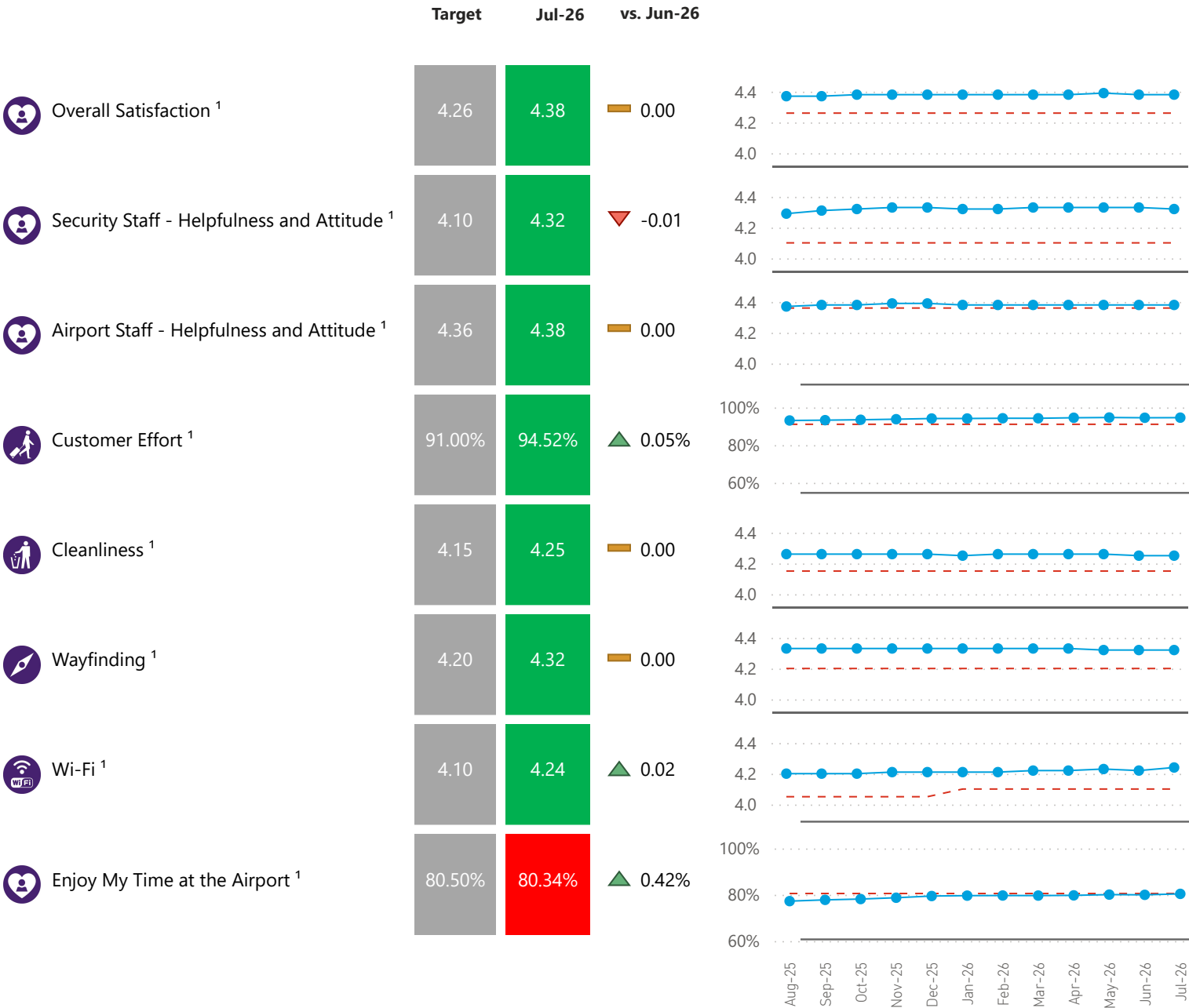
Credit Notes:

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 2026 - December 2026

Terminal 3 Performance Report July 2026

Passenger Experience and Service Level Performance



Notes:



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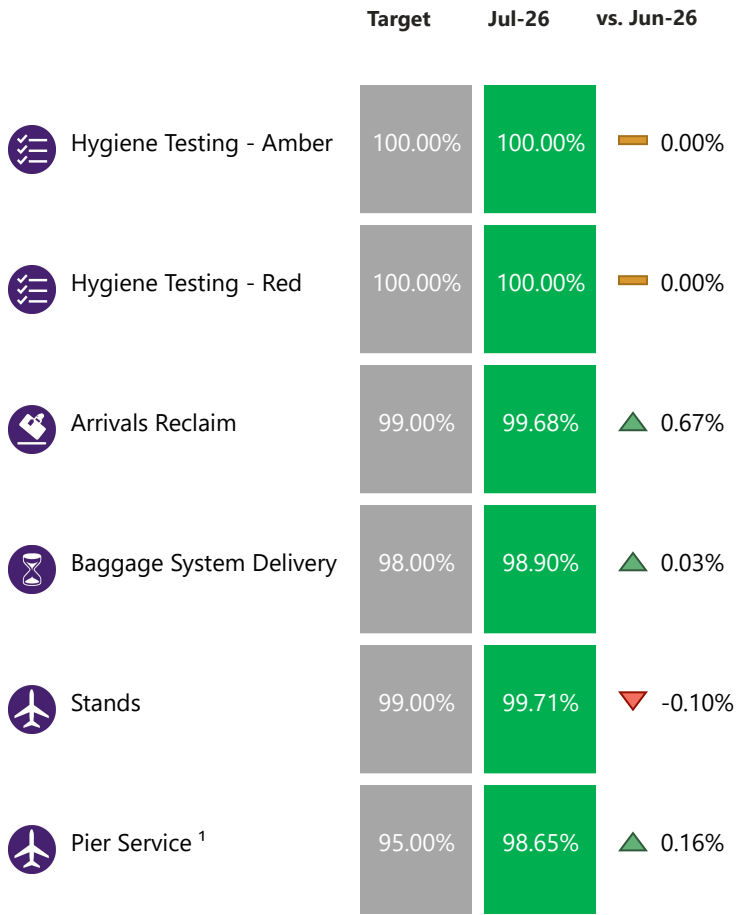
Terminal 3 Performance Report July 2026

Classification: Public

Service Level Performance

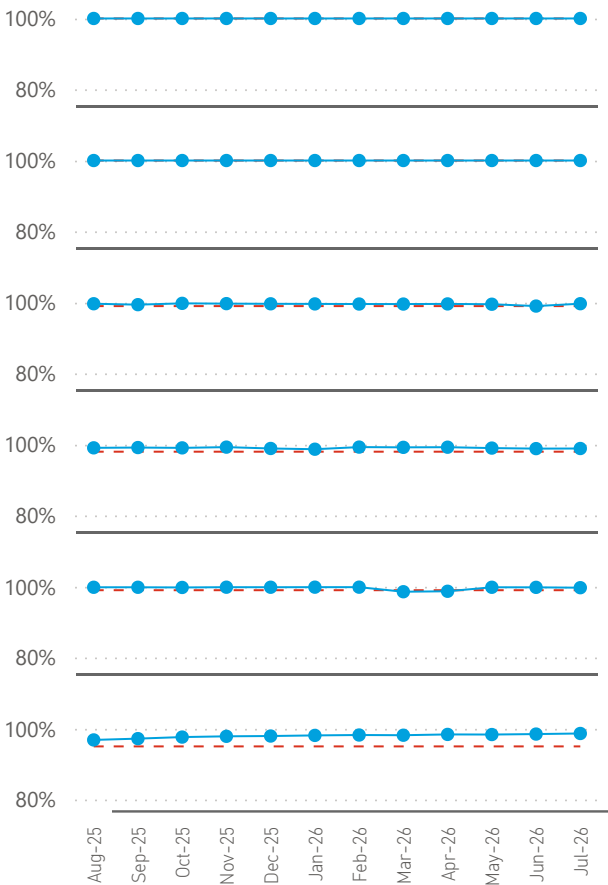


Notes:



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Terminal 3 Performance Report July 2026



Financial Report - Rebates and Bonus

Rebates:

	Jul-26	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	£180,166.71	1
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	£360,333.42	2
Pier Service	✓	£0.00	£0.00	0
Total		£0.00	£540,500.13	3

Bonuses:

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

Credit Notes:

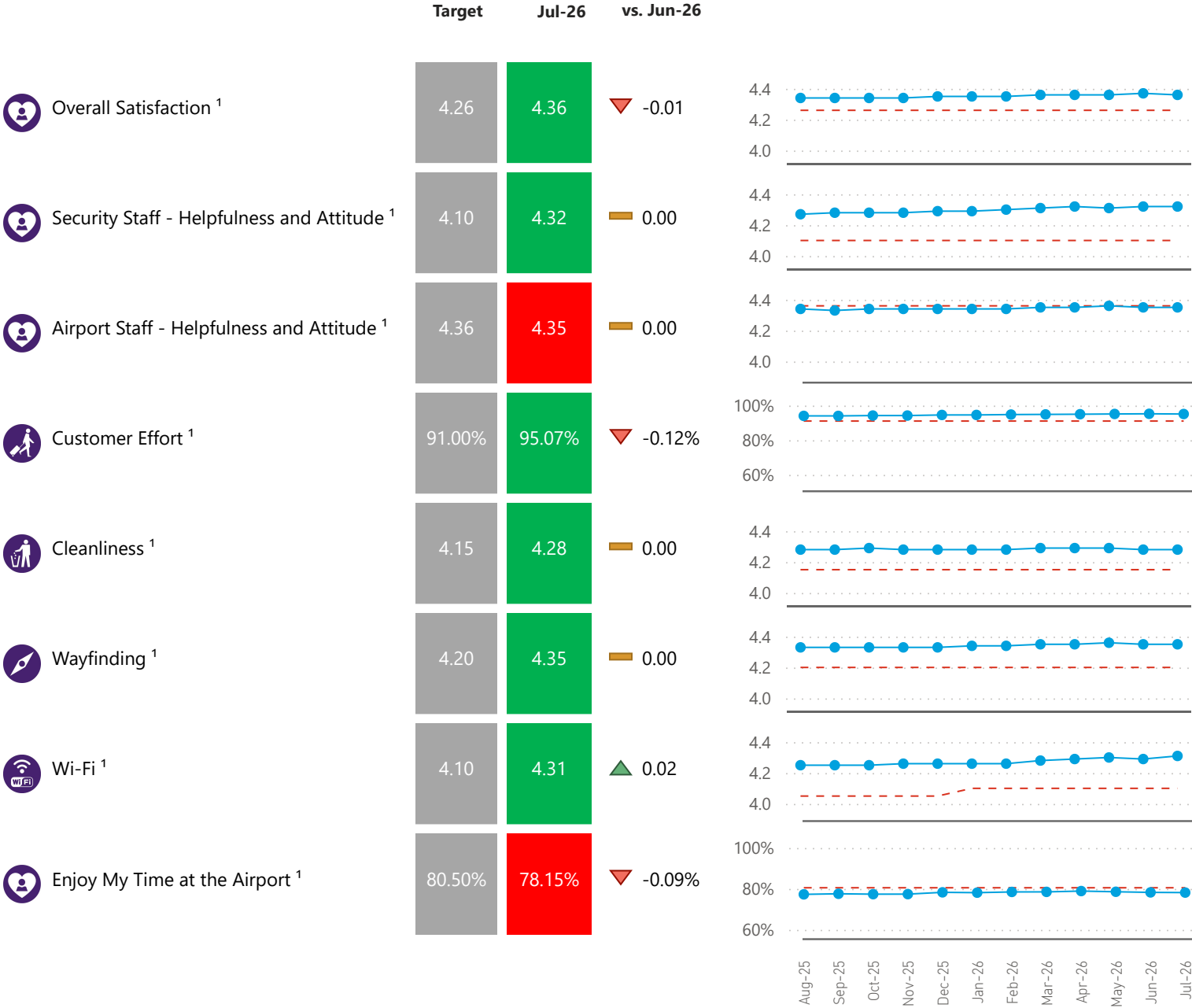
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2026 - December 2026

Notes:

Terminal 4 Performance Report July 2026

Passenger Experience and Service Level Performance

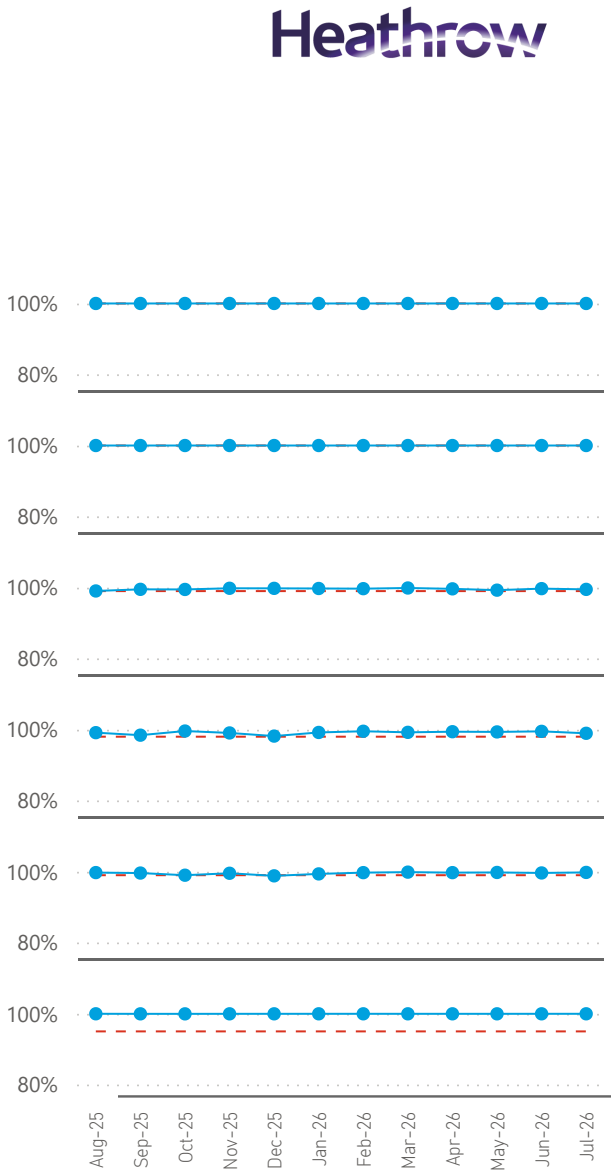
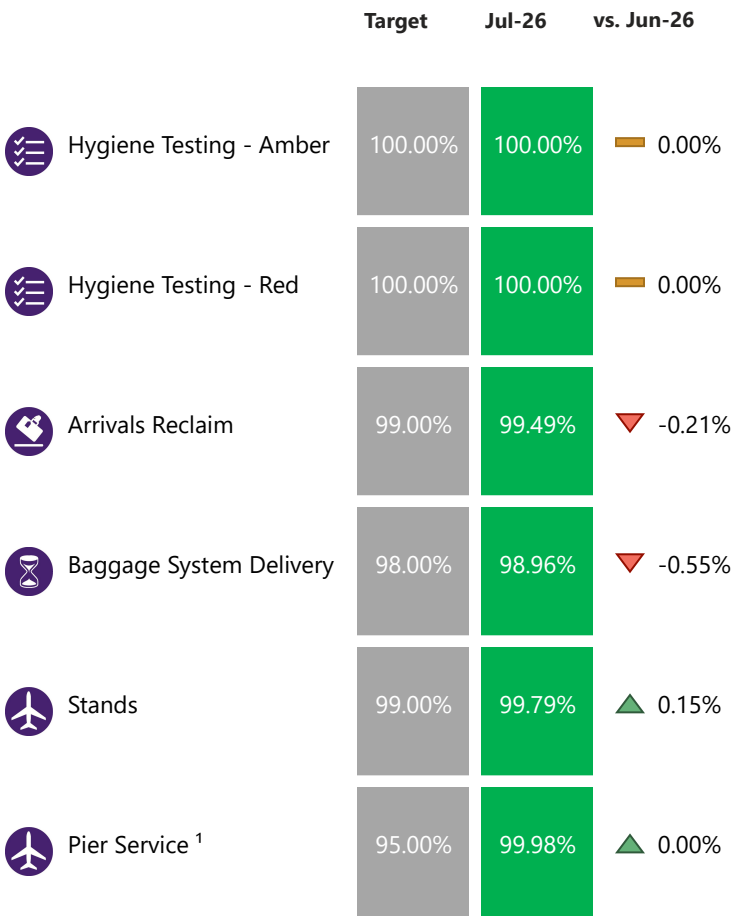
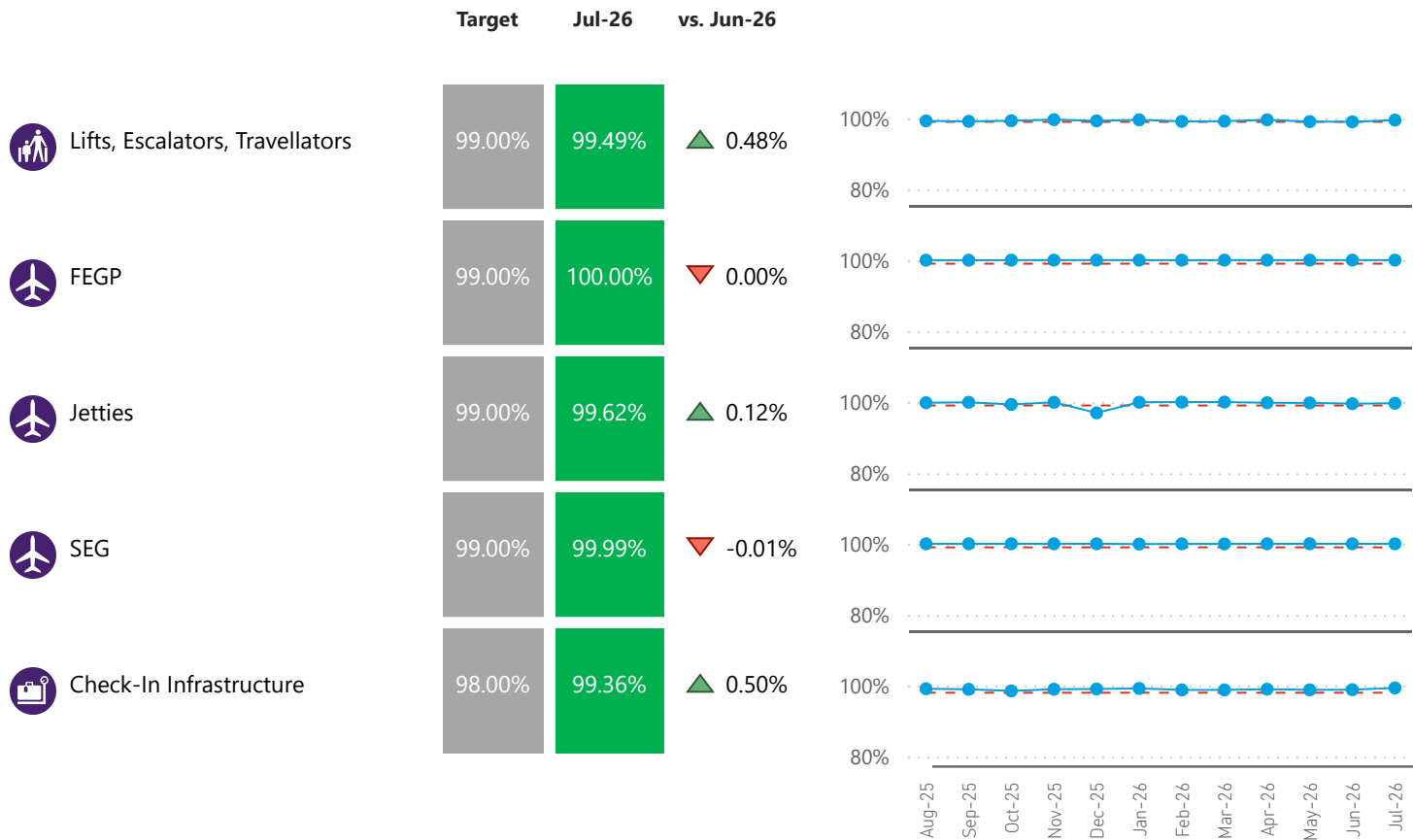


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Notes:

Terminal 4 Performance Report July 2026

Service Level Performance



Notes:

Terminal 4 Performance Report July 2026



Financial Report - Rebates and Bonus

Rebates:

	Jul-26	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:

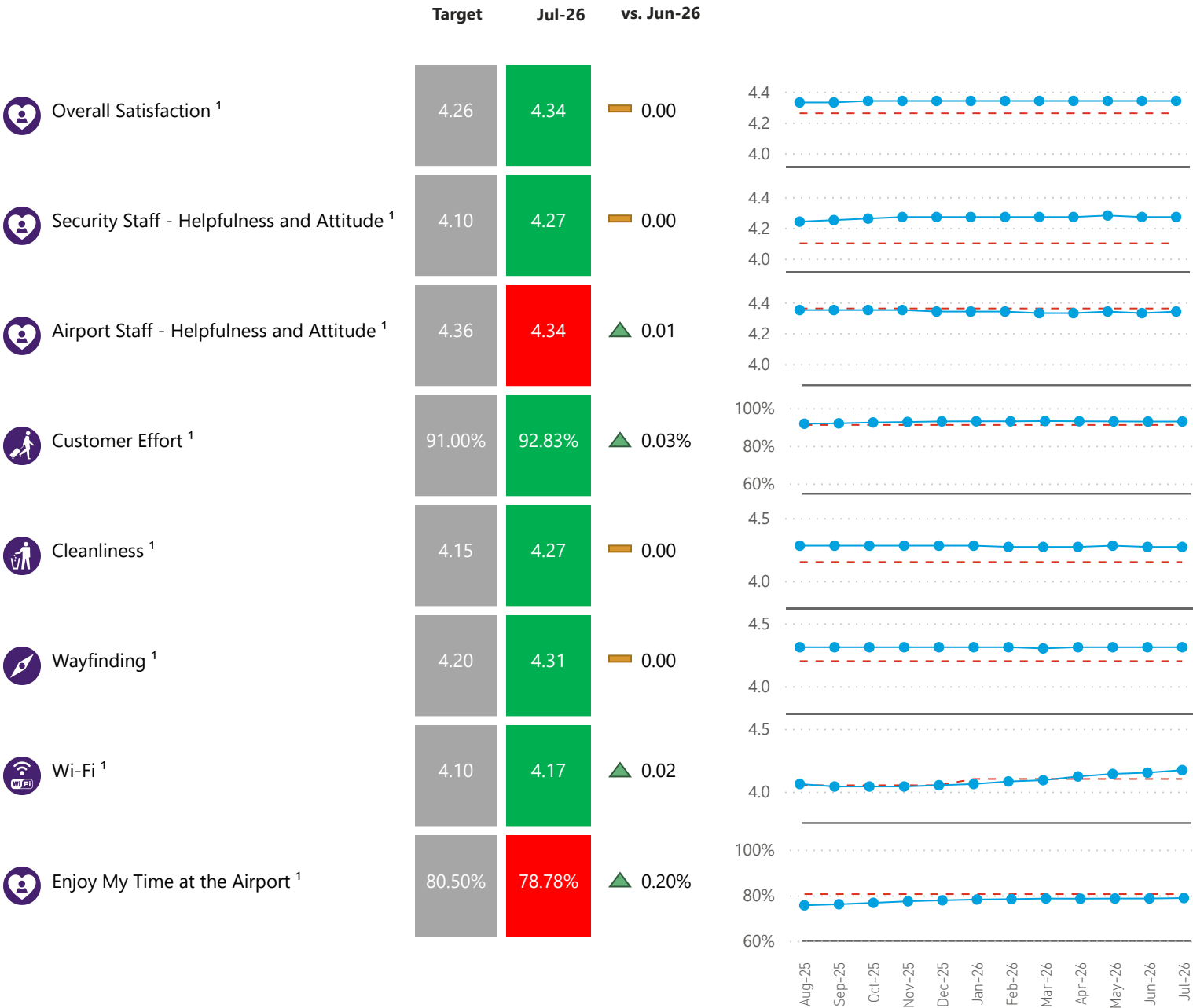
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2026 - December 2026

Notes:

Terminal 5 Performance Report July 2026

Passenger Experience and Service Level Performance



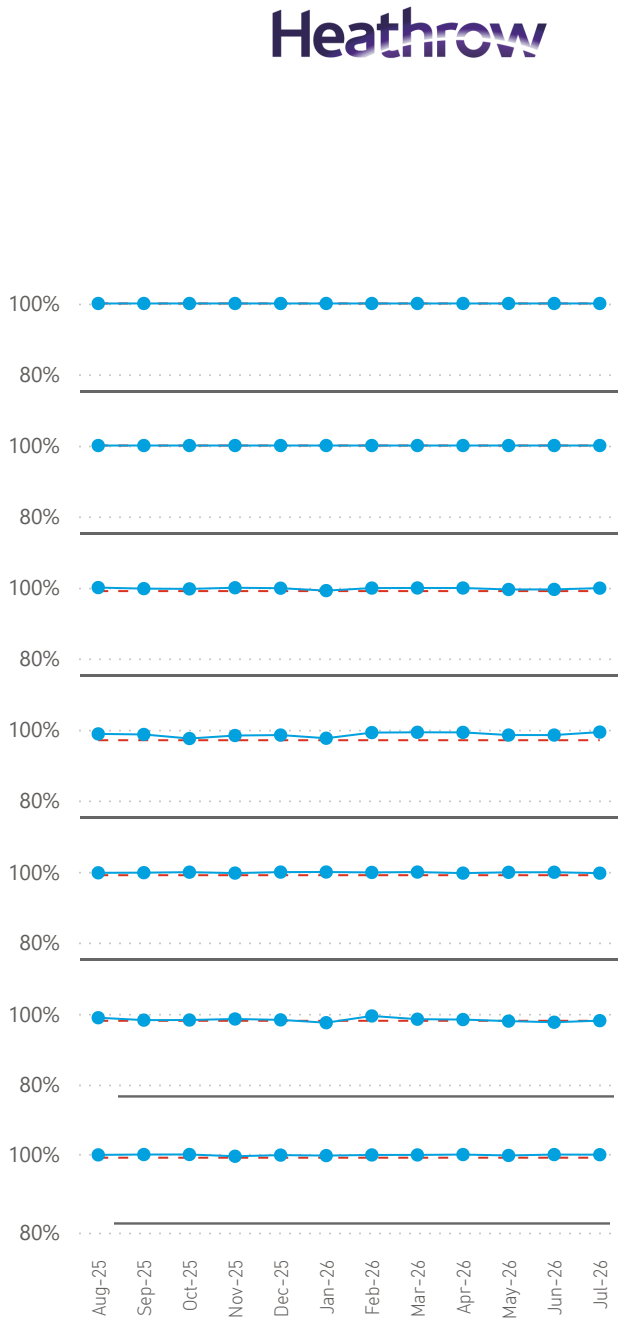
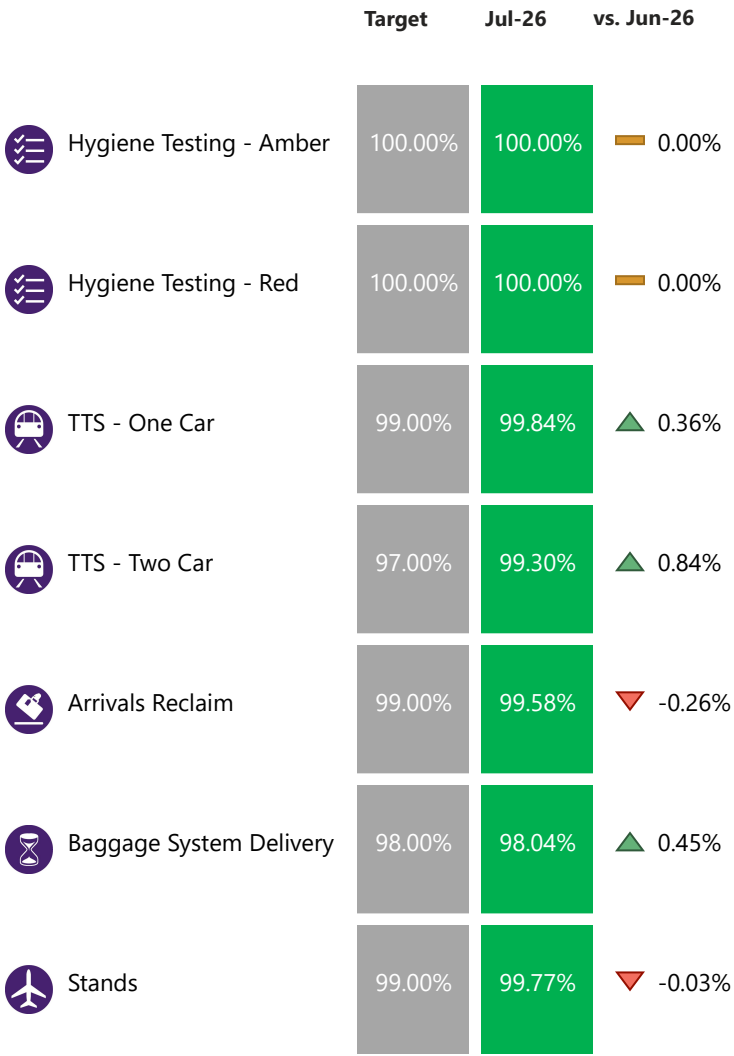
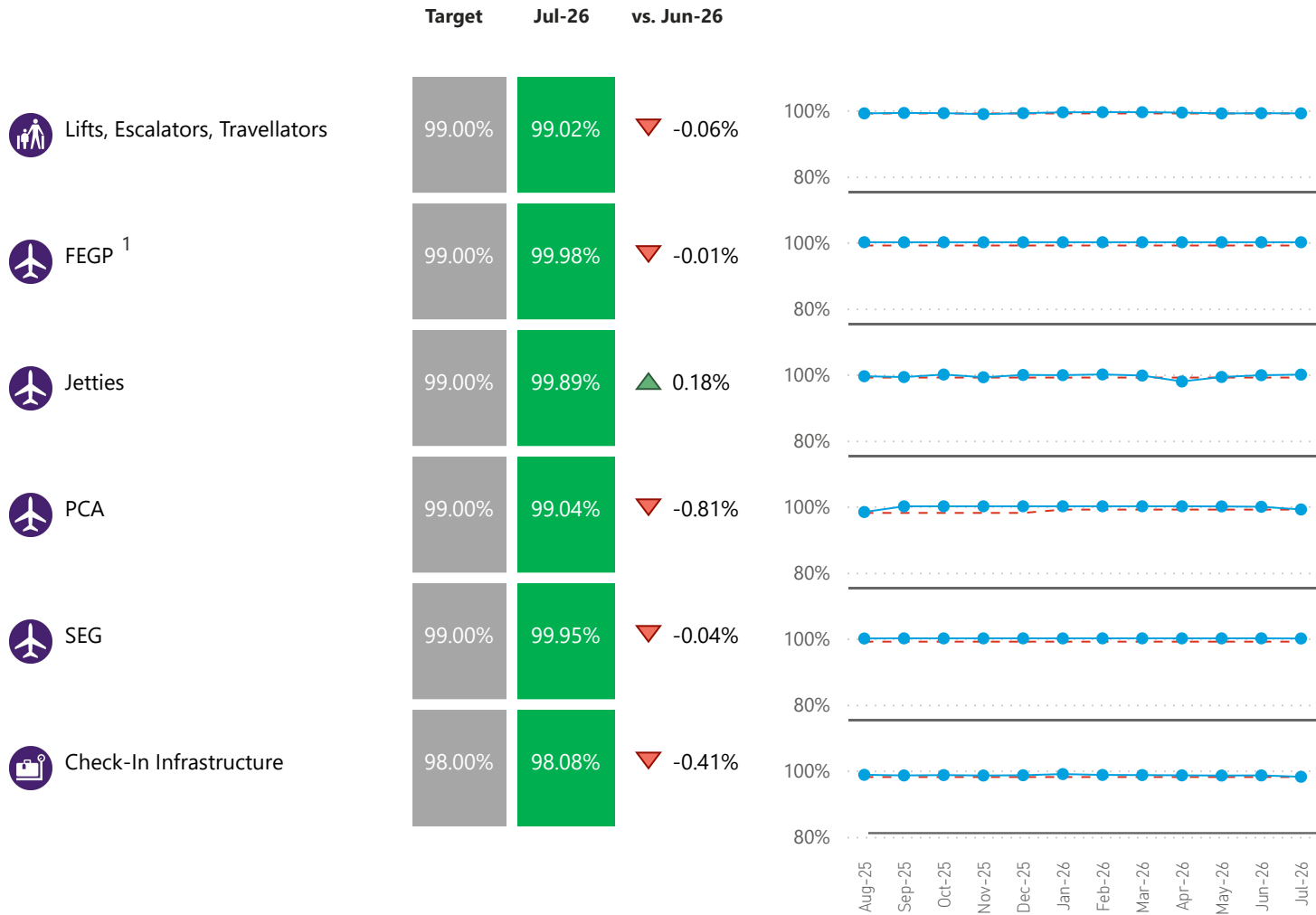
Notes:



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Terminal 5 Performance Report July 2026

Service Level Performance



Notes:

Terminal 5 Performance Report July 2026



Financial Report - Rebates and Bonus

Rebates:

	Jul-26	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	£913,891.35	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	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£304,630.45	1
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		£0.00	£1,218,521.81	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 2026 - December 2026

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
 Carbon Emissions	Total carbon emissions (sum of Scope 1, Scope 2 and Scope 3) in Regulatory Year t as Tonnes CO ₂ equivalent per year

Heathrow