

The Heathrow logo is displayed in white text on a dark purple background. The background of the entire slide features a large, curved image of the Earth from space, showing blue oceans and dark landmasses, partially obscured by a dark purple semi-circular shape on the left.

Heathrow

CONNECTING PEOPLE AND PLANET

HEATHROW 2.0:
OUR SUSTAINABILITY STRATEGY

UPDATED VERSION PUBLISHED:
DECEMBER 2024

ENTER
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WELCOME FROM OUR CEO



Our vision is for Heathrow to be an extraordinary airport, fit for the future.

We cannot achieve that without a clear focus on sustainability. Connecting People and Planet is our plan to do that.

In 2017, the launch of our Heathrow 2.0 plan marked a step-up in our approach. The pandemic meant we had to regroup and reprioritise in 2022. But I am pleased that we are now able to strengthen many of our 2030 sustainability goals because the airport is back on track, with record-breaking passenger numbers and strong levels of service in 2024.

Each day we focus on making every journey better for all our stakeholders. To truly live up to this purpose, we must continue to push forward on decarbonisation, tackle noise and environmental issues and provide meaningful support to colleagues and the communities that are our closest neighbours.

The updated goals and targets in this strategy reflect our ongoing commitment. We will continue to evolve our approach in line with our long-term plans and in collaboration with our partners. I'm proud of what we've already achieved together, and even more excited about what's next for Heathrow."

THOMAS WOLDBYE

Chief Executive Officer

FOREWORD FROM THE RT. HON. LORD BLUNKETT



Rising passenger numbers in aviation over the last two years demonstrate that the sector, post-pandemic, is recovering, whilst also reflecting Heathrow's critical role in the UK economy. The challenges ahead are also clear. Decarbonising aviation and protecting the quality of life for those around the airport remain pressing priorities and must be met head-on.

Since 2022, there has been strong evidence of Heathrow's commitment to delivering on its sustainability strategy, which it is proud to highlight in this update.

Heathrow has recently refreshed its wider organisational strategy which recognises the interconnected nature of economic development, community investment, and environmental stewardship. This update of Heathrow's "Connecting People and Planet strategy" reflects the significant progress Heathrow has made in delivering on its commitments.

Heathrow's focus is on contributing meaningfully to the prosperity and wellbeing of those who live and work near the airport. The Heathrow Sustainable Economic Growth Taskforce, which I independently chair, was established to ensure the airport does just that – by creating new, long-term opportunities to grow the local economy, empower its neighbours and help build a future workforce. The Taskforce and its members will continue to work together to develop new strategies in order to achieve this.

Beyond employment and education, Heathrow continues to push forward growth through changes to surface access, including a Sustainable Travel Zone, and streamlining supply chains to provide additional support for SMEs. At the Taskforce, we know that the relationship between Heathrow and the local community is a two-way street, which is why we consistently put it at the heart of our plans.

Building towards a more sustainable future brings with it new and complex challenges for which collaboration is key. Heathrow remains committed to working closely with stakeholders, listening to their concerns, and maintaining the trust they've worked hard to build.

Together, we all play a crucial role in discovering, designing and delivering a new blueprint for local economic growth.

DAVID BLUNKETT

The Rt. Hon. Lord Blunkett

Independent Chair of the Heathrow
Sustainable Economic Growth Taskforce

INTRODUCTION



INTRODUCTION

The version of Connecting People and Planet published in early 2022 set out how Heathrow would continue to focus on priority sustainability issues. Our aim was to make a difference by 2030, even as the airport recovered from the impacts of the pandemic.

Almost three years on and the airport is busier than ever. In 2023, we welcomed 79.2 million passengers, making it the third highest year in Heathrow's history. And in 2024, we have seen the busiest ever days for both arrivals and departures.

Recovery has enabled us to forge ahead and make tangible progress towards most of the goals we set out in 2022. In many areas we have outperformed expectations; in others we have spent time developing detailed plans that inform new or strengthened targets. In a limited number of cases, we have needed to revise targets as our operating context has evolved.

This updated version of our strategy includes a range of changes to our goals and targets. We have also reworked our responsible business foundations to ensure they cover the issues that are of most interest to our stakeholders. All the changes have been informed by a refreshed double-materiality assessment incorporating views from all key stakeholder groups. A full list of changes is provided on pp. 55-57.

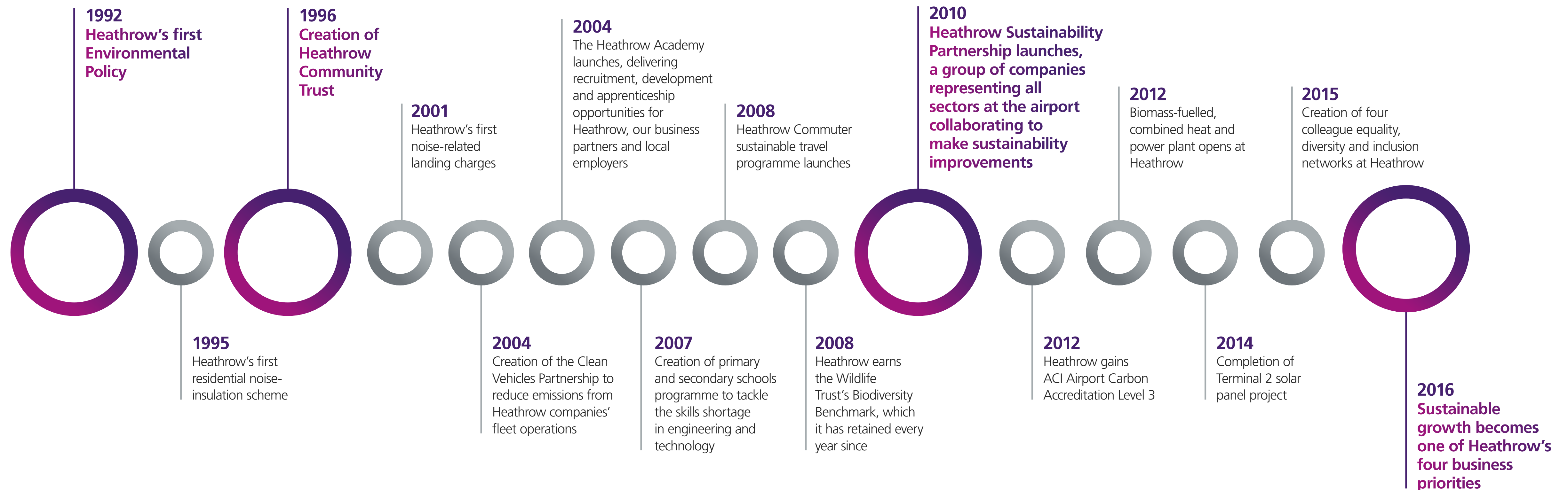
Our strategy will continue to evolve to ensure that Heathrow is fit for the future. It will drive a better, more successful and more sustainable business for our colleagues, our customers and our communities.

Aviation is a force for good in the world. But those benefits cannot come at any cost. Climate change is an existential threat to aviation and to us all personally; it must be addressed. Our goal is clear: to protect the benefits of aviation for the future, the carbon must be taken out of flying. Like every other sector of the global economy, aviation needs to reach net zero emissions by 2050. That may seem a long way off, but if the substantive changes that are needed have not been made by 2030, the industry will not be on track for its 2050 goal. We are now halfway through the decade during which we need to make a difference.

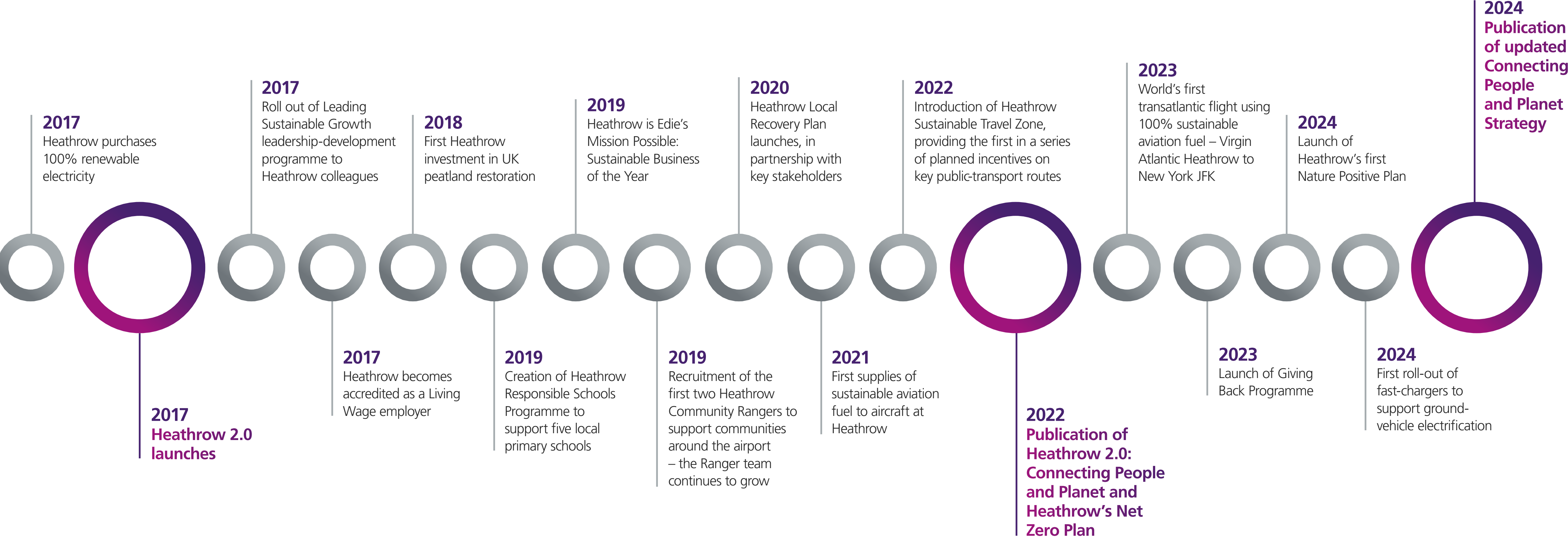
The good news is that it is possible to take the carbon out of flying through ongoing efficiency improvements, sustainable aviation fuel, zero carbon aircraft and carbon removal projects. But this requires urgent action by Heathrow, by the aviation sector and by the Government.

Heathrow must also be a great place to live near, work in and travel through. From reducing noise levels and protecting the local environment to providing quality long-term employment, we must be a force for good. Our commitments aim to improve daily life for our neighbours and colleagues and to invest in our communities to make a positive impact on our immediate doorstep. We want the communities around Heathrow to be great places to live and grow up in because of the airport, not in spite of it.

TIMELINE



TIMELINE



ABOUT HEATHROW

As the UK’s only hub airport and largest port by value, Heathrow connects the UK to global growth.
In 2024 over 80 million passengers passed through the airport, travelling to over 200 destinations.

PURPOSE	Making every journey better
VISION	To be an extraordinary airport, fit for the future
OUR BEACONS	 Winning Team  Fast and Focused  Value for Customers  Digital Future  People and Planet  Creating Capacity
OUR FOUNDATIONS	 Governance and Financial Resilience  Service and Operations  Safety, Security and Compliance
VALUES	 DOING THE RIGHT THING  TREATING EVERYONE WITH RESPECT  GIVING EXCELLENT SERVICE  WORKING TOGETHER  KEEPING EVERYONE SAFE  IMPROVING EVERY DAY

Our business strategy focuses on our collective responsibility to create a better Heathrow, now and for the future.

Our purpose is the reason we exist. It applies to all journeys: from enabling travel and trade connections to passengers going on their dream holiday to the career development of our colleagues and our sustainability progress.

Our vision is where we want to go. Every day at Heathrow extraordinary things happen. What those things mean for our colleagues, customers, communities and shareholders varies, but it’s important for all of them. We want to ensure we are fit for a sustainable future.

Our beacons are the guide to help us achieve our purpose and vision. We believe Heathrow is a winning team, focused on delivery, harnessed in ways that support our digital future, champion people and planet, and create capacity.

ABOUT THIS STRATEGY

Our people and planet goals are informed by a double-materiality assessment. Double materiality means that a range of environmental, social and governance (ESG) topics are considered from both a financial and an environmental or social impact perspective.

More than 170 stakeholders from within and beyond Heathrow took part in the process to review and prioritise eighteen sustainability topics. Their challenge was to think about the current or potential impact of Heathrow on society or the environment for each topic, and the current or potential impact of each topic on Heathrow. The results confirmed the importance of Heathrow continuing to act on the range of ESG issues that are included in Connecting People and Planet.

For further detail, please see our latest [Sustainability Report](#).



ABOUT THIS STRATEGY

We have structured our strategy around two pillars:

- **Net Zero Aviation** - to work towards our vision of sustainable aviation at Heathrow and across our industry.
- **A Great Place to Live and Work** - to improve the quality of life for our colleagues and our neighbours, and make a positive impact in our community.

These pillars are supported by our Responsible Business Foundations which underpin Heathrow’s ability to deliver a vibrant, efficient and sustainable airport.



OBJECTIVES AND GOALS

ABOUT THIS STRATEGY

Connecting People and Planet is our overarching sustainability strategy consolidating Heathrow's commitments together in one place. Further detailed plans on specific issues are laid out in separate documents such as our Net Zero Plan, Noise Action Plan, Nature Positive Plan and Giving Back Programme.



ENABLING PROGRESS

We cannot achieve our vision for the Heathrow of the future without making radical and measurable progress on our sustainability goals.

Our strategy directly supports more efficient operations, the sustainable growth of the airport and the development of our colleagues. The ultimate beneficiaries are airlines, our local community, the passengers we serve and all of UK society.

This strategy relates to Heathrow's existing two-runway operation. If we progress expansion plans in the future, all relevant policy requirements, including those in the Airports National Policy Statement (ANPS), will be met. We will maintain a focus on Connecting People and Planet, which lays the groundwork for us to do more in the future with the investment that expansion would enable.

As a regulated business, we submit investment plans for consecutive five-year periods to the Civil Aviation Authority (CAA). The CAA, our economic regulator, determines the regulatory settlement for each five-year period. In the business plan for our current regulatory settlement period (2022 to 2026), we have included £250m of investment in carbon and sustainability improvements. Our settlement lets us deliver the essential projects up to 2026 that will keep us on track to hit our goals. We are currently working on our plans for the next regulatory period (2027 to 2031).

We have incorporated our 2030 sustainability goals into our funding strategy. In 2023, we were the first airport in the world to launch an innovative Sustainability Linked Bond. The mechanism is particularly progressive, as it incorporates Heathrow's scope 3 emissions. Accounting for 99% of our

carbon footprint, scope 3 emissions describe all other indirect greenhouse gas emissions from activities in relation to to Heathrow. These emissions derive from sources that we do not own or control, such as emissions from aircraft and vehicles operated by others at the airport. Even though we are not in direct control of the output, we are committed to being part of the solution. We have placed a financial incentive on ourselves and are proud to be bringing to the UK market a gold standard bond, showing our commitment to our Connecting People and Planet ambitions.

We have aligned remuneration to our carbon and sustainability targets. Performance metrics for carbon and for equality, diversity and inclusion have been added to long-term incentive plans, focusing behaviour on making sustainable choices and rewarding sustainable outcomes.

We recognise that we do not have all the answers, and we remain committed to working collaboratively with our stakeholders to effect positive change.

NET ZERO AVIATION

NET ZERO AVIATION

Aviation is a force for good in the world.

Flying underpins the global economy, delivering trade and tourism to all corners of the globe. It supports hundreds of millions of people's livelihoods, builds understanding across cultures, and connects families and friends.

But those benefits cannot come at any cost. Climate change must be addressed. The risk to the sector is not just opposition to airport expansion and flight shaming: it is the destructive impact of climate change.

95% of Heathrow's carbon footprint is from aircraft. The remaining 5% comes from people getting to and from the airport on the ground, as well as our supply chain, airport vehicles and buildings. That percentage may be smaller, but we have more influence over those emissions and a responsibility to put our own house in order.

The 2020s have so far seen the UK aviation sector commit to net zero – a world first – when the industry coalition Sustainable Aviation published its decarbonisation roadmap at the start of the decade.

If passengers and cargo are to fly net zero by 2050, long-term solutions must be rolled out this decade. That is why Heathrow's plan is centred on two ambitious 2030 goals to cut absolute carbon emissions.

Our goal is that 2019 should be the year of peak carbon from Heathrow. This relies on Heathrow, the aviation sector and the Government acting with urgency and purpose to scale up solutions, particularly sustainable aviation fuels.



Net Zero Plan

HEATHROW'S NET ZERO PLAN

Our current plan sets out the actions Heathrow is undertaking. Where we do not directly control emissions, it sets out how we will work in partnership to influence others, especially our airline customers, the many other companies that operate at the airport and our passengers. Heathrow can pull various levers to influence emissions – sending the right financial signals (such as our sustainable fuels incentive in landing charges), setting the right standards (such as our airside vehicle Ultra Low Emission Zone) and offering the right products and services (such as electric vehicle charging).

Evolving our Net Zero Plan

Where the onus is on the Government to pull the levers that drive change – such as committing to a mandate for sustainable aviation fuel (SAF) use– the plan sets out what our policy asks are. We continue to be a vocal advocate for change.

As Heathrow embarks on its eighth five-year regulatory period (H8, which runs from 2027 to 2031), we remain committed to prioritising carbon reduction and sustainability. Building on the foundation of H7 (our first comprehensive carbon and sustainability programme), H8 will enhance our dedication to environmental stewardship through investment plans guided by the CAA. In preparation for H8, Heathrow will publish an updated Net Zero Strategy, reflecting progress made during H7. This new plan will incorporate the Climate Change Committee's Seventh Carbon Budget and the Government's updated net zero plan for the UK economy.



OBJECTIVE

1 NET ZERO IN
THE AIR**RATIONALE:**

Our goal is to cut carbon from flights by up to 15% by 2030 compared to peak 2019 levels.

Many airlines have already committed to using at least 10% SAF by that date. Our plan is for airlines to use 11% SAF by 2030, which will produce a carbon saving of over 7.5%.

Two factors will deliver this outcome: the Government's mandate to achieve a 10% SAF blend in the UK by 2030, together with the effect of Heathrow's landing charges incentivising SAF use.

The aviation sector will further cut carbon emissions in the air by 2030 through operating more efficiently, modernising airspace and improving the efficiency of conventional aircraft and engines.

GOAL:

At least **15% cut** in carbon by 2030 compared to 2019



TARGETS:



KEY ACTIVITIES:

Airspace and operational efficiency

Efficient operation is the key. Using less fuel for flights delivers the instant benefit of lower carbon emissions. Airspace describes the routes aircrafts use as they fly. These invisible highways in the sky were designed in the 1950s. But modern technology can now help us plan more efficient journeys that burn less fuel. Airspace at Heathrow and across the UK is currently being redesigned.

Aircraft also use fuel before taking off and after landing. Cutting these emissions also improves the air quality at and around the airport. We will continue to encourage use of fixed electrical ground power and pre-conditioned air so pilots can switch engines on later. We will cut engine use further by encouraging ground handlers to use electric pushback tugs to push aircraft from their stand. We will optimise ground movements, reducing taxiing time to minimise emissions.

New conventional aircraft

Another way to use less fuel is for airline fleets to bring newer, modern and more efficient aircraft into service. This will mostly come about through aircraft and engine manufacturers continuing to design more efficient planes and through airlines continuing to buy them. Heathrow's role as an important global hub means we tend to attract a greater proportion of newer aircraft than most other airports. We will continue to encourage this transition by incentivising use of the cleanest and quietest aircraft through differentiated landing charges.

Change the fuel

Using SAF is the most certain way to achieve net zero flying by 2050. Since existing aircraft can use SAF, we do not have to wait for the 25-year cycle of aircraft replacement. Compared to fossil kerosene, SAF can cut lifecycle carbon by 70% or more, with the potential for greater cuts to be made by new fully synthetic fuels currently at an early stage of development.

Many airlines have committed to using SAF. Heathrow is actively supporting the scale-up of SAF, including through its SAF incentive scheme. This initiative incentivises the use of SAF at the airport, roughly halving the price gap between conventional jet fuel and SAF, making it more affordable to airlines. Airlines are consulted on the incentive yearly.

Heathrow's goal is for 11% of the jet fuel used at Heathrow to be SAF by 2030. Ultimately, Government policy will be fundamental to achieving this ambition. The Government has set a SAF mandate starting at 2% in 2025 and rising to 10% by 2030. This, together with a price-support mechanism, is needed to de-risk and incentivise investment in UK SAF facilities.

Change the plane

Although new zero carbon aircraft are unlikely to enter service at Heathrow before 2030, we have begun the research to explore how our infrastructure will support their introduction. Our research includes a partnership in a major hydrogen-technology hub led by Cranfield University. The hub will contribute to our preparation for a hydrogen-powered future. With demonstration flights for small electric and hydrogen-powered aircraft already taking place around the world, there is already strong momentum.

OBJECTIVE

2 NET ZERO ON
THE GROUND**RATIONALE:**

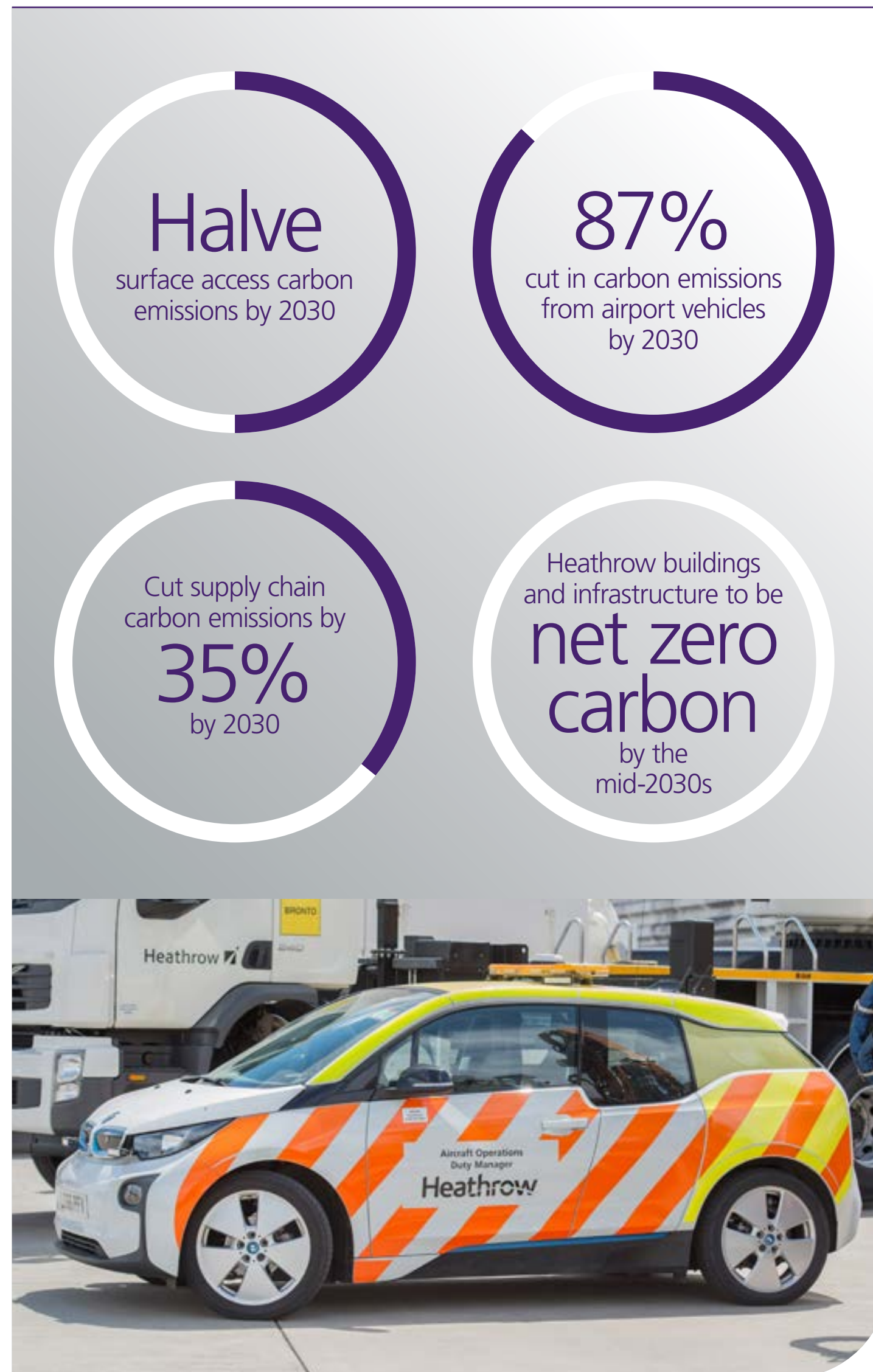
On the ground, we will cut carbon by at least 45% compared to 2019.

We will do this by enabling passengers and colleagues to access the airport sustainably, delivering a net zero supply chain, replacing airport vehicles with zero carbon alternatives and investing in our buildings and infrastructure.

GOAL:

At least **45% cut** in carbon by 2030 compared to 2019



TARGETS:**KEY ACTIVITIES:****Surface access**

We will continue to encourage more of our passengers and colleagues to use public transport or to cycle or walk when getting to and from Heathrow. We will help to provide the right connections and make them faster, easier, more reliable and more affordable. When people do travel by car, we will promote more efficient journeys through our car-sharing platform and provide the right infrastructure to support zero emission vehicles. We have invested in rail connections, such as Heathrow Express and the Elizabeth line, supported long-distance coach links and subsidised public transport for colleagues.

Supply chain

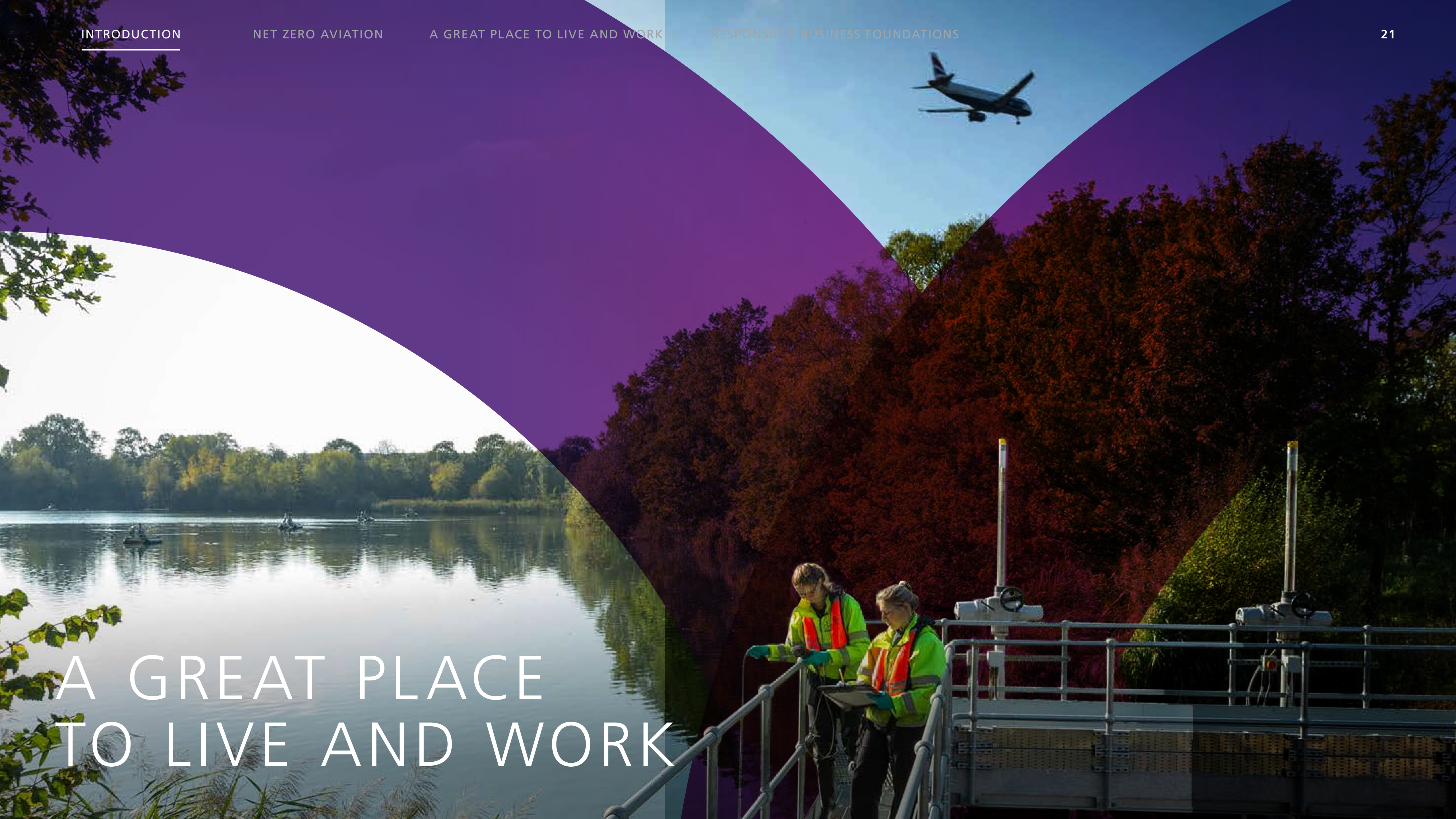
Heathrow can have a significant impact delivering carbon reduction in its supply chain. Many of our strategic suppliers have set their own net zero targets. Contractual supplier obligations will cut carbon from the goods and services provided to Heathrow in line with our targets, and we will continue to partner with companies that share our climate ambitions. Through our Balanced Scorecard approach, we proactively seek to collaborate with suppliers sharing new ideas, experience and solutions. Following the principles of PAS 2080, a globally recognised standard for managing carbon in the built environment, Heathrow brings together tools and processes for tracking, managing and reducing carbon emissions at all stages of project delivery.

Airport vehicles

Our goal is for all conventional vehicles at Heathrow to be zero emissions or using biofuel by 2030. We will support this transition through the provision of ZEV (zero emission vehicle) infrastructure to enable charging for all vehicle types. As we transition, we will reduce fuel consumption through minimising journeys, better routing, proactive maintenance and good eco-driving behaviours. We will also promote the adoption of biofuels across all vehicle operators to quickly cut vehicle carbon emissions.

Buildings and Infrastructure

We are investing to deliver net zero buildings and infrastructure. To achieve this, we are working on two fronts. The first is decarbonising the airport heat supply by transitioning from natural gas to electric heat pumps for heating and cooling our terminal buildings. The other is upgrading the airport electricity network and supply to handle the electricity demands that arise as we transition from fossil fuels. We will also switch from fluorinated gases (F-gases) to ultra-low GWP (global warming potential) refrigerants following market developments and best practice. We will continue to invest in energy efficiency through asset replacement controls and by increasing the amount of installed renewable-electricity generation, such as solar.



A GREAT PLACE TO LIVE AND WORK

A GREAT PLACE TO LIVE AND WORK

The people who work in and around Heathrow every day are the lifeblood of the airport. They shape the experience of every passenger, deliver excellent customer service and keep Heathrow safe, secure and welcoming. We are determined to ensure our airport is a diverse and inclusive workplace for all, and that we provide the skills, education and long-term employment opportunities that make Heathrow the local employer of choice.

Tens of thousands of people are employed at Heathrow, many of whom live within a few miles of the airport. Our strategy aims to strengthen the links. It has a strong focus on enabling local people to find the right work at Heathrow and nurturing them to fulfil their potential.

We must also be a better neighbour for those who live closest to us, making sure these communities benefit from cleaner air, quieter nights and improved quality of life.

We want the area surrounding Heathrow to be a great place to live. Our proximity to London is a great advantage for passengers, but also means the airport is located close to many homes and local communities. We recognise that our airport impacts those communities, and we want to make sure our presence is as positive as possible.

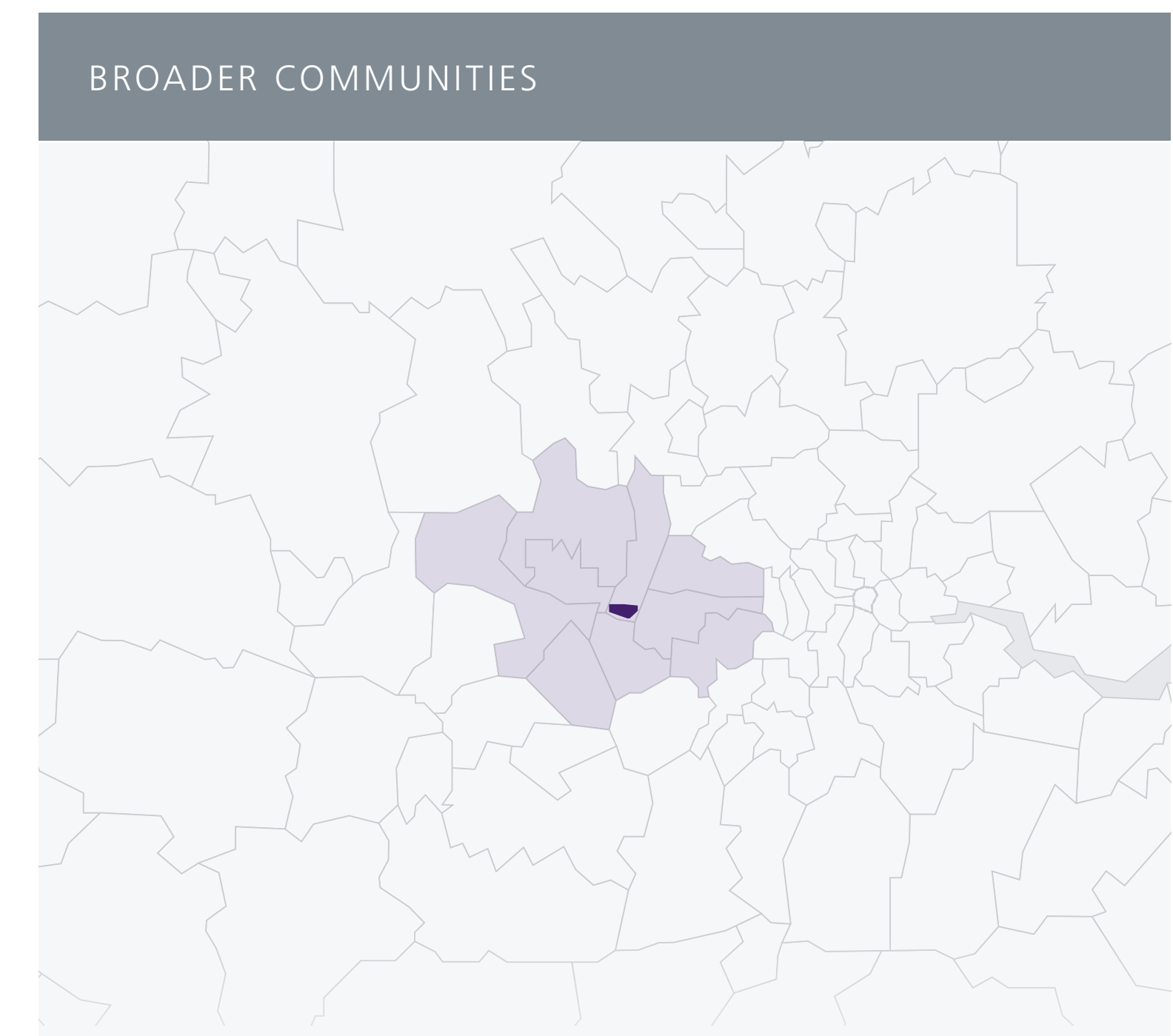
The best way for us to do that is by listening and talking to local people and understanding their needs. This will allow us to build the long-term productive relationships that help local communities thrive and improve quality of life for all. This strategy prioritises the issues our neighbours tell us matter most – noise, air quality, the local environment, opportunities for local business and investing in our communities.

Our engagement with local communities covers operational impacts including noise and air quality. The Council for the Independent Scrutiny of Heathrow Airport (CISHA) ensures the independent oversight of the way Heathrow engages with stakeholders.

A GREAT PLACE TO LIVE AND WORK

The way we define ‘local’, when we think about the communities located near the airport, varies.

Local depends on the context; it can mean the neighbourhoods closest to the airport perimeter, the boroughs surrounding Heathrow or more distant communities affected by aircraft noise.



- Communities currently involved in activities in the Giving Back Programme
- Communities targeted for future involvement in the Giving Back Programme

- Heathrow
- Heathrow region

OBJECTIVE

3 CLEAN AIR AT
AND AROUND
THE AIRPORT**GOAL:**

Reduce emissions from the airport and improve air quality in the local community

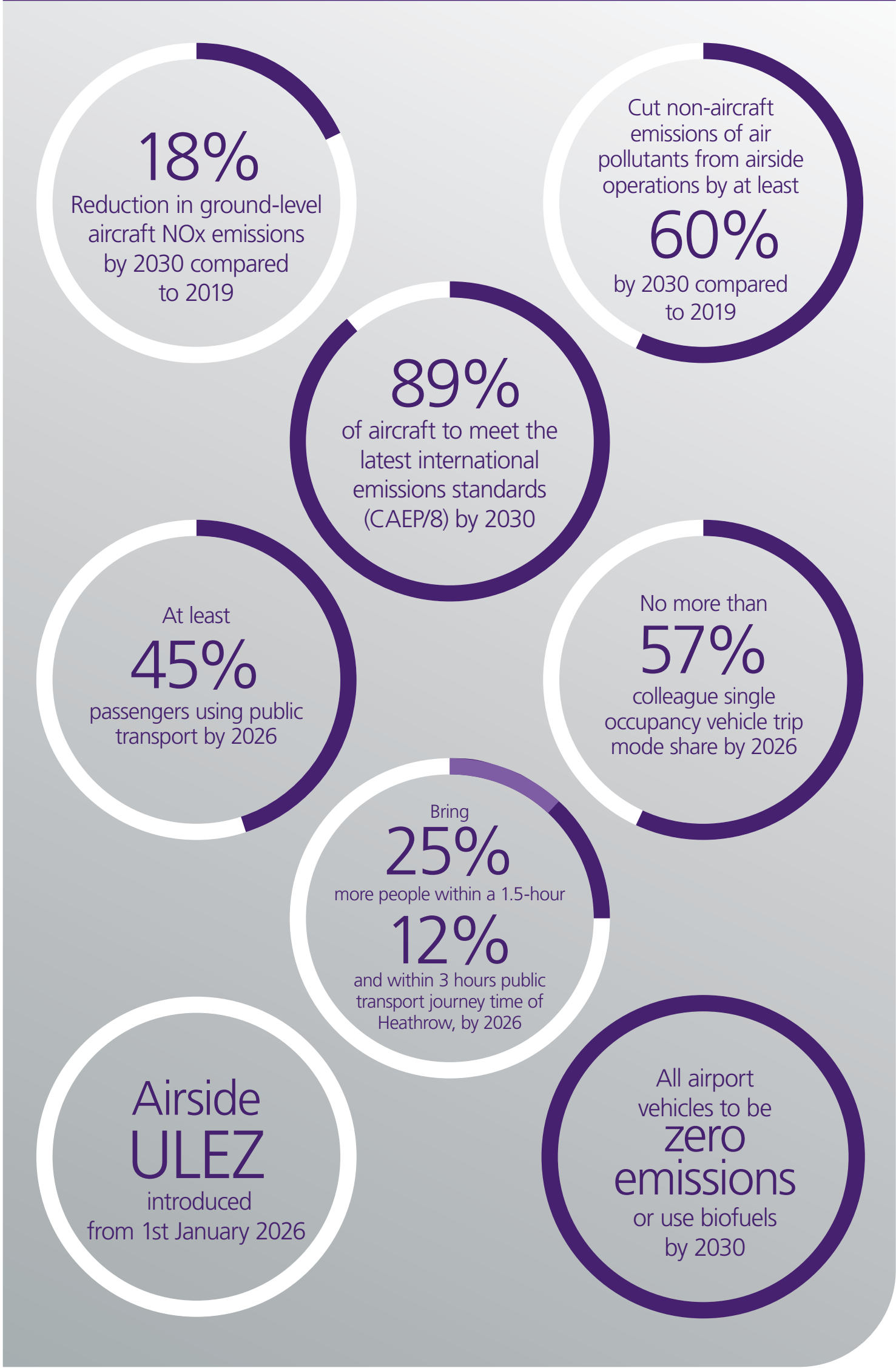
RATIONALE:

Local air quality and its effects on public health is a critical issue for communities around Heathrow, and for our colleagues. Emissions from the airport (including from aircraft, vehicles and heating buildings) contribute to pollution in the surrounding area. However, pollution from these activities declines quickly with distance from the airport. This means that the main contributor to pollution levels in communities near Heathrow is road traffic. Some of this is airport-related which contributes between 3% and 11% of local air pollution.

Taking action to improve air quality in communities and for colleagues has been an important part of Heathrow's strategy for many years. The actions that we take to reduce air pollution are largely the same as those that we take to reduce carbon emissions. Our updated internal air quality plan focuses on reducing emissions from aircraft and from other activities on the ground, including surface access and airport vehicles. It has been informed by in-depth modelling and a review conducted by the Council for the Independent Scrutiny of Heathrow Airport, which considered views from a range of local stakeholders.



TARGETS:



KEY ACTIVITIES:

Aircraft

In 2004 we added an air quality element to our landing charges to create a financial incentive for airlines to use the cleanest aircraft at Heathrow. The International Civil Aviation Organization (ICAO) sets engine standards which address emissions from aircraft engines, including NOx. 63% of aircraft at Heathrow meet the current “CAEP/8” standard, up from 35% pre-COVID. Our programme to modernise airspace and to install new pre-conditioned air systems so aircraft do not need to run their engines on the ground will also help cut local pollution. Sustainable aviation fuel (SAF) further enhances air quality by reducing particulate emissions, sulphur oxides and soot.

Surface access

We are committed to encouraging passengers and colleagues to travel to the airport using public transport, or by walking or cycling. We have invested in rail links, most recently contributing to the Elizabeth Line. Our Sustainable Travel Zone incentivises bus and coach travel, and we will continue to look at new bus and coach services to fill gaps in the public transport network so more people can reach the airport with no more than a single interchange. We are also supporting the national shift to electric vehicles through plans for EV charging infrastructure for passengers, colleagues, taxis and private-hire vehicles, as well as for bus and coach operators.

Airport vehicles

Work continues to convert our operational fleet vehicles to zero emissions or biofuel. From 2026 we will introduce an airside Ultra Low Emission Zone, and we are also supporting the shift to electric vehicles by installing rapid charging hubs airside. The first opened at Terminal 2 in 2024.

Monitoring

The Government has set health-based limits for three pollutants that contribute to poor air quality: nitrogen dioxide (NO2) and particulate matter (PM2.5 and PM10). Levels at monitoring stations around Heathrow show a steady downward trend and are now below legal limits. The improvements have been driven by UK-wide trends including the ongoing tightening of vehicle emissions standards and the growth in electric vehicles.

There are also workplace exposure limits to protect colleagues from emissions that are harmful to health. Since 1995 we have conducted monitoring to assess occupational exposure. During that time, limits have not been exceeded. We continue to monitor ultrafine particles at Heathrow and take appropriate steps to address them.

OBJECTIVE

4 QUIETER NIGHTS,
QUIETER FLIGHTS**GOAL:**

At least 10% less people highly sleep disturbed and highly annoyed compared to 2019

RATIONALE:

We understand that noise impacts people's quality of life in different ways and is a more complex issue than it first appears. When we experience noise, everything from its volume and our attitude towards it to whether we can control it, determines how it affects us.

We have been working to reduce our impact for many years. Heathrow is one of the world's leading airports in noise management. Even though the number of flights has increased significantly since the 1970s, Heathrow's noise footprint has continuously reduced. Our updated strategy outlines how we will continue to work with local groups to manage our noise impact.

Our goal focuses on tackling the negative effects – sleep disturbance and annoyance – of noise. We want to limit the number of people whose health is affected in this way and ensure that all our targets lead to improvements for local communities. We remain committed to supporting a research agenda that enhances understanding of the impacts of aviation and the effectiveness of the interventions aimed at reducing noise impacts.

Heathrow's noise strategy is based on the International Civil Aviation Organization Balanced Approach.

Our Noise Action Plan 2024-28 consolidates the initiatives we are pursuing to deliver our noise management objective.



Noise Action Plan

TARGETS:



KEY ACTIVITIES:

Quieter planes

As technology improves and planes become quieter, we will ensure that residents benefit. Variable landing charges provide a strong financial incentive for airlines to use the quietest planes available. Through a new Fleet Forecasting Forum, we will work with airlines, aircraft manufacturers and technical experts to increase collective understanding of the pace of transition to newer, quieter aircraft.

Quieter procedures

The impact of noise can be reduced through operating procedures that determine where and how aircraft fly. For example, arriving aircraft on a continuous descent approach could be higher in the sky and use less engine thrust. Ensuring that departing aircraft remain within designated flightpaths below 4000ft reduces the number of people overflown. Through a new Technical Engagement Forum we will work with aircraft manufacturers, airlines and air traffic controllers (NATS) to focus on improving adherence to existing procedures and explore opportunities to manage airspace differently. The introduction of easterly alternation is an example of how we will put ideas into action.

Land use planning and management

Our Quieter Neighbourhood Support scheme intends to address the impact of aircraft noise on local communities. It includes the Residential Insulation Scheme, Quieter Schools Programme, Vortex Impact & Prevention Scheme and the Home Relocation Assistance Scheme. We continue to press Government to provide more guidance on planning around airports, and to restrict noise-sensitive development in high noise areas. We also work with local authorities on this aspect of the Balanced Approach.

Operating restrictions and voluntary measures

Voluntary measures can be quicker to implement and more effective than restrictions. Ongoing collaboration with airline partners has driven exceptional performance in nights without late running aircraft. From 2025, we intend to agree a voluntary measure to restrict flights after midnight to very exceptional circumstances. Where restrictions are in place, we focus on full adherence. These include the night-flight restrictions set by Government.

Working with local communities

We engage openly and constructively with local communities to understand concerns and provide accessible information. We seek views through forums, research surveys and focus groups to help shape our strategy. We will strengthen the scrutiny of our noise strategy through the Council for the Independent Scrutiny of Heathrow Airport. We are also providing more support and guidance on how to access information through our website and building partnerships to drive social value while addressing community concerns.

Ground Noise Management Plan

We are developing a plan for implementation in 2028, focusing on monitoring, managing and minimising the impact of noise on the runways and ground. This will include minimising noise from routine aircraft engine tests at night.

¹ **Lden 55 dB:** The A-weighted, equivalent noise level (Leq) over a whole day (24-hour period). It is weighted to reflect increased sensitivity to noise during the evening (19:00-23:00) and night-time (23:00-07:00). 55 dB is the EU indicator threshold for noise exposure defined in the Environmental Noise Directive (END).
Lnight 50 dB: The A-weighted, equivalent noise level (Leq) over the 8 hour night period (23:00-07:00). The END defines an Night threshold of 50 dB.
² **Chapter 14 Aircraft:** Refers to aircraft that meet the most stringent noise certification standards set by the International Civil Aviation Organization (ICAO) under Annex 16, Volume I.
³ **Chapter 4 Operations:** Refers to aircraft operations involving planes that meet ICAO's Chapter 4 noise certification standards.

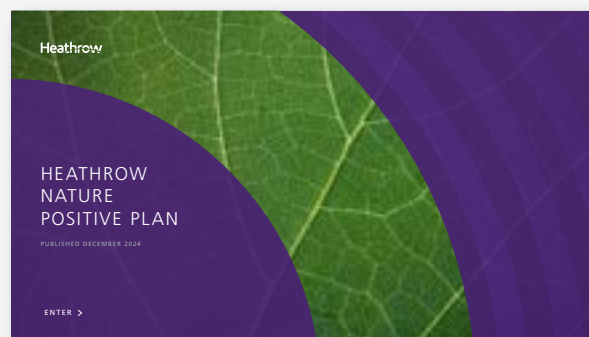
OBJECTIVE

5 NATURE POSITIVE AIRPORT**GOAL:**

Work with partners to reduce impacts on nature and support a nature network around Heathrow

RATIONALE:

Flying has the unmatched ability to connect millions of people with nature – making places and landscapes accessible to all. It is crucial we protect and look after the world we live and travel in and ensure that the nature so many travellers go to see will still be there for future generations.



Nature Positive Plan

We also rely on nature for resources and essential mechanisms such as clean air, clean water and food crop pollination. Protecting nature is also a key tool in slowing the rate of climate change and helping wildlife, people and communities to adapt to it. Heathrow is helping to reduce harm and work towards restoring nature – something we can all play a role in.

Heathrow is critical for the UK economy and its international connectivity, but it also impacts on nature directly (for example, through water and energy consumption) and indirectly (for example, through the products and services procured through our supply chain). We will continue to identify opportunities to reduce our impacts on nature and do our part to support the global transition to a nature-positive future.



TARGETS:



KEY ACTIVITIES:

Nature Positive Plan

We will progress the implementation of our Nature Positive Plan by seeking opportunities to reduce our impacts on nature at the airport, around the airport and at the UK and global levels. This will involve further understanding impacts through our value chain and engaging with the broader airport community to find new ways of measuring, monitoring and reducing our impacts. These efforts will be reported in our upcoming TNFD disclosures as well as our sustainability reporting.

Nature network

The airport and our biodiversity sites sit between two large and ecologically important river systems: the River Colne and the River Crane. The biodiversity sites provide habitats for wildlife and create potential corridors for species to move naturally between sites across the local landscape. This potential connectivity makes Heathrow an important regional site for nature conservation, linking urbanised areas to parts of the wider countryside. We will continue to look for opportunities to support a nature network around Heathrow. Working with partners, we will support flora and fauna around the airport to thrive.

Biodiversity management

At Heathrow we currently manage around 170 hectares across 13 sites for nature conservation purposes – roughly 10% of the entire airport footprint. These sites are managed under a comprehensive biodiversity management programme which supports retaining the coveted Wildlife Trusts Biodiversity Benchmark Award standard which Heathrow has upheld for 15 years. Our sites include freshwater lakes, reedbeds, grassland

and woodland. They contain a diverse range of wildlife and make an important contribution to local green spaces, with several sites fully or partially open to the public. Our approach varies according to the individual site in order to benefit the specific flora and fauna present within each. Techniques we use include woodland coppicing, hedgerow management and invasive species control. Heathrow remains committed to upholding the Wildlife Trust's Biodiversity Benchmark Award.

Clean water programme

We have a strong track record of implementing pioneering, innovative ways of improving the quality of our water discharges into local rivers and lakes. Our surface-water Pollution Control System (PCS) stores and treats surface-water runoff so that it complies with permitted limits when discharged. The system is made up of drainage pipes and interceptors, balancing ponds, reservoirs, biological treatment reedbeds and various mechanical pumps, divert structures and electrical monitoring and control equipment. In winter, de-icing of runways, taxiways and aircraft is critical to maintain safety. We seek to maximise the amount of glycol de-icer we recover through evolving recovery techniques and through the capability of the PCS.

Regeneration of natural ecosystems

We have funded several projects to regenerate natural ecosystems in the UK, including peatlands and woodlands in areas of Scotland, Wales and England. The primary purpose of these projects is to cut carbon emissions and store them in ecosystems, but we have chosen these for the wider benefits they also deliver – particularly their role in nature's recovery. This work continues as part of our net zero pillar.

OBJECTIVE

6 ZERO WASTE
AIRPORT

RATIONALE:

Heathrow's size and scale create unique challenges for resource efficiency.

The airport is akin to a small city, so when looking to reduce waste or water, it is imperative that we work with our partners and take a whole system approach. We are constantly seeking new and innovative solutions to transition our business towards more circular ways of working and remain committed to delivering our ambition of generating as little waste as possible in the longer term.

GOAL:

Avoid material consumption, and maximise reuse, recycling and recovery of materials used at Heathrow

Heathrow's waste strategy focuses on our operations, airlines, and construction activities. Over 2024 we have delivered efforts to further understand our waste via compositional analysis, trialled new technologies to unlock potential for waste elimination, and worked with key stakeholders to identify and begin implementing new initiatives. Looking ahead we plan to focus on improving processes, engaging Team Heathrow and enhancing our facilities to deliver our objectives by both reducing waste and maximising reuse and recycling.



TARGETS:**KEY ACTIVITIES:****Avoid, reduce, reuse, recycle, recover**

Our aim is to become a resource efficient, zero avoidable waste airport, shifting our focus from managing waste to managing materials so we can implement a circular approach to our use of resources. We continue to consider the materials we use in operations, commercial activities and construction – maximising the use of materials that can be commercially recycled, reprocessed and sold for use again in the economy once we no longer need them. We work to keep those materials in use for as long as possible by repairing, reusing, and donating, thereby reducing the total amount of material we throw away. Where that is not possible, we maximise the recycling of materials that can be commercially recycled and are working to improve our infrastructure to ensure better segregation of material for recycling and reprocessing. Where no other option exists, we look to convert materials to fuel or other beneficial uses.

Lobbying and facilitating change

Currently we are required to manage aircraft cabin waste from all non-domestic flights as Category 1, meaning it must be disposed of in specific ways, and cannot be sorted for recycling. Following the UK's departure from the European Union, there is an opportunity to work with industry and the Government to support more sustainable methods for managing these materials. Our aim is to strike the right balance between managing potential health risks and maximising recycling. We will continue to work with partners to explore opportunities at Heathrow.

Reducing wasted water

We know that a significant amount of water at Heathrow is unaccounted for, and we want to address this. By expanding our metering coverage and focusing on understanding and reducing leakage, we will improve water efficiency at the airport.

OBJECTIVE

7 THRIVING
SUSTAINABLE
SUPPLY CHAIN

RATIONALE:

With thousands of companies operating from or supplying goods and services to Heathrow, our influence stretches far beyond our boundary. We want to use that influence to encourage others to adopt ethical, low-carbon and sustainable practices. Heathrow's Balanced Scorecard is enabling clear communication of priorities to strategic partners, and a collaborative approach to working together to deliver.

GOAL:

Maximise suppliers achieving gold standard against our Balanced Scorecard⁴

By engaging our partners in this way, we are working to bring the best of their resources and expertise to bear at the airport. Together we will regularly celebrate success and drive local and regional economic opportunity through our supply chain.

By supporting small and medium size enterprises (SMEs) across the UK to do business with Heathrow, we can broaden the benefits of Heathrow locally and regionally.

⁴ Heathrow's Balanced Scorecard records our suppliers' progress on sustainability and engages them in contributing to our key goals. 'Gold' is the highest level they can achieve.



TARGETS:



KEY ACTIVITIES:

Working together to deliver our sustainability goals

Our Balanced Scorecard enables us to clearly communicate to strategic partners how they can support us to deliver our goals. The Scorecard embeds a methodology that allows us to work together to set key performance indicators, record progress and encourage collaboration to deliver against our strategic priorities. The Balanced Scorecard celebrates and champions success by awarding gold, silver and bronze levels that reflect performance against indicators, and is a vehicle for sharing best practice. We continue to assess the suitability criteria as conditions evolve, always looking to progress ambition.

Furthermore, we will assess the suitability of our supply chain using Qualifying Value Criteria, which will direct our procurement activities with all suppliers to value sustainability outcomes alongside value elements.

Remove barriers to entry for SMEs and local business

We want to ensure that SMEs and local businesses can share in the economic benefits generated by Heathrow. We engage businesses through Lift Off Events, which give SMEs the opportunity to bring innovative ideas and products to Heathrow and into our supply chain. Further, we work with key partners and suppliers to investigate the opportunities for SMEs within their respective supply chains. This occurs alongside Heathrow’s continued engagement with local chambers of commerce and collaboration with Heathrow’s Employment and Skills Academy to engage local talent and suppliers.

Supply chain and business transparency and connectivity

We are also committed to providing SMEs with transparency around ways to connect with Heathrow’s supply chain. We do this by investing in tools that help ensure fair access to procurement and facilitate visibility of opportunities.

“ Our partnership with Heathrow has been instrumental in driving growth for local SMEs and strengthening the regional supply chain. With 83 Surrey-based suppliers in Heathrow’s network - 60 of which are SMEs - this reflects the success of initiatives like the Heathrow Business Summit and Lift Off, which actively support local businesses in integrating with Heathrow’s supply chain. We look forward to continuing this momentum and building even greater collaboration between Heathrow and the thriving SMEs that strengthen our local economy.”

Louise Punter
Chief Executive of Surrey Chambers of Commerce

OBJECTIVE

8 BETTER QUALITY OF LIFE IN HEATHROW'S NEIGHBOURING COMMUNITIES

RATIONALE:

For Heathrow, being a responsible neighbour is a priority. It is important that we share the benefits of the airport with the communities and organisations that live or operate locally.

However, we recognise that there are also adverse impacts of living near an airport. We therefore strive to build relationships with an engaged local community so we can listen to what matters most and use that feedback to guide our approach to managing and improving the way we operate. Many of our colleagues are also our closest neighbours, so we want them to feel proud of the work we do. Our aim is for colleagues to understand the community they work within, encouraging them to get involved through fundraising and volunteering, as well as making them aware of the impacts the airport has.

GOAL:

Give back to **1 million** people in our local communities

We aim to have a positive impact on the communities around Heathrow, collaborating with local people and partners on projects that make their areas even better places to live. We have set ourselves an ambitious goal for more than one million local residents to benefit from our community investment programmes by 2030.

We focus on delivering community investment within the boroughs closest to Heathrow and on causes that will have a long-term social impact. The Heathrow **Giving Back Programme** focuses on creating a positive impact through meaningful initiatives in education, environment and funding opportunities, while maximising the reach and scale of our Team Heathrow partners.



Giving Back Programme



TARGETS:

10,000

Heathrow colleague
volunteering hours
by 2030

At least
£6.5million

funds generated for the
Heathrow Community
Trust by 2030



KEY ACTIVITIES:

Partnering with local schools

Our Local Schools Partnerships support and expand educational opportunities, inside and outside of the classroom. They offer enterprise sessions and reading support, alongside enhancing outdoor play spaces and gardening projects. Our wider World of Work programme offers young people vital workplace experiences and skills through masterclasses, STEM challenges and work experience. It provides pathways to career development and job opportunities at the airport and beyond.

Community Rangers

Our Rangers collaborate with local groups, schools and councils to enhance green spaces and support community projects. We aim to expand the reach to more neighbouring areas, focusing on long-term community improvements and environmental benefits.

Connecting communities to habitats

Heathrow's 170 hectares of natural space serve as a valuable local resource, fostering community engagement with nature. By promoting conservation efforts, Heathrow is aiming to connect communities, particularly younger generations, with these unique habitats.

Heathrow Community Trust (HCT)

HCT has been a vital part of our local community for over 28 years. The Trust is an independent grant-making charity that funds projects that improve quality of life for communities near the airport. HCT funded projects help young people to raise their aspirations, bring communities together and enhance local environments. We will support HCT by generating at least £6.5million in funds by 2030.

Community Take Off Fund

Prioritises small, impactful initiatives, addressing community needs, while fostering local cohesion.

Team Heathrow community partnerships

We work to connect communities with Team Heathrow partner initiatives. These include projects to develop skills and provide training, as well as deliver environmental enhancement.

Colleague volunteering

Colleague volunteers helps us deliver a greater contribution, while improving understanding among colleagues of the community they work within. Heathrow's programme includes reading support, STEM workshops and World of Work activities. Additionally, volunteers work alongside Heathrow Rangers on litter picking, enhancing biodiversity and assisting with community events, fostering stronger connections and environmental stewardship.

“HCT remains steadfast in its dedication to empowering communities and driving positive change where it is needed most. I look forward to continuing our work with Heathrow to make a real and lasting impact on the communities we serve.”

Dr Prabhjot Kaur Basra (Bobby)

Chair of Heathrow Community Trust

OBJECTIVE

9 INCLUSIVE EMPLOYER OF CHOICE FOR LOCAL DIVERSE TALENT

RATIONALE:

Diversity and inclusion define Heathrow's unique workplace culture.

Our Equality, Diversity and Inclusion (ED&I) strategy cultivates an environment where everyone feels they belong and can thrive authentically. It has driven significant progress against our representation targets.

Now that recruitment has returned to typical levels following the pandemic, we have updated our resource modelling assumptions. This has led us to adjust our 2026 and 2030 ethnicity and gender representation targets so that they remain stretching but are achievable. As part of the process, we carried out external benchmarking which shows that Heathrow is ahead of many other companies on representation, and our updated targets will ensure we go

GOAL:

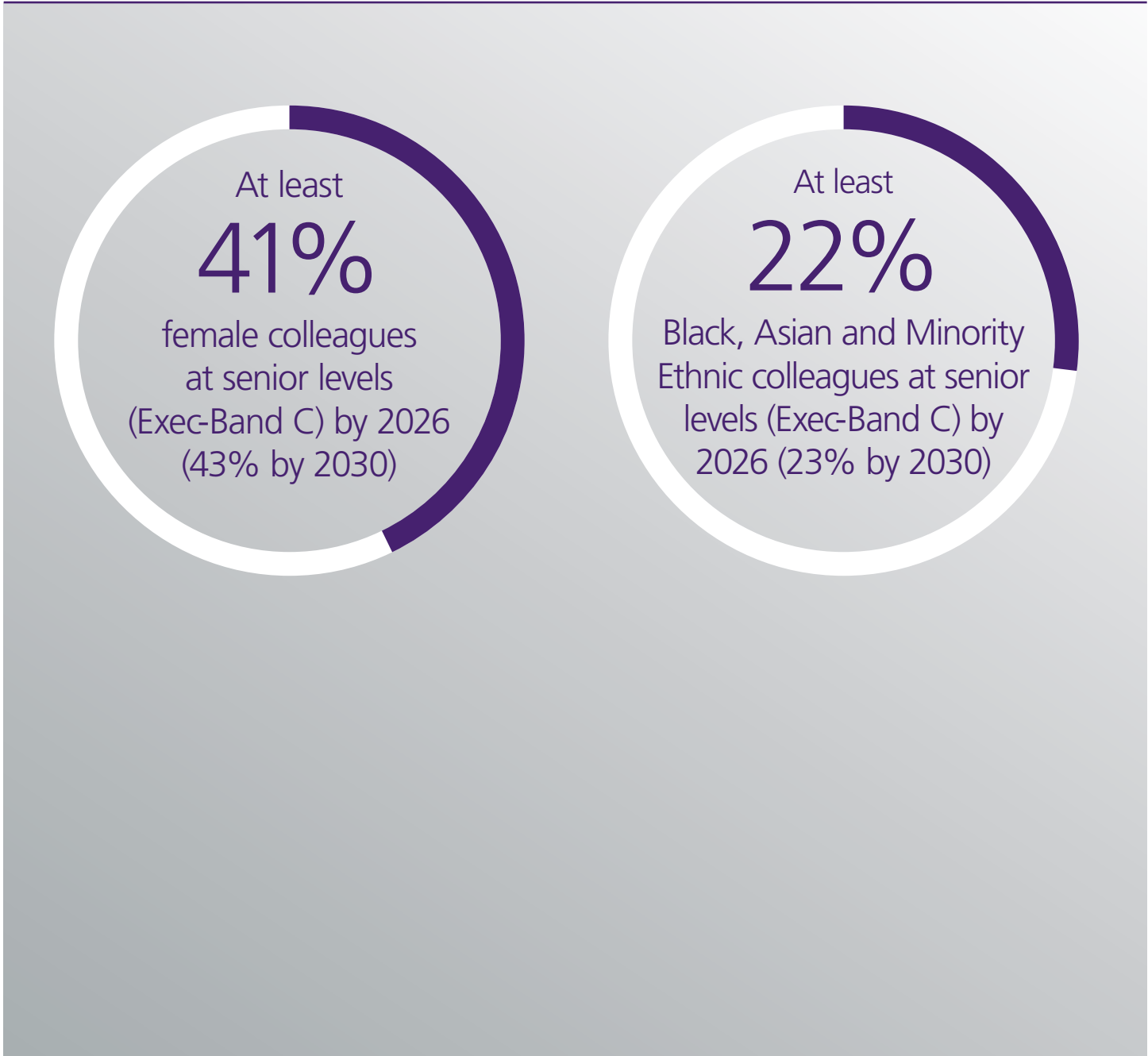
At least **80% agree** that Heathrow is inclusive for all colleagues

further still. Heathrow is a critical part of the community in which we operate and is strengthened by those within it. We are proud that our overall workforce reflects the diversity of our local community, and we remain committed to building on this at every level.

We have also set a new goal that enshrines inclusion at the centre of our efforts. This seeks to ensure that Heathrow is a truly great place to work, where everyone feels that they belong while fulfilling their potential.



TARGETS:



KEY ACTIVITIES:

Driving inclusion

We have improved company policies, making them more inclusive and aligning them in support of our goal to make sure that colleagues feel that Heathrow is inclusive. We will also drive improved levels of consistency and clarity by setting out clear targets to our leaders, while providing all our colleagues with an understanding of what we are aiming to achieve, and how we are performing over time.

Increasing representation

Almost 40% of our senior leaders are female, and over 20% are from ethnic minority backgrounds and these numbers have increased in recent years (from 37% and 17% respectively in 2019). This compares with our overall workforce, where 42% are female and almost 55% are from minority ethnic backgrounds. Our revised targets will drive further increases in representation at senior levels at a stretching, but achievable rate.

Creating career fulfilment

We work to ensure that there are clear opportunities for anyone working at Heathrow to develop and progress their career. As well as introducing mentoring and reverse mentoring schemes, we have robust performance and talent frameworks. We also support diverse emerging talent through apprenticeships, career champions and graduate schemes.

Creating a winning team

Our leadership capability is a key element of our ED&I plans. We want all our leaders to be able to value and embrace difference and lead in an inclusive manner. To support this, we are building a leadership programme to educate senior colleagues on the

part they play in achieving ED&I targets and creating the right culture of belonging for all colleagues. This will include practical engagement on inclusive recruitment practices and day-to-day management of colleagues.

Amplifying our colleague voice

We want colleagues to feel comfortable expressing their views, opinions, concerns and suggestions to influence our strategy. We encourage open, trusting relationships. Our five thriving colleague ED&I networks are an important tool to enable this internally. They are: Altitude (gender equality), Hand (disability), en-haNCE (culture and ethnicity), Proud (LGBTQ+), and sPaCe (parents and carers).

“As a Black woman, ensuring that leadership is diverse is deeply personal and crucial to me. I believe diverse leadership not only brings varied perspectives to decision-making but also opens doors for underrepresented voices to be heard and valued. I am glad that Heathrow has made this a key priority. Working towards diversity at all levels without compromising on ensuring the right person for the job, is essential for creating a dynamic and inclusive culture.”

Esther Olorunsomo
Equality, Diversity and Inclusion Manager

OBJECTIVE

10 ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW

RATIONALE:

There is no place like Heathrow.

The airport is home to a wide variety of jobs and careers and the Heathrow Employment and Skills Academy plays a pivotal role in connecting people from our local community to these opportunities and in building a local and diverse pipeline of skills that will be crucial to future success. Communities around Heathrow depend on the employment opportunities provided by the airport and its wider supply chain.

GOAL:

10,000 jobs, apprenticeships, and early career opportunities

Our aim is to provide high quality opportunities for local people to develop careers at Heathrow. This includes programmes to develop essential skills, offering apprenticeships and provision of jobs brokerage support into roles with Team Heathrow partners. We also want to build a diverse pipeline of skills for the future by engaging with young people in local schools and colleges.



TARGETS:

18,000

in-person experience of work days by 2030

World of Work

programmes available every year to children in all local boroughs



KEY ACTIVITIES:

Jobs and early career opportunities

We endeavour to provide a range of early careers and entry-level opportunities to local people. Support includes providing information, advice and guidance, employability and essential skills awareness, and job brokerage. Our Shared Apprenticeship Scheme is an example of successful collaboration with our construction supply chain partners where 112 apprentices have been able to kickstart their careers.

We have set a goal of providing at least 10,000 career opportunities by 2030. This includes roles within the business, as well as apprenticeships across our wider network of Team Heathrow partners. The extensive scale of Heathrow’s operations and the diversity of positions ensures Heathrow is a vital and enduring source of employment. We are committed to strengthening links with Team Heathrow partners to maximise the benefits for local communities.

Experience of work

Through the Heathrow World of Work we enhance our efforts to enable local young people to understand and access jobs and careers at the airport. By 2030 we’ll deliver at least 18,000 experience of work days to 16 to 19 year olds. This reflects an increased ambition from the previous target of 15,000, which included digital programmes. Our in-person offer includes a variety of options, including hosting students on T-Level placements with our technology team. Through these opportunities we focus on delivering employment outcomes in the future for the young people who participate.

Our virtual experience of work days programme will continue. It focuses on equipping students with a broad and in-depth understanding of the areas of work and opportunities available at Heathrow.

Schools programmes and support

We deliver a range of education programmes to schools in our neighbouring boroughs which are designed to inspire young people and support them to develop essential skills. Our Business Education Events (BEE) programme creates bespoke sessions based on the needs of schools within Heathrow’s immediate vicinity. We also deliver a broader educational offering through Heathrow World of Work. For example, Heathrow Young Explorers is our primary school challenge within which children design a sustainable transport option using 3D PowerPoint. In addition, our Local Schools Partnership programme provides targeted support to our most local primary schools.

“

The Academy’s programme opened up incredible opportunities, providing the foundation and support that helped me achieve my new role.”

Bilal Omar

Assistant System Administrator - Salesforce



RESPONSIBLE BUSINESS FOUNDATIONS

RESPONSIBLE BUSINESS FOUNDATIONS

Underpinning Connecting People and Planet is our commitment to do the right thing across a range of issues that we have identified through our materiality assessment.

Our responsible business foundations support our everyday capability to provide a dynamic, efficient and sustainable airport. Many of these are of interest to investors under the broad banner of ESG (environment, social, governance).

Connecting People and Planet sets out the strategies, policies, standards and governance structures we have in place to address these topics. We will continue to transparently report our progress in our annual Sustainability Report which can be found on our [website](#).

THE TOPICS WE FOCUS ON ARE:



Maintaining a
**SAFE AND
SECURE**
airport



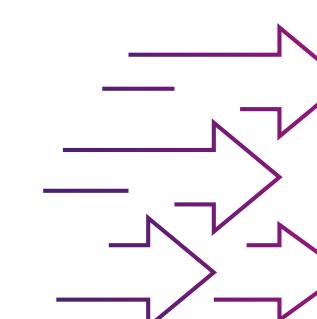
Embedding
ROBUST
business ethics
and governance



SAFEGUARDING
digital systems and
data privacy



Delivering a
**POSITIVE AND
ACCESSIBLE**
passenger experience



Accelerating responsible
**TECHNOLOGICAL
INNOVATION**



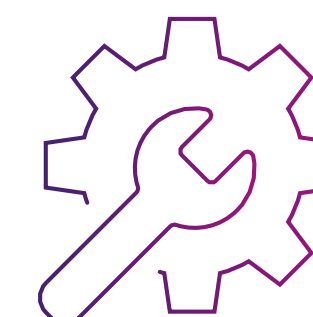
Adopting
**DIVERSE AND
INCLUSIVE**
employment practices



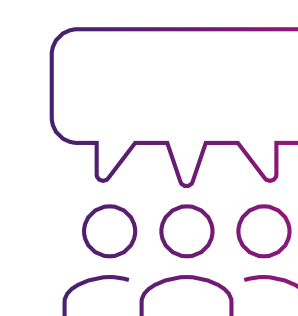
**ATTRACTING
AND RETAINING**
the best talent



Promoting
**STRONG
EMPLOYMENT
PRACTICES**
for our colleagues



Building a
responsible
**SUPPLY
CHAIN**



**PROACTIVELY
ENGAGING**
with local
communities

MAINTAINING A SAFE AND SECURE AIRPORT

Passenger, colleague and stakeholder safety and security are Heathrow's top priority. Our ethos is focused on building and embedding a strong safety culture across Team Heathrow, while enabling an efficient and safe operation where everyone is safe and well.

Information around the core focus areas associated with our work against these building blocks can be found below:

Airport security

Security is a non-negotiable priority at Heathrow. We maintain the highest standards through a comprehensive security strategy that includes advanced technology, rigorous procedures, and collaboration with government agencies. The airport employs state-of-the-art screening systems for passengers, luggage, and cargo to maintain integrity across secure areas. Security personnel are highly trained and regularly updated on the latest threats and response techniques across our sites. Additionally, we work closely with national security agencies to monitor and respond to potential threats in real-time. These combined efforts ensure a consistently secure environment for all airport users.

Safety, health and wellbeing of colleagues, passengers and other airport users

We have an established strategy driven by the maxim 'safe place, safe work, safe decisions and safe team'. We have implemented a comprehensive Safety Management System to deliver the strategy containing the Health and Safety Policy, Standards and Guidance to effectively and systematically manage health and safety risks at the airport to keep everyone safe and well. We conduct regular audits to verify compliance against our standards, identify potential areas of concern and ensure we are continually improving. We continue to

invest heavily in our fire, health, safety and wellbeing (FHSW) commitments, ensuring any areas of concern are addressed and emerging risks are identified. We want Heathrow to set the standard for FHSW management within the aviation industry. We promote a culture of safety risk management, and our commitment to keeping everyone safe and well was highlighted in our attainment of ISO 45001:2018.

We also provide colleagues with a wide range of health and wellbeing services and resources to support their physical and mental wellbeing. Our approach includes the provision of on-site occupational health services, focused wellbeing programmes and health promotion events. A comprehensive health and wellbeing portal Help@Hand gives colleagues access to 24/7 remote GP services, physiotherapy, mental health support services (including counselling and bereavement support), plus personal training and nutritionist advice. We take the wellbeing of our colleagues extremely seriously and, are continually looking for areas to improve, focusing on key risk areas within the business.

MAINTAINING A SAFE AND SECURE AIRPORT

Awareness training and safety culture

Fostering a strong safety culture through messaging, communications and awareness training is key to ensuring we maintain a safe and secure airport. All colleagues undergo regular training programmes aligned to the requirements of their roles and responsibilities and to the potential hazards they may be exposed to. Training covers a range of topics from our safety standards, understanding emergency procedures and the security measures that are in place. These programmes ensure that everyone at the airport is aware of potential risks and knows how to respond effectively in various situations.

They also reduce any ambiguity over roles and responsibilities across the ecosystem. Training is regularly updated to reflect the latest safety standards and best practices. Additionally, we promote a culture within which open communication is encouraged, and safety is prioritised in all operations. This collective commitment to safety ensures that every individual at the airport plays a role in maintaining a safe and secure environment.

Risk management and performance monitoring

We employ a systematic approach to identifying, assessing and managing risks. Once risks are identified, Heathrow implements targeted control measures to mitigate them. These measures may include changes to operational procedures, enhanced training for colleagues, and the introduction of new technologies to improve safety. We regularly review controls for effectiveness and adequacy through our risk-based assurance plan, and update them in response to emerging threats or changes in the operational environment.

Our robust incident-reporting and investigation process encourages colleagues to report incidents. All reports are then thoroughly investigated to determine the root cause. We also ask our contractors and other stakeholders to report any incidents or safety concerns to us. Lessons learnt are integrated back into our risk management process, promoting a culture of continuous improvement.

We continually monitor our FHSW performance across a range of leading and lagging indicators, including incident reports, close calls and mental health related absence, to name a few. We analyse trends to determine whether further containment action is required to manage specific hazards across the airport. And we continually look for fresh ways to harness the benefits of emerging technology.

Collaboration and engagement of safety issues

We maintain a safe and secure airport through a strategic emphasis on collaboration and engagement with various stakeholders on safety issues. The range of internal and external interested parties with whom we actively engage includes colleagues, trade unions, airlines, third parties and enforcing authorities. We actively collaborate with our stakeholders through our Safety Summit, Team Heathrow Safety Network and Safety Council. We conduct exercises to test emergency situations, while ensuring that the safety of all those involved remains a top priority. This approach ensures that we understand the needs and expectations of everyone at Heathrow, and that our safety standards are rigorously upheld.

We foster an open communication environment that encourages colleagues and stakeholders to report safety concerns or incidents without fear of retribution. This culture of transparency helps in the early identification and resolution of potential safety risks. We also engage with passengers and members of the public, raising awareness about safety protocols and encouraging compliance with safety and security measures through clear communication and education campaigns.

ROBUST BUSINESS ETHICS AND GOVERNANCE

Responsible and transparent tax strategy

Heathrow's management of our tax responsibilities is integral to our ethical framework, ensuring that we fulfil our tax obligations in a manner consistent with both the letter and spirit of the law. By avoiding aggressive tax practices and maintaining transparent financial reporting, we uphold the highest standards of integrity. Additionally, we actively engage with tax authorities to ensure full compliance, reinforcing our dedication to ethical governance and business practices.

Anti-bribery and corruption

Our rigorous policies and procedures are designed to prevent, detect and address any form of bribery or corrupt practices within our organisation. This includes comprehensive colleague training, strict internal controls and a zero-tolerance stance on violations. By adhering to the Bribery Act 2010, we reinforce our commitment to ethical business conduct, ensuring transparency and integrity across all levels of the organisation.

Advocacy and transparent political engagement

We ensure that all interactions with government bodies and policymakers are conducted with integrity, focusing on issues that align with our values and long-term business objectives. Heathrow's political activities are conducted openly, with clear disclosures of any lobbying efforts or political contributions. This transparency ensures that our advocacy efforts are ethical, reflect our commitment to corporate responsibility and contribute positively to public policy discussions.

Whistle-blowing mechanisms

Our approach to whistleblowing empowers colleagues and stakeholders to report unethical behaviour or violations of company policies confidentially and without fear of retaliation. This is an integral part of our ethical framework, ensuring that concerns are promptly investigated and addressed. By fostering a culture of transparency and accountability, Heathrow ensures that all reports are taken seriously.

SAFEGUARDING DIGITAL SYSTEMS AND DATA PRIVACY

Information security and cyber security

Digital capabilities and the effective and efficient use of information systems sit at the core of Heathrow's day-to-day operation. We prioritise information and cyber security through a comprehensive approach which ensures the ongoing protection of our digital infrastructure. The areas we cover include:

Security framework - We model international standards like ISO 27001 and GDPR, focusing on risk management and compliance.

Advanced technology - We utilise intrusion detection and prevention systems, firewalls, encryption and endpoint protection to secure our systems.

Monitoring and response - We operate a 24/7 Security Operations Centre to monitor systems and respond to incidents.

Colleague training - We regularly train colleagues on security best practices and conduct phishing simulations.

Collaboration - We partner with government agencies and industry stakeholders for threat intelligence and best practices.

Incident reporting and recovery - We have protocols for reporting incidents and recovery plans for system restoration.

Audits and assessments - We conduct regular penetration testing and compliance audits.

Innovation - We explore Artificial Intelligence (AI), Machine Learning (ML) and blockchain technologies to enhance security.

Customer data protection

Heathrow implements stringent measures to safeguard customer data and ensure adherence to applicable data protection regulations, including the UK General Data Protection Regulation (GDPR).

We employ advanced encryption techniques for data transmission and storage, ensuring that sensitive information remains secure from unauthorised access. Regular security audits and colleague training on data protection protocols further reinforce our commitment to maintaining the highest standards of privacy and security. Additionally, we have robust incident response plans in place to swiftly address any potential data breaches.

DELIVERING A POSITIVE AND ACCESSIBLE PASSENGER EXPERIENCE

We strive to deliver a positive and accessible passenger experience through a range of initiatives that prioritise convenience, inclusivity and sustainability.

Enhanced passenger experience and satisfaction

Heathrow works to continually improve its facilities, services and digital offerings to create a seamless, comfortable and high quality journey for all passengers. This includes streamlined security, intuitive wayfinding and personalised services that enhance overall satisfaction. Despite being busier than ever before passenger experience surveys show strengthening results. However, we continue to work to drive improvements to ensure that we make every journey better.

Improved support and accessibility for passengers requiring assistance

Heathrow provides comprehensive support for passengers with reduced mobility or other special requirements. We offer assistance through our Assistance Team, with colleagues trained to provide specialist care. We are also working to continually improve the accessibility of our infrastructure to allow for seamless travel throughout the airport.

We continue to work to drive improvements and compliance with regulatory obligations. This has been evident in Heathrow receiving a result of 'good', an improvement from previously 'needs improvement' in the 2024 CAA Accessibility Assessment. However, we understand that we can and must do better. The need to improve support and accessibility services, measures and infrastructure is significant and rising.

To address this, we continually work with airlines to assess and facilitate improvements within our regulatory framework. Collaboration includes the development of a taskforce through which airlines and Heathrow work together to determine further scope for continuous improvement. Additionally, we work with our Assistance Team supplier and the Heathrow Academy to help ensure that the service is equipped with the necessary skills and resources to run effectively. One outcome of working with our supplier is the establishment of an industry-first apprenticeship scheme to help develop skills and provide employment opportunities at Heathrow.

Through the Heathrow Accessibility Advisory Group forum, we engage with experts, consultants, partners and individuals with lived-experience to ensure that changes and improvements are genuine and fit for purpose. This forum also provides a voice for stakeholders to inform and feedback on our progress in creating a more accessible airport.

We know that we have more work to do in this space, so we continue to make improvements. We want to give passengers with diverse accessibility requirements the freedom to navigate the airport with ease and dignity.

DELIVERING A POSITIVE AND ACCESSIBLE PASSENGER EXPERIENCE

Reliable and resilient operations

Heathrow prioritises operational reliability to minimise delays and ensure smooth passenger flows. We invest in advanced technology and crisis management systems to maintain efficient operations and give passengers a dependable travel experience, even during disruptions. Further, all Heathrow colleagues are integrated into the airport's operation through our Here to Help programme that enables us to deploy maximum resources whenever needed to help passengers. We actively engage with our airline partners and other stakeholders to help drive punctuality, with the intention to drive greater passenger satisfaction while also mitigating the noise impacts of night-time operations to our local communities.

Enabling passengers to travel responsibly

Heathrow encourages sustainable travel by promoting environmentally responsible behaviours. We work to achieve this through:

- Providing segregated waste bins with helpful signage to reduce general waste output.
- Offering passengers the opportunity to decarbonise their travel journeys by supporting SAF purchase or reforestation initiatives via our CHOOOSE Programme.
- Encouraging the use of low-emission transport options, including rail, underground and bus connections to and from the airport.

Partnerships for multi-modal transportation

To improve accessibility, we collaborate with partners to offer a variety of transport options, including road, rail and other public transport. This enables passengers to easily reach the airport through sustainable, convenient and efficient multi-modal transport solutions. Further, we work with our ground transport partners to help support accessibility requirements to ensure seamless transfers to and from the airport.

ACCELERATING RESPONSIBLE TECHNOLOGICAL INNOVATION

Heathrow is committed to advancing technology responsibly, focusing on efficiency, sustainability and ethical innovation.

Key focus areas include:

Responsible digitisation and automation of services

We enhance passenger services by introducing technologies such as automated check-ins and AI-driven baggage handling, ensuring privacy and inclusivity while improving efficiency and security.

Investing in the right technologies, software and AI

By investing in AI and advanced software, we work with partners to optimise operations, including the establishment of predictive maintenance, passenger-flow modelling and resource management. In all cases, we balance innovation with environmental responsibility.

Research and innovation on zero carbon aircraft

We collaborate with industry leaders to drive research on sustainable aviation technologies, including electric and hydrogen-powered aircraft. Our aim is to introduce disruptive technology to decarbonise aircraft operations.

ADOPTING DIVERSE AND INCLUSIVE EMPLOYMENT PRACTICES

We are committed to being a diverse and inclusive employer of choice, fostering a workplace where every individual feels valued and shares a sense of belonging.

This commitment is reflected in several key areas:

Diverse, equitable and inclusive culture

Heathrow actively promotes a culture that celebrates diversity, including race, gender, age, and disability. Our initiatives aim to create an environment within which all colleagues feel included and respected. We have established a number of colleague diversity networks:

- **Altitude gender equality network**

This network aims to promote gender balance and equality across all levels of the organization. It supports initiatives that empower women and ensure equal opportunities for all genders.

- **PROUD LGBTQ+ network**

Focused on creating a supportive and inclusive environment for LGBTQ+ colleagues, this network advocates for policies and practices that respect and celebrate diverse sexual orientations and gender identities.

- **HAND disability network**

This network works to ensure that Heathrow is accessible and inclusive for colleagues with disabilities. It promotes awareness, removes barriers and provides support to colleagues with disabilities.

- **En-haNCE culture and ethnicity network**

Aimed at celebrating cultural diversity and promoting racial equality, this network supports initiatives that foster an inclusive environment where all cultural and ethnic backgrounds are respected and valued.

- **sPaCe network**

The Parents and Carers Network (sPaCe) at provides support, resources, and a community for employees who are parents or caregivers. It fosters a culture of inclusivity by advocating for flexible working, promoting work-life balance, and offering initiatives to help members navigate the challenges of balancing professional and caregiving responsibilities.

Inclusive hiring practices

Heathrow prioritises inclusive hiring practices to attract a broad and diverse pool of talent. The recruitment process is designed to be fair and accessible, with efforts to eliminate biases and barriers that could disadvantage candidates from under-represented groups. We also partner with external organisations to reach diverse communities and ensure equal access to job opportunities.

Equal pay and opportunity

Committed to fairness, we actively pursue equal pay for equal work, regularly reviewing compensation to address any disparities. We offer clear pathways for career progression, providing all colleagues with equal opportunities for advancement, professional development and recognition, regardless of their background or identity.

Inclusion policy

Heathrow's inclusion policy maintains strict inclusive and non-discriminatory behaviours, which are integral to our operations. This policy protects colleagues from discrimination based on race, gender, age, disability or any other characteristic; it fosters a safe and supportive work environment. Any violations of this policy are addressed promptly to maintain a workplace free from harassment and prejudice.

Early career opportunities

Heathrow is dedicated to nurturing the next generation of talent through a range of early career opportunities, including apprenticeships, internships and graduate programmes. These inclusive initiatives provide young people from diverse backgrounds with the skills, experience and support they need to build successful careers.

ATTRACTING AND RETAINING THE BEST TALENT

We are dedicated to attracting and retaining the best talent by fostering an environment that supports professional growth, colleague satisfaction, and overall well-being.

We pursue this by focusing on the following key areas:

Training and skills development

Heathrow invests significantly in the continuous professional development of colleagues. We offer comprehensive training programs, apprenticeships and leadership development initiatives to help colleagues at all levels enhance their skills and advance their careers. Colleagues have access to both in-person and online learning platforms, ensuring they are equipped with the knowledge and competencies needed to excel in a dynamic industry.

Colleague engagement

We prioritise inclusive colleague engagement through regular feedback mechanisms, such as surveys, check-ins, performance reviews and one-on-one meetings, ensuring colleagues feel heard and valued. Feedback does two things: it ensures that colleagues' diverse voices are heard, and it gives everyone opportunities to directly communicate questions, comments and concerns with their teams and through our management structure. Colleagues are also empowered to participate in cross-functional projects, working groups and secondment opportunities, fostering a sense of ownership and belonging within the organisation.

Strong culture and positive values

Heathrow's strong culture is built on core values including doing the right thing, treating everyone with respect, giving excellent service, working together, keeping everyone safe and improving every day. We emphasise the importance of teamwork to promote inclusivity and collaboration, and to celebrate diversity and ethical behaviour in achieving our goals. Colleagues are encouraged to live these values in their daily work, contributing to a supportive and diverse environment where everyone is respected and can thrive.

Work-life balance and wellbeing

Heathrow is committed to promoting the health and wellbeing of its colleagues, recognising that a good work-life balance is key to retaining top talent. We offer flexible working arrangements where possible, wellness programmes and mental health support services to support colleagues with both their physical and mental wellbeing.

PROMOTING STRONG EMPLOYMENT PRACTICES FOR OUR COLLEAGUES

The promotion of strong employment practices that uphold the rights, well-being, and dignity of all colleagues is a core focus for Heathrow. We work to uphold the highest standards of employment practice, ensuring a fair, safe and respectful workplace for all our colleagues.

These commitments are reflected in the following areas:

High labour standards

We adhere to rigorous labour standards in line with national laws, including the Employment Rights and Equality Act, and follow international best practices. This includes effective management of working conditions and strict compliance with health and safety regulations, ensuring safe working environments for all colleagues and contractors. We also enforce ethical labour practices across our supply chains, regularly auditing suppliers to ensure alignment with Heathrow's ethical standards.

Combatting modern slavery and human trafficking

Heathrow is proactive in identifying and mitigating the risks of modern slavery and human trafficking in its own operations and supply chain. We have a zero-tolerance policy toward exploitation and require all suppliers and partners to comply with our anti-slavery guidelines. Heathrow's comprehensive due-diligence processes include regular risk assessments, supplier evaluations and a whistleblowing system that allows colleagues and stakeholders to report any concerns confidentially. Our approach to addressing and combatting modern slavery can be found within our **Modern Slavery Statement**.

Living wage, fair working conditions, and reasonable hours

Since 2017 Heathrow has been an accredited Living Wage employer. The Living Wage ensures that all direct colleagues and contracted colleagues receive a fair wage that reflects the cost of living. We are committed to providing fair working conditions, with policies that ensure reasonable working hours, sufficient rest periods and a good work-life balance. Regular reviews of pay structures and benefits ensure that we continue to provide competitive compensation and support colleague wellbeing.

Colleague engagement and participation

Heathrow values colleague input and ensures active engagement through various channels, including regular colleague surveys, town halls and focus groups. We encourage colleagues to participate in decision-making, fostering a culture of transparency and collaboration. Heathrow's colleague forums provide a platform for colleagues to voice concerns, suggest improvements contribute to discussions on future operational and strategic changes.

Strong trade union relations

We maintain constructive relationships with trade unions, recognising their role in representing colleague interests. We engage in continuous dialogue with unions to negotiate fair working conditions and pay agreements, and address other colleague concerns. This partnership-based approach ensures that colleague rights are protected and that industrial relations are managed collaboratively, minimising conflict and fostering a positive working environment.

BUILDING A RESPONSIBLE SUPPLY CHAIN

We are committed to building a responsible and sustainable supply chain by focusing on key priorities:

Carbon reduction

Heathrow collaborates with suppliers to lower emissions by encouraging sustainable practices, using low-carbon technologies and setting clear carbon reduction targets across our supply chain.

Promoting human rights and labour standards

We are working to drive strict human rights and ethical labour standards among our commercial partners, ensuring fair wages, safe conditions and protection against exploitation, including modern slavery. However, we understand that there is still work to do in this space to gain full visibility of our suppliers' assessments and management of modern slavery within their own procurement-process supply chains.

Supporting retailers and airport partners

Heathrow supports retailers and organisations operating within the airport by collaborating in the adoption of sustainable practices, the reduction of environmental impact, and the improvement of operational efficiencies.

Sourcing locally & diversely

Heathrow prioritises sourcing from local and diverse suppliers, boosting the local economy and fostering a supply chain that reflects the community's diversity.

Responsible payment practices

Committed to fair and timely payments, Heathrow works to ensure that suppliers receive prompt payment in order to foster strong, long-term partnerships.

Building resilience

We continuously work to assess potential disruptions to strategic supply chain. We are also continuously working to strengthen our supply chain against macroeconomic risks by diversifying sourcing and enhancing contingency planning to maintain operational stability, where possible.

PROACTIVELY ENGAGING WITH LOCAL COMMUNITIES

We engage with local communities through a comprehensive approach that addresses key concerns and fosters meaningful dialogue.

By working closely with our local communities, we ensure that their voices are heard and that our operations and development consider the wellbeing of those living nearby.

This engagement is evident in several key areas:

Effective, meaningful engagement & engagement

Our engagement with local communities is wide-ranging, covering operational impacts including noise and air quality. We organise public meetings and working groups, and actively participate in independently chaired community forums to gather feedback and respond to concerns. There is an established structure of forums so that communities will be informed about, and share their views on, initiatives such as our Noise Action Plan and Air Quality Strategy. These initiatives combat some of the airport's most acute local issues, ensuring that community input shapes policies aimed at minimising negative impacts. The Council for the Independent Scrutiny of Heathrow Airport (CISHA) ensures the independent

oversight of the way Heathrow engages with stakeholders. Fully integrated with Heathrow's wider community forum structure, CISHA provides a transparent mediation process for constructive and effective management with the airport as set out in Section 35 of the Civil Aviation Act.

Ultimately these measures establish platforms for communities to have a voice in our business and its impacts. Forums through which the local community and representative authorities engage with Heathrow include:

The Local Community Forum ('LCF') - facilitates constructive engagement between Heathrow and local communities with the goal of building relationships and trust to make Heathrow a better neighbour.

The Heathrow Sustainable Economic Growth Taskforce ('HSEG') - Aims to maximise the opportunities to enhance local economies through jobs and skills, supply chain, airport development and local decarbonisation.

The Noise and Airspace Community Forum ('NACF') - engages on issues related to noise, airspace and runway operations at Heathrow, including updates on day-to-day operations and future changes.

The Heathrow Area Transport Forum ('HATF') - Is a partnership forum between organisations in the private and public sectors with a shared goal of improving accessibility and increasing public transport use for the airport and throughout the surrounding area.

The Heathrow Air Quality Working Group - provides a forum for consultation on Heathrow's air quality strategies and progress towards meeting its targets, and for sharing best practice.

The Heathrow Strategic Planning Group ('HSPG') - is a partnership involving many of the local authorities and local enterprise partnerships responsible for planning the land use, transport, environment, economic development and sustainable development of the sub-region around Heathrow.

Improving access & managing traffic congestion

We proactively collaborate with local authorities and transport providers to enhance access to the airport while mitigating traffic congestion. The airport promotes sustainable travel options, such as public transport and cycling, and continuously invests in road and rail infrastructure improvements. Projects such as Heathrow Express, the Elizabeth line and plans for improved bus services are examples of efforts to provide efficient alternatives to car travel. These projects reduce congestion and other local environmental impacts while driving connectivity to and within West London. Further, we subsidise local transport links to help bolster connectivity to, from and around the airport. However, we also recognise the impacts of increased traffic and congestion that our presence can cause. We actively work with local communities to address these concerns through established community forums.

GLOSSARY

Airports National Policy Statement (ANPS)

A policy framework published by the UK Government, which provides the planning and legal basis for airport expansion in the UK. Specifically, it outlines the need for additional airport capacity in the southeast of England to support economic growth, trade, and connectivity, while balancing environmental and community impacts.

Balanced Approach

The Balanced Approach to noise management developed by ICAO is a way of managing noise at an airport that involves identifying the noise problem and then analysing the various measures available to reduce it.

Balanced Scorecard

Heathrow’s Balanced Scorecard will record our suppliers’ progress on sustainability and engage them in contributing to our key goals. ‘Gold’ is the highest level they can achieve.

Carbon

Carbon is a shorthand term for carbon dioxide equivalent (CO₂e); it means all greenhouse gases.

Carbon Footprint

The total amount of GHG emissions caused directly and indirectly by an individual, organization, product, or activity, expressed as CO₂e.

The Civil Aviation Authority (CAA)

The Government agency responsible for overseeing and regulating civil aviation in the UK.

Chapter 4 and Chapter 14

Aircraft that meet the noise certification standard set out in the relevant chapter of ICAO Annex 16 Volume 1. Chapter 14 is the most recent and came into effect in 2017.

Circular economy

A different model for resource use. It replaces the linear model of consumption (take, make, waste) with a more circular model based on reuse, refurbishment, recycling, sharing of resources and finding novel uses for waste streams. Aiming for a circular economy ensures resources are put to best use, for the longest possible time, with waste avoided where possible.

Easterly alternation

During the day, when planes are landing and taking off to the west (westerly operations), we alternate the use of our two runways to provide local communities with respite. The switch occurs at 15:00 each day. During easterly operations, we do not alternate the runways because the Cranford Agreement prevented us from using the northern runway for easterly departures during the day. Although the Cranford Agreement has now ended, we need to undertake works to the airport’s infrastructure to enable runway alternation on easterly operations from 2028.

ED&I networks

Heathrow’s equality, diversity and inclusion networks focus on bringing together colleagues around equality themes, including disability, gender, sexual orientation, transgender, race and ethnicity, and religion and belief. Our networks are open to all colleagues and are inclusive.

EV

Electric vehicle (fully battery electric or hybrid).

Experience of work days

Experience of work days are a measurement used to assess the total amount of time that students collectively spend gaining work experience, both in-person and online, with Heathrow. As not all individual work experience sessions or offerings equal exact full days, all work experience undertaken is calculated collectively to establish a view of the equivalent total days of work experience undertaken per year.

F-gases

Fluorinated gases or F-gases are released through various human activities and often have a high global warming potential and residency time in the atmosphere. They are commonly used as refrigerants.

H7 and H8

Heathrow is regulated by the Civil Aviation Authority (CAA). Each of the CAA’s five-year regulatory periods is given a code. The current period, which runs from 2022 to the end of 2026, is called H7. The next period, which runs from 2027 to the end of 2031 is called H8. Heathrow Noise and Airspace Community Forum (NACF)
A group made up of local councillors and residents from 12 boroughs around Heathrow affected by noise from the airport.

Heathrow Sustainability Partnership

A group of the largest companies at the airport representing all areas of activity, led by a CEO board.

The International Civil Aviation Organization (ICAO)

A specialised agency of the United Nations, which works on international standards and policies that support a safe, efficient, secure, economically sustainable and environmentally responsible civil aviation sector.

NOx

The oxides of nitrogen that relate to air pollution: nitric oxide (NO) and nitrogen dioxide (NO₂).

Noise contour

A line drawn on a map to show the outline of a geographic zone that identifies how many people live or work in areas where there is significant annoyance from noise. Noise contours help airports measure progress against the Government’s stated aim to reduce the number of people who are affected by noise.

Surface access

Refers to how passengers get to and from Heathrow airport, other than flying. For example, via Heathrow Express.

Sustainable Aviation

A UK coalition of airlines, airports, manufacturers, air navigation service providers and others, that sets out the collective approach of UK aviation to tackling the challenge of ensuring a cleaner, quieter, smarter future for the industry.

Sustainable aviation fuel (SAF)

Any alternative aviation fuel that provides net carbon lifecycle savings (typically over 70%) when compared with fossil equivalent, and also meets stringent sustainability criteria. SAFs can be derived from wastes but can also be derived from other sustainable sources including direct carbon capture (synfuels).

Sustainable Travel Zone (STZ)

Refers to the area around Heathrow Airport where measures are in place to promote sustainable and low-carbon travel options for passengers, colleagues, and the local community. It focuses on reducing reliance on private vehicles and encouraging the use of public transport, active transport modes and low and zero emissions vehicles.

Sustainability-Linked Bond (SLB)

A type of debt instrument designed to incentivize an issuer to achieve specific environmental, social, and governance (ESG) goals.

Taskforce on Nature-related Financial Disclosures (TNFD)

A global initiative that develops a framework for organizations to identify, assess, and disclose nature-related risks and opportunities. It aims to help businesses and financial institutions integrate biodiversity and ecosystem considerations into decision-making, aligning with global efforts to protect and restore nature.

Team Heathrow

All of our partners, working collaboratively and in partnership, to ensure the day-to-day running of the airport. Team Heathrow is made up of hundreds of organisations and tens of thousands of people.

Tier 1 and 2 suppliers

Tier 1 suppliers do business directly with Heathrow, while Tier 2 suppliers contract with Tier 1 organisations.

Ultrafine particles (UFPs)

Particles with one dimension less than 100 nanometres. They are the smallest group of particles in the atmosphere.

Ultra Low Emission Zone (ULEZ)

An area within which all cars, motorcycles, vans, minibuses, buses, coaches and heavy goods vehicles will need to meet exhaust emission standards or pay a daily charge to travel.

UN Sustainable Development Goals (SDGs)

The United Nations’ SDGs were launched in 2015. They are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

Zero carbon aircraft

An aircraft designed to operate without producing carbon dioxide (CO₂) emissions during flight. These aircraft typically rely on sustainable, non-carbon-emitting energy sources such as hydrogen or electricity.

Zero emission vehicle (ZEV)

A vehicle using battery electric or hydrogen technology to produce zero or very low tailpipe emissions.

FULL LIST OF GOALS AND TARGETS

OBJECTIVE	PREVIOUS GOAL/ TARGET	UPDATED GOAL/ TARGET
Net zero in the air	Up to 15% cut in carbon by 2030 compared to 2019.	Unchanged: Up to 15% cut in carbon by 2030 compared to 2019.
	Cut up to 1% of ‘in the air’ carbon emissions by 2030 through more efficient operations and modernising airspace.	Unchanged: Cut up to 1% of ‘in the air’ carbon emissions by 2030 through more efficient operations and modernising airspace.
	Cut up to 8% of ‘in the air’ carbon emissions by 2030 through improvements to conventional aircraft.	Unchanged: Cut up to 8% of ‘in the air’ carbon emissions by 2030 through improvements to conventional aircraft.
	Cut up to 7% of ‘in the air’ carbon emissions by 2030 through use of Sustainable Aviation Fuel.	Unchanged: Cut up to 7% of ‘in the air’ carbon emissions by 2030 through use of Sustainable Aviation Fuel.
Net zero on the ground	At least 45% cut in carbon by 2030 compared to 2019.	Unchanged: At least 45% cut in carbon by 2030 compared to 2019.
	Halve surface access carbon emissions by 2030.	Unchanged: Halve surface access carbon emissions by 2030.
	An 87% cut in carbon emissions from airport vehicles by 2030.	Unchanged: An 87% cut in carbon emissions from airport vehicles by 2030.
	Cut supply chain carbon emissions by 36% by 2030.	Unchanged: Cut supply chain carbon emissions by 36% by 2030.
	Heathrow buildings and infrastructure to be net zero carbon by the mid-2030s.	Unchanged: Heathrow buildings and infrastructure to be net zero carbon by the mid-2030s.
Cleaner air in and around the airport	Reduce NOx airside by at least 18% compared to 2019.	Updated: Reduce emissions from the airport and improve air quality in the local community.
	New target.	New: 18% Reduction in ground-level aircraft NOx emissions by 2030 compared to 2019.
	New target.	New: Cut non-aircraft emissions of air pollutants from airside operations by at least 60% by 2030 compared to 2019.
	New target.	New: 89% of aircraft to meet the latest international emissions standards (CAEP/8) by 2030.
	By 2030 all airport vehicles are zero emissions or use biofuels.	Unchanged: By 2030 all airport vehicles are zero emissions or use biofuels.
	Airside ULEZ by 2025.	Unchanged: Airside ULEZ introduced from 1st January 2026.
	At least 45% passengers using public transport by 2026.	Unchanged: At least 45% passengers using public transport by 2026.
	No more than 57% colleague single occupancy vehicle trip mode share by 2026.	Unchanged: No more than 57% colleague single occupancy vehicle trip mode share by 2026.
	By 2026 increase the UK population within 1.5 hours of Heathrow by public transport by 25% and within 3 hours by 12%.	Unchanged (updated wording): Bring 25% more people within a 1.5-hour and 12% within a 3 hour public transport journey time of Heathrow, by 2026.

FULL LIST OF GOALS AND TARGETS

OBJECTIVE	PREVIOUS GOAL/ TARGET	UPDATED GOAL/ TARGET
Quieter nights, quieter flights	Limit and where possible reduce the number of people highly sleep disturbed and highly annoyed compared to 2019.	Updated: Reduce annoyance and sleep disturbance by 10% compared to 2019.
	Reduce noise contour areas, compared to 2019.	Updated: Reduce noise contour areas by 10% compared to 2019 (2030).
	Increase nights without aircraft post 23:45 relative to 2019 levels.	Updated: At least 150 nights without aircraft post 23:30 (2025).
	Introduce easterly alternation by 2028.	Unchanged: Introduce easterly alternation by 2028.
	Introduce a voluntary protected period of the core night by 2025 (no flights except dispensed operations between 0000 and 0430).	Unchanged: Introduce a voluntary protected period of the core night by 2025 (no flights except dispensed operations between 0000 and 0430).
	Incentivise the use of Chapter 14 aircraft to reduce Chapter 4 operations to less than 2019 levels.	Unchanged: Incentivise the use of Chapter 14 aircraft to reduce Chapter 4 operations to less than 2019 levels.
	New target.	New: At least 80% take-up of eligible households in each area as the noise insulation scheme is rolled out, in line with the plan agreed with the Prioritisation Panel.
Nature positive airport	Work with partners to support a nature network around Heathrow.	Updated: Work with partners to reduce impacts on nature and support a nature network around Heathrow.
	Develop a Nature Positive Plan for Heathrow by 2022.	Completed: target removed.
	Retain Biodiversity Benchmark Award.	Unchanged: Retain Biodiversity Benchmark Award.
	Maximise de-icer recovery through our Clean Water Programme.	Unchanged: Maximise de-icer recovery through our Clean Water Programme.
	New target.	New: Complete and publish a full TNFD disclosure for FY 2025.
Zero waste airport	Maximise reuse, recycling and recovery of materials used at Heathrow.	Updated: Avoid material consumption, and maximise reuse, recycling and recovery of materials used at Heathrow.
	Reduce total waste generated compared to 2019.	Unchanged: Reduce total waste generated compared to 2019.
	Reduce water leakage by 15% compared to 2019.	Revised: Reduce unaccounted for water.

FULL LIST OF GOALS AND TARGETS

OBJECTIVE	PREVIOUS GOAL/ TARGET	UPDATED GOAL/ TARGET
Thriving sustainable supply chain	Maximise suppliers achieving gold standard against our Balanced Scorecard.	Unchanged: Maximise suppliers achieving gold standard against our Balanced Scorecard (2030).
	Deliver business opportunities at Heathrow by growing the proportion of SMEs in our supply chain (from 40%) and the proportion of local SMEs (from 50%).	Updated: Deliver business opportunities at Heathrow by maintaining the proportion of SMEs in our direct supply chain at 55% minimum and the proportion of SMEs in our local supply chain at 65% minimum (2030).
	Switch on CompeteFor in 2022 and then set a target to grow the level of business with SMEs amongst our Tier 1 and 2 partners and suppliers.	Updated: Provide visibility to SMEs on opportunities to do business at Heathrow.
Better quality of life in Heathrow’s neighbouring communities	Give back to 1 million people in our local communities.	Unchanged: Give back to 1 million people in our local communities (2030).
	Publish a new Giving Back Programme in 2022.	Completed: target removed.
	Publish a target in 2022 to increase the number of Heathrow colleague volunteering hours made available in local neighbourhoods by 2030.	Updated: 10,000 Heathrow colleague volunteering hours (2030).
	At least £6.5 million in funds generated for the Heathrow Community Trust by 2030.	Unchanged: At least £6.5 million in funds generated for the Heathrow Community Trust (2030).
Inclusive employer of choice	Reflect the diversity of our local community at all levels (49% female and 39.9% ethnicity representation by 2030).	New: 80% agree that the Heathrow is inclusive for all colleagues.
	At least 43% female colleagues at senior levels (Exec-Band C) by 2026.	Revised: At least 41% female colleagues at senior levels (Exec-Band C) by 2026 (43% by 2030).
	At least 27% Black, Asian and Minority Ethnic colleagues at senior levels (Exec-Band C) by 2026.	Revised: At least 22% Black, Asian and Minority Ethnic colleagues at senior levels (Exec-Band C) by 2026 (23% by 2030).
Access for local people to develop careers at Heathrow	10,000 external jobs, apprenticeships and early career opportunities.	Unchanged: 10,000 external jobs, apprenticeships and early career opportunities.
	15,000 experience of work days by 2030.	Updated: 18,000 in-person experience of work days by 2030.
	School programmes available every year to children in local boroughs.	Updated: World of Work programmes available every year to children in local boroughs.

FURTHER READING AND RESOURCES

1. Heathrow's Net Zero Plan



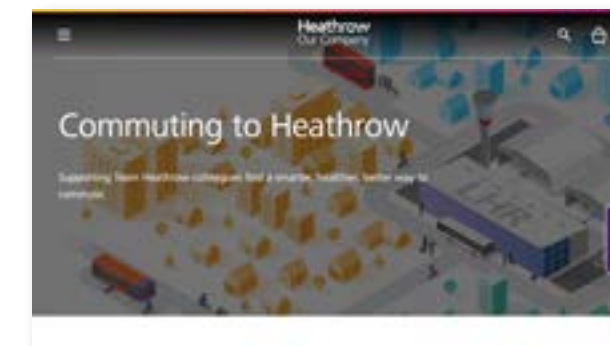
2. Heathrow Airwatch



5. Heathrow Community Trust



6. Commuting to Heathrow



7. Heathrow's Giving Back Programme



8. Heathrow's Noise Action Plan



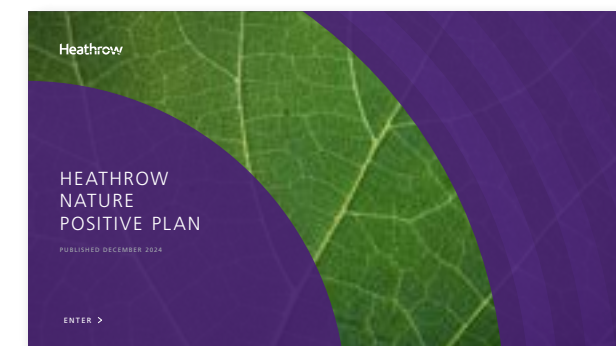
9. Heathrow's Modern Slavery Statement



10. Heathrow's Surface Access Strategy



11. Heathrow's Nature Positive Plan



12. Heathrow's Sustainability Report 2023



For more information visit our website: heathrow.com/sustainability

We welcome feedback on our plans and performance. Contact us here: sustainability@heathrow.com

Heathrow