

Heathrow

CONNECTING PEOPLE AND PLANET

2024 PROGRESS SUMMARY

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WELCOME FROM OUR CEO



THOMAS WOLDBYE
Chief Executive Officer

“Our vision is for Heathrow to be an extraordinary airport, fit for the future. To get there, we need a clear focus on sustainability.

In 2024 we refreshed our business strategy, with People and Planet as one of six beacons or strategic priorities, and we continued to drive progress towards net zero aviation and making Heathrow a great place to live and work.

We also updated our sustainability strategy with enhanced targets in several areas, reflecting the progress we have made since 2022. That progress will continue as we invest billions of pounds to transform Heathrow's infrastructure on our journey to deliver the UK's Gateway to Growth. This will only be achieved with strict environmental safeguards, aligned with our Connecting People and Planet strategy.

Reflecting on 2024, I'm particularly pleased that 2.5% of the fuel uplifted at Heathrow was sustainable aviation fuel, supported by the incentive we offer to airlines. This will increase to 3% in 2025, 1% above the UK mandate. We also continued to deliver a range of programmes to benefit communities around the airport, with the Heathrow Employment and Skills Academy celebrating its 20th anniversary in December and colleagues volunteering over 4,000 hours of their time to help deliver our Giving Back Programme.

I'm proud of what we have achieved together with our colleagues and partners so far and look forward to reporting further progress next year."



JOAN MACNAUGHTON

Independent Non Executive Director and Chair of the Sustainability and Operational Risk Committee (SORC)



The SORC is pleased to see continued progress against Heathrow's sustainability objectives. As the airport continues to respond to environmental, social and governance challenges, the role of the SORC is vital in reviewing Heathrow's performance and challenging its policies, conduct, performance and risk management approach. Additionally, in 2024, the SORC provided oversight of the updated Connecting People and Planet strategy and new Nature Positive Plan, including drawing attention to targets requiring greater focus and ensuring that stakeholder interests are considered."



TRACEY WALTHO

Independent Chair of the Council for the Independent Scrutiny of Heathrow Airport (CISHA)



Throughout the year, CISHA and its family of forums have provided oversight and regular scrutiny of Heathrow's progress. As the new Chair of CISHA I want to build on this approach and develop our scrutiny role further. I am looking forward to working with Heathrow, CISHA members and Forum Chairs to strengthen the scrutiny process: extending monitoring to cover the new noise action plan, instituting more detailed reviews of Heathrow's annual performance, and challenging the levels of ambition in those underpinning plans which are being updated this year. Our aim, at all times, is to build transparent scrutiny that local communities can trust and which fosters better outcomes."

OUR SUSTAINABILITY STRATEGY

We have been driving sustainability improvements at Heathrow for over 30 years.

Our Heathrow 2.0 sustainability strategy, published in 2017, represented a step-change in our approach with clear ambitions for 2030. We updated it in 2022 as the airport began to recover from the impacts of the COVID-19 pandemic.

Heathrow is now busier than ever. This recovery has enabled us to make significant progress on several of our goals since 2022. In 2024, we reviewed and updated our sustainability strategy in light of this recovery and to align with our revised business strategy.

The updated sustainability strategy, Connecting People and Planet, provides a roadmap to 2030 to drive progress on our priorities. It sets out our ambitions – framed as longer term, aspirational outcomes – to deliver positive outcomes for people and planet. Our sustainability ambitions, goals and supporting targets span two key pillars: Net Zero Aviation and A Great Place to Live and Work. These pillars are underpinned by our Responsible Business Foundations.

Connecting People and Planet strengthens some of our goals and targets where we have outperformed expectations, revises others to make them more realistic but still challenging, and aligns with detailed plans we have developed to address specific issues. Changes to goals or targets are clearly signposted in the relevant sections of this report and in a change log within the published [strategy](#) on our website.

The strategy is informed by a materiality assessment, with input from internal and external stakeholders, that identified sustainability priorities for our business. We have also reframed our Responsible Business Foundations to ensure they cover the material topics that are most important to our stakeholders.



Connecting People and Planet sets out Heathrow's plans for a thriving, exciting and sustainable future. Our license to operate today, as well as to grow in the future, relies not just on achieving net zero, but also on acting to ensure that Heathrow is a great place to work and that the communities around Heathrow are great places to live. We continue to work to deliver a greener and cleaner future, reducing and mitigating the negative impacts of our operations while ensuring that the benefits of proximity to Heathrow are felt by our local community."

NIGEL MILTON

Chief Communications and Sustainability Officer

OUR SUSTAINABILITY STRATEGY (CONT.)



NET ZERO IN THE AIR

We are working with others in the aviation industry and the UK Government to drive progress towards net zero flights through efficiency, technology developments and increasing adoption of sustainable aviation fuels.

GOAL



At least **15% cut in carbon** by 2030 (from 2019)

Status  On track

Progress in 2024
On track By the end of 2024, our in the air carbon emissions had reduced by 7.5% since 2019 as airlines have retired fleet and continue the transition to more efficient aircraft.

TARGETS



Cut up to **1% of 'in the air' carbon emissions** by 2030 through more efficient operations and modernising airspace (from 2019)

 More work to do

Progress in 2024
We began a project to expand provision of pre-conditioned air at the airport to reduce use of aircraft engines on stand, and we continued to engage in the multi-stakeholder consultation process to redesign UK airspace that has progressed into stage 3 ('consult').



Cut up to **8% of 'in the air' carbon emissions** by 2030 through improvements to conventional aircraft (from 2019)

 On track

Progress in 2024
We continued to incentivise use of lower-carbon aircraft, including through our relaunched Fly Quieter and Greener airline league table, and commissioned a study on anticipated improvements in aircraft efficiency to inform our carbon forecasts as we seek improvements in this area.



Cut up to **7% of 'in the air' carbon emissions** by 2030 through use of sustainable aviation fuel (SAF) (from 2019)

 On track

Progress in 2024
Airlines uplifted approximately 180,000 tonnes of SAF at Heathrow in 2024 – equating to a reduction of over 630,000 tonnes of carbon emissions from flights. We set a target for SAF to make up 11% of fuel uplifted from Heathrow by 2030 and supported adoption of the UK Government SAF mandate of 10% across the country.

CASE STUDY

CONNECTING PEOPLE
AND PLANET IN ACTION:
NET ZERO IN THE AIR

Raising awareness of biofuels with the Fly Up breakfast

We partnered with Heston Blumenthal's Perfectionists' Café in 2024 to create the Fly Up breakfast to raise awareness of biofuels – and particularly the key role of sustainable aviation fuel (SAF) in cutting carbon from flying.

Made from a variety of sources, such as used cooking oil or municipal waste, SAF is a biofuel that can be used in existing aircraft engines blended with regular aviation fuel without the need for new technology. It's projected to contribute around 40% of the UK aviation industry's total carbon reductions by 2050¹ and is central to Heathrow's plan to achieve net zero in the air.

Around 63% of people in the UK would choose to travel more sustainably if they could. But only 14% have heard of SAF and nine in 10 are unaware of its purpose.²

The Fly Up, served up at the Perfectionists' Café in Heathrow's Terminal 2, aims to get key messages across about SAF

in a way that is easy for consumers to digest. It features a tasty fry-up breakfast (meat or vegetarian) with a difference.

We work with waste management service Quatra to collect, clean and recycle the used cooking oils from the Fly Up breakfast. The processed used oil is then forwarded to Quatra's partners and transformed into biofuels including SAF and hydrotreated vegetable oil (HVO) for vehicles.

The launch of the Fly Up campaign gained extensive media coverage – all positive – with more than 275 media pieces, 1,200 views of the video on YouTube and a following of over half a million on social media. PRWeek recognised the campaign with its 2024 UK Award for Issues and Reputation Management.

The Fly Up is also helping to raise awareness of Heathrow's Net Zero Plan. The campaign underlined the role of biofuels in cutting our carbon footprint – both in the air

with SAF for planes and on the ground with biodiesel for airside vehicles – and in reducing the footprint of airlines such as United (see quote below) that are participating in our SAF incentive programme.



This is an exciting partnership that we are thrilled to be part of. The Fly Up is made up of the best of British ingredients – a breakfast we're proud of, and even more so as it signifies a positive step towards a more sustainable future for air travel."

CARLOS SANTOS

Head Chef, The Perfectionists' Café



At United, we are committed to our goal of reaching net zero carbon emissions by 2050 and believe SAF is the nearest term and most promising solution to decarbonise aviation. We are an airline that recognises the responsibility we have to help solve climate change and welcome Heathrow's Fly Up to raise awareness of SAF."

KAROLIEN DE HERTOOGH

Director Sales UK and Ireland, United Airlines



Watch a [video](#)
on the Fly Up.

¹ Sustainable Aviation.

² 2024 survey of 2,000 UK adults by Opinion Research weighted to be nationally representative.

NET ZERO ON THE GROUND

We are investing in infrastructure and engaging suppliers, passengers and colleagues to cut emissions associated with our supply chain, our buildings and ground transport to, from and at the airport.

GOAL



At least **45% cut in carbon** by 2030 (from 2019)*

Status



More work to do

Progress in 2024
By the end of 2024, our on the ground carbon emissions had decreased overall by 15% from 2019* – despite an 8% year-on-year increase from 2023 driven largely by higher supply chain emissions due to increased capital expenditure. Capital projects are a key focus of our ongoing efforts to cut carbon from our supply chain.

* Market-based footprint

TARGETS



Halve surface access carbon emissions by 2030 (from 2019)



More work to do

Progress in 2024
Investment in our Sustainable Travel Zone has helped us achieve a 25% reduction, halfway towards our target to halve carbon emissions from surface access, with continued efforts to improve and promote use of public transport among colleagues and passengers in 2024.



An **87% cut in carbon emissions** from airport vehicles by 2030 (from 2019)



On track

Progress in 2024
Emissions from airport vehicles have decreased by 47% from 2019 as airlines, ground handlers and our own fleet continues the transition to zero-emissions electric vehicles or lower-carbon HVO biodiesel. To support this transition, we are investing in ultra-rapid charging hubs airside.



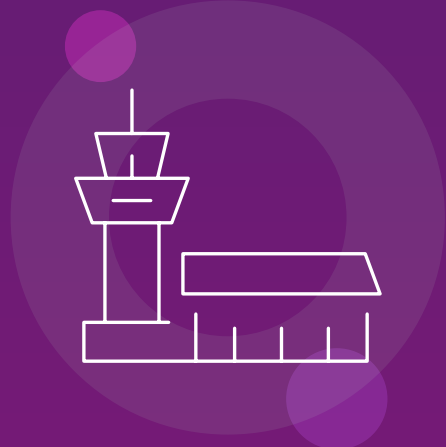
Cut supply-chain carbon emissions by **35%¹** by 2030 (from 2019)



More work to do

Progress in 2024
In 2024, supply chain emissions were 14% higher than our 2019 baseline, driven by increased capital expenditure. We are introducing a new PAS 2080-aligned carbon management standard and each of our capital programmes for the current H7 regulatory period (2022-26) now has a carbon budget to help drive accountability.

¹ Incorrectly stated as 36% in our 2023 Sustainability Report.



Heathrow buildings and infrastructure to be net zero carbon by the mid-2030s



On track

Progress in 2024
The electricity sourced from the grid for buildings and infrastructure in our operational control is backed by Renewable Guarantees of Origin Certificates and we are taking steps to generate more of our own renewable power on site. We are also working to decarbonise energy for heating and cooling and in 2024 we finalised a strategy to achieve this transition that will be included in our net zero investment planning for the next CAA regulatory period from 2027 to 2031.

NET ZERO ON THE GROUND (CONT.)

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
NET ZERO ON THE GROUND

Powering the transition to electric vehicles

We are investing in ultra-rapid charging stations to support the switch to electric airside vehicles.

In 2024, we installed a hub of 12 ultra-rapid charging bays at Terminal 2 (pictured) that provides charging power of up to 200kW per hour and enables up to 600 cars to charge per day. In addition, six 120kW charging bays installed at Terminal 3 in 2023 are now in operation, supporting use of electric vehicles by ground handlers and airlines such as Virgin Atlantic (see quote adjacent).

We plan to roll out seven more ultra-rapid charging hubs at strategic points across the airport over the next three years. Our commitment to a five-year programme of investment to increase charging capacity supports the transition to electric vehicles

by sending a clear signal to airlines and ground handlers that the infrastructure will be in place to run them.

Across Heathrow, more than 7,000 vehicles currently operate airside – from standard vans and cars to specialist vehicles, such as baggage tugs and loaders. Around 23% of them are already electric, with baggage tugs making up the biggest proportion.

The new 12-bay charging station at Terminal 2 and the six-bay station at Terminal 3 provide ample capacity to power the existing airside fleet of around 600 standard electric vehicles. Our modelling shows that once the rollout is complete, the new charging stations will provide enough capacity to support the transition to all electric standard vehicles across the airport.¹

¹ Petrol or diesel hybrids are excluded from our goal for airport vehicles to be zero emissions or operate off biofuels.



With the committed support from Heathrow and other external suppliers, Virgin Atlantic has accelerated its pace of transition to electric vehicles at Heathrow Airport. During 2024, Virgin Atlantic has introduced 63 electric vehicles to support its operation at Heathrow, replacing vehicles that have historically been petrol or diesel. 88% of Virgin Atlantic's Heathrow based fleet is now either fully electric (75%) or petrol-hybrid (13%). Moving into 2025/26, Virgin Atlantic will continue to replace historic internal combustion engine vehicles with full electric alternatives whenever possible."

JORDAN BRYANT

Manager – Property Operations,
Virgin Atlantic Airways Ltd



Watch a [video](#) on the introduction of the new ultra-rapid charging hub at Terminal 2.

CLEAN AIR AT AND AROUND THE AIRPORT

The quality of the air we breathe has a vital impact on public health. We focus on reducing polluting emissions from road transport, airside vehicles and the wider airport operation to help improve air quality for our colleagues and communities.

GOAL



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

Status

New goal

More work to do

Progress in 2023-2024¹
This new goal encompasses our ambition for cleaner air at and around the airport. It is supported by specific targets and performance indicators set out here, and a detailed Air Quality Strategy and Action Plan will be published in 2025.

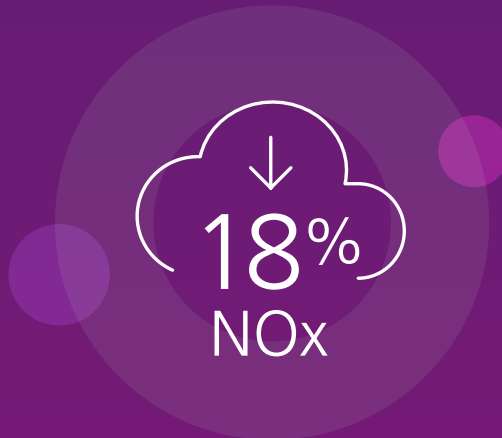
TARGETS



Reduce **NOx airside** by **18%** (from 2019)

Target replaced

Progress in 2023-2024¹
We have replaced this goal with three new quantitative targets designed to drive reductions in emissions from specific airside activities.



18% reduction in ground-level aircraft NOx emissions by 2030 (from 2019)

New target

More work to do

Progress in 2023-2024¹
Ground-level aircraft nitrogen oxide (NOx) emissions in 2023 (the latest year of available data) were 2.4% lower than 2019.



Cut non-aircraft emissions of air pollutants from airside operations by **at least 60%** by 2030 (from 2019)

New target

On track

Progress in 2023-2024¹
Non-aircraft emissions of air pollutants from airside operations in 2023 (the latest year of available data) were 23% lower than 2019.

¹ Full year data for 2024 for some air quality metrics will not be available until later in 2025.

CLEAN AIR AT AND AROUND THE AIRPORT (CONT.)

TARGETS (CONT.)

					
89% of aircraft ¹ to meet the latest international emissions standards (CAEP/8 ²) by 2030	At least 45% of passengers will use public transport by 2026	No more than 57% colleague single occupancy vehicle trip mode share by 2026	Bring 25% more people within a 1.5 hour, and 12% more within a 3 hour, public transport journey time of Heathrow by 2026	All airport vehicles to be zero-emissions or use biofuels by 2030	Airside ultra-low emission zone (ULEZ) introduced by 1 January 2026
  New targetOn track	 On track	 On track	 On track	 On track	 On track
Progress in 2023-2024³ In 2023, the latest year of available data, 60% of aircraft at Heathrow were compliant wi th the latest CAEP/8 emissions standards.	Progress in 2024³ 45.22% of passengers used public transport in 2024, up from 43.3% in 2023, as we continue to invest in our Sustainable Travel Zone.	Progress in 2024³ 52.18% of Team Heathrow colleagues drove to work alone in 2024 (down from 62% in our last colleague travel survey in 2017⁴), already below our target of no more than 57% for 2026.	Progress in 2024³ The opening of the Elizabeth Line to Heathrow in 2023, together with our Sustainable Travel Zone, has increased the number of people located within 1.5 hours of Heathrow by public transport by 36% since 2019, exceeding our 25% target. The number of people within three hours has increased by 9% from 2019.	Progress in 2024³ In 2024, 95% of the airport vehicles we own or operate ourselves – and 54% of all airport vehicles – were zero emission or used biofuels, and we are investing in infrastructure to support their use.	Progress in 2024³ We conducted a feasibility study and engaged with Team Heathrow partners in 2024 to support the introduction of an airside ULEZ by 1 January 2026.

¹ Measured based on air traffic movements.
² International Civil Aviation Organization (ICAO) Committee on Aviation Environmental Protection (CAEP).
³ Full year data for 2024 for some air quality metrics will not be available until later in 2025.
⁴ Based on Heathrow Profiler Survey data.

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
CLEAN AIR AT AND AROUND THE AIRPORT

Contributing to communities on Clean Air Day

On 20 June 2024, we teamed up with Spelthorne Council to celebrate Clean Air Day by identifying walking routes to Town Farm Primary School near the airport that reduce children's exposure to air pollution.

Clean Air Day is an annual campaign that focuses attention on air pollution across the UK to enhance understanding of its effects on health and the environment, and encourage action to improve air quality and advocate for cleaner air.

We invited the Heathrow Air Quality Working Group, which includes representatives of local councils, to propose ideas for how we could support the 2024 Clean Air Day campaign. Spelthorne Council's proposal to identify cleaner routes to school was selected.

Our project team walked different routes to Town Farm School during the morning rush hour to measure road traffic – a significant contributor to air pollution – and emissions. As they walked, sensors attached to their backpacks recorded levels of nitrogen dioxide (NO₂) and particulates (PM₁₀ and PM_{2.5}) – three pollutants linked to health concerns.

The team then analysed the data they recorded to map routes with lower exposure to air pollution that enable children to breathe cleaner air as they walk to school. We shared the results with the local council and community forum.

We also assessed exposure to air pollution for colleagues commuting to Compass Centre, Heathrow's main office, and passed on the findings to colleagues via our internal communications channels.



Town Farm School used to be my children's school. Even though we don't live in the area anymore, I am super happy that Heathrow, in partnership with the local authority, has once again shown how much we value the wellbeing of the local communities by promoting awareness of air quality and giving recommendations for clean routes."

IDRIS OLOYEDE

Research & Insight Intern and member of Heathrow's air quality project team



CLEAN AIR DAY

Find out more about the UK's [Clean Air Day](#) campaign.

QUIETER NIGHTS, QUIETER FLIGHTS

Aircraft noise can affect people’s physical and mental health. We are committed to making Heathrow quieter for neighbouring communities by insulating homes, incentivising quieter planes and reducing the impact of night-time operations.

GOAL



At least 10% fewer people highly sleep disturbed and highly annoyed by 2030 compared to 2019

Status

Goal revised

On track

Progress in 2023-2024¹
In 2023, the latest year of available data, the number of people exposed to noise above 55 dB L_{den}^{2} over a 24-hour period – the reference metric for measuring annoyance – decreased by 23% from 2019 to 508,300. The number exposed to noise above 50 dB L_{night}^{2} at night – the reference metric for measuring sleep disturbance – fell by 12% from 2019 to 202,100 in 2023. This means we are aligned with our 10% reduction target on both measures up to 2023 and we aim to maintain this to 2030 even as the airport gets busier.

TARGETS

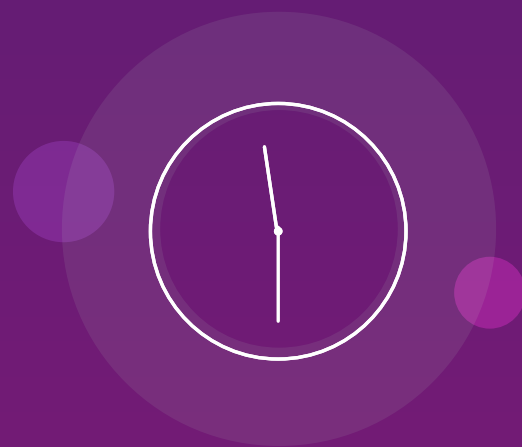


Reduce noise contour areas⁴ compared to 2019



On track

Progress in 2023-2024¹
The airport’s 55 dB L_{den}^{2} noise contour area decreased by 18% from 2019 to 2023 (the latest year of available data).



Increase nights without aircraft post 23:30 relative to 2019 levels



On track

Progress in 2024¹
We achieved 189 nights without aircraft between 23:30 and 04:30 in 2024, compared with 144 in 2023 and 119 in 2019. We achieved this improvement during Heathrow’s busiest ever year, following intensive engagement with airlines. We have now set a quantitative target to maintain a minimum of 150 nights a year.



Ensure **at least 150 nights** without aircraft after 23:30 from 2025



New target

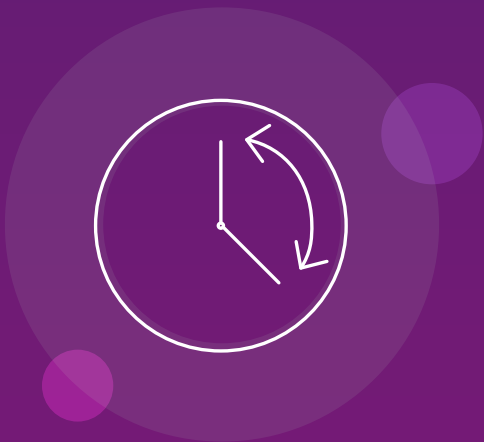


On track

¹ Full year data for 2024 for some noise metrics will not be available until later in 2025.
² L_{den} is the A-weighted, equivalent noise level (L_{eq}) over a whole day (24-hour period), weighted to reflect increased sensitivity to noise during the evening (19:00-23:00) and night-time (23:00-07:00). L_{night} is the A-weighted, equivalent noise level (L_{eq}) over the 8-hour night period (23:00-07:00). 55 dB L_{den} and 50 dB L_{night} are the thresholds for noise exposure defined by the EU Environmental Noise Directive.
³ A noise contour is the map line indicating noise exposure in dB for the area in (km²) that it encloses.

QUIETER NIGHTS, QUIETER FLIGHTS (CONT.)

TARGETS (CONT.)

			
Implement a voluntary ban on flights between 00:00 and 04:30 from 2025 (except dispensed operations ¹)	Introduce easterly alternation by 2028	Incentivise the use of Chapter 14 aircraft to reduce Chapter 4 operations to less than 2019 levels ³	Achieve 80% take-up of eligible households in each area as the residential insulation scheme is rolled out, in line with the plan agreed with the Prioritisation Panel
 More work to do	 On track	 On track	  New target On track
Progress in 2024² We continued to engage with airlines and we are planning a trial in 2025 to assess how best to pursue this challenging target that aims to help reduce late night noise disturbance for our neighbours.	Progress in 2024² We have submitted a planning application for the airfield infrastructure works needed to allow us to alternate runway use for easterly operations to provide respite for local communities.	Progress in 2024² We continue to charge airlines less to land quieter aircraft to support the phase out of noisier Chapter 4 planes in favour of quieter Chapter 14 planes. Chapter 14 aircraft comprised 85.6% of movements in 2024, compared with 82.2% in 2023 and 65.5% in 2019. Meanwhile, Chapter 2 planes have decreased to 14.3% in 2024, compared with 17.7% in 2023 and 34.5% in 2019. Our Fly Quieter and Greener airline league table also promotes use of quieter planes.	Progress in 2024² We launched the first phase of our scheme to provide noise insulation in 20,000 homes during 2024 and set this target to drive take-up by eligible households.

¹ Dispensed operations as defined by the UK Government’s [night flight dispensation guidance](#).
² Full year data for 2024 for some noise metrics will not be available until later in 2025.
³ Chapter 14 refers to the most stringent noise certification standard set by the International Civil Aviation Organization (ICAO) under Annex 16, Volume I. Chapter 4 is a previous, less stringent standard.

QUIETER NIGHTS, QUIETER FLIGHTS (CONT.)

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
QUIETER NIGHTS, QUIETER FLIGHTS

Noise-proofing our neighbours' homes

We are helping people living near Heathrow get a quieter life by offering noise insulation to householders whose homes are most affected by airport noise.

Around 20,000 homeowners are eligible to receive up to 100% funding for noise mitigation measures under our new large-scale residential insulation scheme. Qualifying measures include new primary windows or secondary glazing, ceiling upgrades and acoustic quilts for roof voids.

We launched the scheme in late 2024 following a successful pilot earlier in the year that insulated 220 homes in Longford, a village in the borough of Hillingdon. In the first phase, we will offer a free independent home survey and appropriate insulation measures

worth up to £34,000¹ for 2,605 homes in the villages of Cranford, Feltham, Poyle and Stanwell.

Work will be done in order of priority based on recommendations from an independent Prioritisation Panel that includes representatives of communities, local authorities, airlines, and health and noise experts. The panel will also have a say in special cases and disputes – and will hold us accountable for delivering on our commitments.

The residential insulation scheme is part of our enhanced Quieter Neighbourhood Support programme, introduced in our new Noise Action Plan, that will also offer insulation for noise-affected schools.

“

Over the last 12 months, I've been privileged to see the exceptional work of those shaping and implementing Heathrow's new residential insulation scheme as Chair of the Prioritisation Panel. It has been impressive, from trials to community engagement through to plans for rolling out at pace in 2025. These actions will help Heathrow be a better neighbour with demonstrable noise reduction.”

MARK IZATT

Independent Chair of Prioritisation Panel
and CISHA Deputy Chair



¹ Total will be adjusted for inflation.

NATURE POSITIVE AIRPORT

Our new Nature Positive Plan builds on our long history of enhancing biodiversity with goals to protect nature at and around the airport, and at national and global level. We are also the first airport to commit to publish nature-related financial disclosures.

GOAL



Work with partners to support a nature network around Heathrow

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

Status

Replaced

New goal

Progress in 2024

We have broadened our goal to incorporate efforts to reduce the airport’s impacts on nature as well as our projects that protect and enhance biodiversity locally. To support this goal, we published a Nature Positive Plan (see to the right) and began developing a strategy to deliver further biodiversity improvements around the airport through our nature positive network.

TARGETS

Develop a Nature Positive Plan for Heathrow by 2023	Implement our Nature Positive Plan to reduce our impacts	Complete and publish annual Taskforce on Nature-related Financial Disclosures (TNFD) disclosure from 2025	Retain the Biodiversity Benchmark Award	Maximise de-icer recovery through our Clean Water Programme
Achieved	New target More work to do	New target On track	On track	More work to do
Progress in 2024 We completed and published our Nature Positive Plan in December 2024. The plan builds on our strong track record of biodiversity management with new commitments for managing our impacts at and around the airport, as well as contributing to national and global efforts to support nature.		Progress in 2024 Our first nature-related disclosure in line with the TNFD recommendations will be included in our annual reporting for 2025, to be published in 2026.	Progress in 2024 We successfully retained the Wildlife Trusts’ benchmark award in 2024 for the 16 th consecutive year.	Progress in 2024 In 2024, we recovered over 56,300 litres of de-icer. We continue to develop our Clean Water Programme, including working to establish an indicator to track progress against this target.

CASE STUDY

CONNECTING PEOPLE
AND PLANET IN ACTION:
NATURE POSITIVE AIRPORT

Connecting our communities with nature

Connecting people and planet is at the heart of our sustainability strategy and we want to help our neighbours connect with, enjoy and help improve their local environment.

In 2024, we completed the first full year of our programme of guided walks and hands-on volunteering for communities in partnership with the London Wildlife Trust, Hillingdon Council and British Airways. We engaged more than 530 people through our 20 community engagement days and 10 wildlife walks through the year. These included bird, butterfly and bat watching, as well as themed events to celebrate National Tree Week and World Wetlands Day.

In addition, 363 people from communities around Heathrow collectively spent nearly 1,500 hours contributing to practical conservation volunteer sessions designed to enhance local wildlife habitats by clearing scrub and brambles, coppicing trees, repairing

fences and managing livestock. Activities also included laying 130 metres of hedge at Cranford Country Park, Hillingdon.

Led by guides and rangers, volunteers helped maintain woodland, meadows and ponds in Minet and Cranford Country Parks, Gutteridge Wood and Meadows, Ten Acre Wood, Ickenham Marsh, Yeading Brook Meadows and Huckerby's Meadows.

We also worked with our project partners to connect local young people with nature through community days for students and events with organisations such as Sustainably Muslim and Black Girls Hike.

Volunteers were enthusiastic about their experience. Almost everyone (95%) who responded to our feedback survey agreed that their knowledge of wildlife conservation had improved and 79% said they felt more engaged with their local area.

This programme not only supports nature, but also local people by enhancing their physical and mental wellbeing, and providing new opportunities to socialise.



Volunteering has been hard work, but very enjoyable. I have acquired many practical skills and learned a lot about how natural spaces close to me are managed. I also enjoyed meeting many other enthusiastic and friendly volunteers."

VOLUNTEER

London Wildlife Trust



I learned that there is beauty next to my house."

PARTICIPANT

Community engagement day



ZERO WASTE AIRPORT

Heathrow is the size of a small city. The airport generates waste from planes, retail and food outlets, and our own operations. We are working with Team Heathrow partners on approaches to better manage materials and minimise waste.

GOAL



Maximise reuse, recycling and recovery of materials used at Heathrow

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

Status

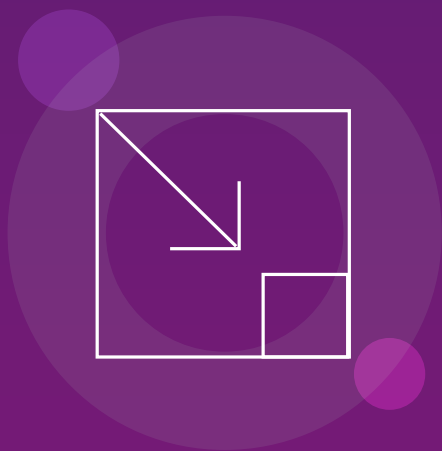
Replaced

New goal More work to do

Progress in 2024

We have refined our zero waste goal to enhance our focus on reducing avoidable waste as well as maximising reuse, recycling and recovery. We are developing a new detailed strategy to drive progress in this area and continue to trial new technologies and processes to reduce waste and improve reuse and recycling.

TARGETS



Reduce total waste generated¹ relative to 2019



More work to do

Progress in 2024

Total waste increased by 1.7% year-on-year compared with 2023, but was still 8% less than the total generated in 2019 despite record passenger numbers in 2024.



Reduce unaccounted for water by **15%** compared to 2019



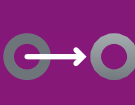
Target replaced

Progress in 2024

We know that a significant amount of water use at Heathrow is unaccounted for and we are expanding water metering to help us better understand and reduce leaks. As we are not currently able to measure how much water is lost through leakage, we have revised our target to remove the quantitative reduction element.



Reduce unaccounted for water



Target revised



More work to do

¹ Includes all waste managed by Grundon on behalf of Heathrow – from terminals, airside locations (including aircraft cabin waste) and engineering activities. Excludes waste from some airport activities where Team Heathrow partners have separate waste management contracts.

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
ZERO WASTE AIRPORT

Reusing takeaway coffee cups at our main office

We are modelling best practice on zero avoidable waste at Heathrow's Compass Centre, our main office, by phasing out single use coffee cups for colleagues and visitors.

Together with our food service provider, Eurest, we switched from single use paper cups with plastic lids to a new circular system where reusable cups are used, tracked, returned and washed for reuse.

Colleagues borrow a reusable cup with a £1 card hold, which is refunded when they return the used cup to smart kiosks located around the building.

The CauliCups we are now using are supplied by London-based start-up CauliBox. Made from 100% polypropylene – a fully recyclable material – these cups can be reused 400 times before CauliBox returns them to the manufacturers to make

into new products. This new system reflects our focus on avoiding waste in the first place as well as recycling after use.

In the first month alone, we avoided the use of more than 8,700 single-use cups. As well as cutting material use and waste, this saved an estimated 229 kg of carbon emissions – equivalent to driving around 1,640 miles in a petrol-engine car – and enough energy to fully charge around 76,700 mobile phones.

The CauliCups system also reduces water use by cleaning used cups in commercial dishwashers that use less water than regular dishwashers or washing by hand.

Learn more on the [CauliBox website](#).



With our net zero goals so closely aligned with Heathrow's, it has been a pleasure for us at Eurest to introduce the reusable cup scheme, CauliBox, at Compass Centre. This is a great example of reducing single-use disposable cups as we move together towards zero waste in the workplace and we very much look forward to collaborating further."

CLAIRE ELDAADAA

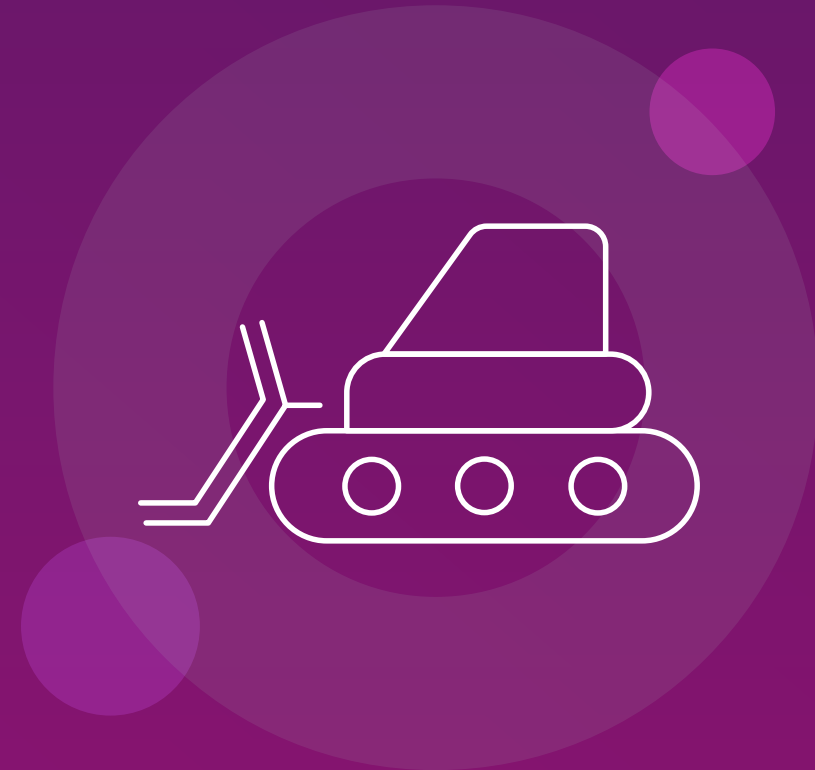
Account Director, Eurest,
Compass Group UK & Ireland



THRIVING SUSTAINABLE SUPPLY CHAIN

We work with thousands of suppliers, large and small. Building sustainability criteria into supplier relationships helps us mitigate risk, enhance resilience and drive progress on our own sustainability goals. We are also supporting a thriving supply chain by offering more opportunities for small businesses to work with us.

GOAL



Maximise suppliers **achieving gold standard** against our Balanced Scorecard

Status  On track

Progress in 2024
All our strategic suppliers report against the Balanced Scorecard to record their progress on sustainability. In 2024, 93% achieved the highest standard, gold, for one or more of our 13 measures.

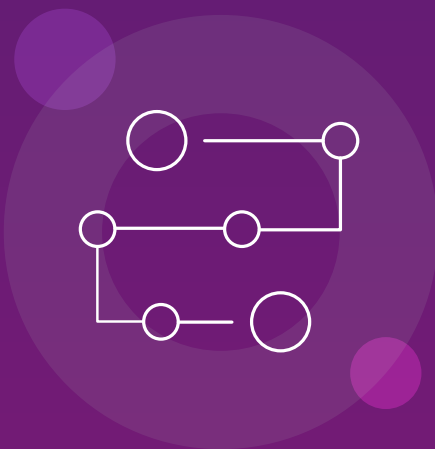
TARGETS



Deliver business opportunities at Heathrow by **growing the proportion of small and medium businesses (SMEs) in our supply chain** (from 40%) and the proportion of local SMEs (from 50%)

 Achieved

Progress in 2024
We exceeded our original targets and set new targets to help us maintain higher proportions of SMEs in our supply chain up to 2030. In 2024, SMEs accounted for 59% of all our direct suppliers and 76% of our local direct suppliers (compared with 61.5% and 75%, respectively, in 2023).



Maintain the proportion of SMEs in our direct supply chain at no less than 55% and the proportion of SMEs in our direct local supply chain at no less than 65% by 2030

 
Target revised On track

Progress in 2024
We exceeded our original targets and set new targets to help us maintain higher proportions of SMEs in our supply chain up to 2030. In 2024, SMEs accounted for 59% of all our direct suppliers and 76% of our local direct suppliers (compared with 61.5% and 75%, respectively, in 2023).



Switch on CompeteFor in 2022 and then set a target to grow the level of business with SMEs amongst our Tier 1 & 2 partners and suppliers

 Target replaced

Progress in 2024
CompeteFor was launched in 2022 and we are working with strategic suppliers to list relevant opportunities for SMEs on the platform, with 87 posted in 2024, up from 54 in 2023. We have set a new target to provide visibility to SMEs on opportunities to do business at Heathrow. As the CompeteFor platform is generating fewer opportunities than we expected, we will also explore the potential for additional avenues to connect SMEs with opportunities in our supply chain to support progress towards this target.



Provide visibility to SMEs on opportunities to do business at Heathrow

 
New goal More work to do

Progress in 2024
CompeteFor was launched in 2022 and we are working with strategic suppliers to list relevant opportunities for SMEs on the platform, with 87 posted in 2024, up from 54 in 2023. We have set a new target to provide visibility to SMEs on opportunities to do business at Heathrow. As the CompeteFor platform is generating fewer opportunities than we expected, we will also explore the potential for additional avenues to connect SMEs with opportunities in our supply chain to support progress towards this target.

THRIVING SUSTAINABLE SUPPLY CHAIN (CONT.)

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
THRIVING SUSTAINABLE SUPPLY CHAINHelping small business
innovators achieve lift off

We are always on the lookout for new ideas and collaborations that improve our operations and advance our sustainability goals. Our Lift Off programme helps us connect with innovators at small and medium enterprises (SMEs) that offer the potential to enhance our products, services and processes.

So far, we've held seven one-day Lift Off events with 50 SMEs, each focused on a theme we want them to problem solve. Topics vary widely – from energy use and waste management to inclusive design, health and safety, and passenger experience. Participating SMEs present their proposals to panellists from Heathrow and our strategic suppliers.

Three-quarters of participants have benefited from meaningful follow-up from our experts and five of their innovations are now undergoing real-world small-scale

trials with us or one of our strategic suppliers.

For example, we are piloting a next generation food waste scheme in the Terminal 5 staff canteen that was invented by Vuala, a London-based start-up. The system (pictured) combines specialised micro-organisms and a unique mechanical design to automatically separate discarded food from other wastes, turning it into raw material for renewable biogas energy within hours. Working with us has helped to boost Vuala's business (see quote).

Other Lift Off pitches from SMEs have also gone on to trials at the airport. PowerQuad is collaborating with our strategic supplier Ferrovial on portable airfield glim lamps that use rechargeable batteries instead of disposable ones. Rype Office helped VolkerFitzpatrick, one of our infrastructure partners, to reduce

waste by repurposing used furniture (see quote) and we plan to bring the furniture remanufacturer on board as a Heathrow supplier.

Lift Off's positive impact was shortlisted in the Supplier Collaboration & Innovation Award category of the World Procurement Awards 2024.

LIFT OFF
& VUALA

Find more information
on [Lift Off online](#) and
view a [video on Vuala](#).

“

The Lift Off programme has been a unique and fantastic way for SMEs to connect with the Heathrow ecosystem along with bigger industry players. Starting with Heathrow has helped us to expand our network into many more large organisations not only in the UK but also in the European Union and different parts of the world.”

ABIEL MA

Co-founder and CEO, Vuala

“

We had a significant amount of furniture stored in a warehouse. Rather than sending it to landfill, we partnered with Rype Office to remanufacture or donate the furniture to local charities, which was a great way to put sustainability into action. The project was completed in just two days and the outcome has been remarkable. Of 173 items, 85 were reused and the rest recycled.”

RODRIGO ALMEIDA

Stakeholder and Social Value Coordinator, VolkerFitzpatrick

BETTER QUALITY OF LIFE IN HEATHROW'S NEIGHBOURING COMMUNITIES

We aim to share the benefits of the airport by giving back to 1 million people through projects that support community, employment skills and the local environment. Encouraging teams from Heathrow to get involved through volunteering supports communities and fosters colleague engagement.

GOAL



Give back to **1 million people** in our local communities by 2030 (from 2022)

Status



Progress in 2024
An estimated 218,808 local people have benefited from our community projects since 2022. We are continuing to refine the methodology to better measure the impact of activities to support our 1m goal.

TARGETS



Publish a target to **increase the number of Heathrow colleague volunteering hours** made available in local neighbourhoods by 2030



Achieved

Progress in 2024
Our updated sustainability strategy includes our first public target on colleague volunteering (see to the right), emphasising the important role of volunteering in community and colleague engagement.



10,000 Heathrow colleague volunteering hours by 2030 (from 2023)

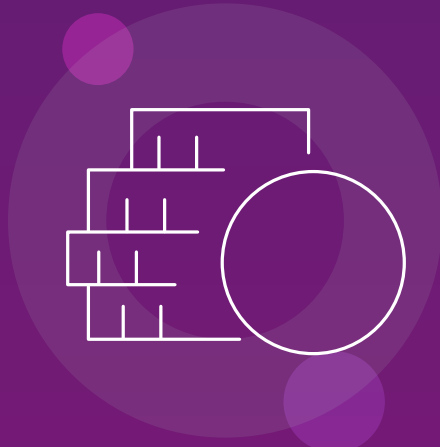


New target



On track

Progress in 2024
In 2024, colleagues volunteered 4,193 hours to support community activities, bringing the total to 8,037 volunteering hours since 2023.



At least **£6.5 million funds generated** for Heathrow Community Trust by 2030 (from 2023)



On track

Progress in 2024
By the end of 2024, we had generated £2,423,706 towards the target total since 2022.

BETTER QUALITY OF LIFE IN HEATHROW'S NEIGHBOURING COMMUNITIES (CONT.)

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
BETTER QUALITY OF LIFE IN HEATHROW'S NEIGHBOURING COMMUNITIES

Passing on leadership skills to pupils

It's never too early to learn how to be a leader as students from Harmondsworth Primary School heard from six of our colleagues, including our CEO, Thomas Woldbye.

Around 30 Year 5 pupils (aged 9-10) joined our interactive workshop, facilitated by BEE (Business Education Events) with support from colleague volunteers.

The BEE a Leader workshop introduced pupils to leadership skills, such as effective communication, teamwork and problem-solving. Heathrow colleagues shared their experiences and Thomas passed on tips from the top before touring the school with headteacher Eleesa Dowding and the chair of the school's board of governors.

The visit was part of Heathrow's ongoing commitment to community engagement and education.

By fostering a connection with five local partner schools through our Local Schools Partnership Programme, we aim to inspire young minds and support the next generation of leaders. BEE A Leader is one of several fun, interactive school workshops we run through the programme.

Our BEE Career Ready workshop serves as a first introduction for primary school pupils to think about the world of work and what jobs they might be interested in. Our volunteers bring along props that represent their jobs, such as uniforms or a piece of equipment.

Other workshops include: BEE a Sweet Entrepreneur, teaching pupils how to set up their own business; BEE Resilient, focusing on coping skills and confidence-building; and BEE the Best You Can, encouraging children to be mindful of how they

present themselves to others and recognise the importance of making a positive impact.

In 2024, 785 schoolchildren took part in 16 BEE workshops and many more pupils in local boroughs took part in our broader World of Work skills-building sessions.



“

Having Thomas, the CEO of Heathrow, visit our primary school was a great experience. His genuine interest in the pupils' learning and his encouragement left a lasting impression on everyone. It was inspiring to see such a prominent leader engage so warmly with our school community, highlighting the importance of nurturing future generations. Thomas was able to see firsthand the work Heathrow's Community Engagement team do with our school. This ranged from taking part in a Business Enterprise workshop to seeing the work of the Rangers in the grounds and some of the equipment that has been donated.”

ELEESA DOWDING

Headteacher, Harmondsworth Primary School

INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT

Equality, diversity and inclusion are central to Heathrow’s identity as a gateway to the world and a pillar of our community. We want to attract and retain diverse talent by fostering an inclusive culture where every one of our colleagues can thrive with us and feel that they belong.

GOAL



Reflect the diversity of our local community at all levels of the business (49% female and 39.9% ethnicity representation by 2030)

Status

Replaced

Progress in 2024
We have replaced this goal to shift our focus to enhancing inclusion to help us make Heathrow an employer of choice for diverse talent (see to the right). This, in turn, will support our efforts to attract and retain diverse colleagues and help us ensure our workforce reflects our local community.

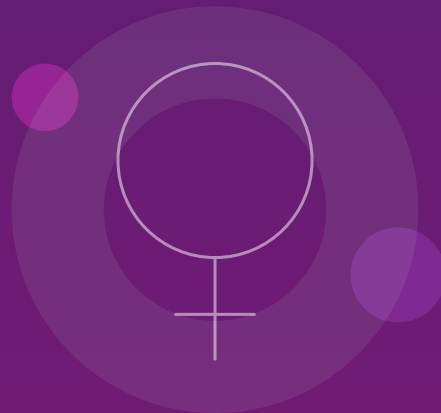
At least 80% agree that Heathrow is inclusive for all colleagues by 2030

New goal

More work to do

Progress in 2024
Our new goal focuses on deepening our inclusive culture to ensure that every individual working for us can thrive and feel they belong. In our latest pulse survey in November 2024, 66% of colleagues agreed that Heathrow is inclusive for all colleagues (down from 70% in March 2024) and we aim to increase this to 80% by 2030.

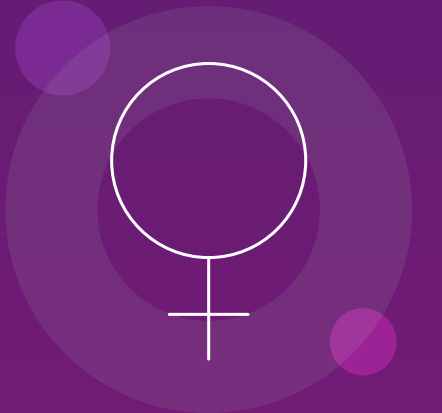
TARGETS



At least **43% female colleagues at senior levels** by 2026

Replaced

Progress in 2024
At the end of 2024, 38.6% of colleagues at senior levels were female, a decrease from 39.8% in 2023¹. Our previous target of 43% by 2026 was set during a period of high turnover and new hiring. We have now extended this to 2030, with an interim target of 41% by 2026, which is still challenging but more achievable in the context of lower staff turnover.



At least **41% female colleagues at senior levels (Exec-Band C)** by 2026 and 43% by 2030

Target revised

More work to do



At least **27% Black, Asian and Minority Ethnic colleagues at senior levels** by 2026

Replaced

Progress in 2024
At the end of 2024, 21.7% of colleagues at senior levels identified as Black, Asian and Minority Ethnic, an increase from 20.1% in 2023. We have replaced our previous target of 27% by 2026 with new targets that are still challenging but more achievable in the context of lower staff turnover.



At least **22% Black, Asian and Minority Ethnic colleagues at senior levels (Exec-Band C)** by 2026 and 23% by 2030

Target revised

On track

¹ Based on information gathered from right to work documentation.

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT

Fostering an inclusive culture through training

Every one of our colleagues has an important part to play in helping us build an inclusive culture at Heathrow, whatever their role is in the business.

Our Right Where I Belong training programme is designed to help them do their part. The interactive online training starts by sharing stories that bring to life people's everyday experiences and explains our ambition for an inclusive Heathrow. It goes on to help colleagues explore the types of actions they can take in their daily jobs and interactions at work to build a place where everyone feels like they belong.

Participants are taken through situations where it's important to be an ally, hold each other accountable and celebrate our differences. To complete the training, colleagues are asked to commit to personal goals and actions, and we encourage them

to share these commitments with their line managers to help keep them accountable.

More than 6,750 of our colleagues have completed this mandatory training since we began rolling it out in 2023. Feedback has been highly positive with an average rating of 4.7 out of 5 and many positive comments (see quotes adjacent). The impact of the training was recognised externally in 2024. It was shortlisted by both The Learning Technology Awards and the Learning and Performance Institute Awards.

Culture change starts at the top of the organisation. In 2024, we introduced training specifically for senior leaders with 116 team directors and heads (colleague Bands A and B) participating in tailored spotlight sessions on equality, diversity and inclusion.

These in-depth workshops cover topics including how diversity improves business performance, how to recognise unconscious bias and microinequities, and how to be an inclusive leader. At the end of the session, participants pledged to take action – from calling out non-inclusive behaviour to pursuing proactive diverse recruitment for their team.

All 50 of the senior managers who provided feedback agreed the training was relevant to them and 82% agreed that the topics covered inspired them to think differently.



“

Fantastic interactive training. I found it interesting how you can save your answers...to add to your personal development plan to not forget and be accountable about them.”

COLLEAGUE

Heathrow Airport Limited

“

I thought the training was fantastic, really well put together and thought-provoking with some very helpful materials.”

COLLEAGUE

Heathrow Airport Limited

ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW

We connect our communities to the world of work through skills development, work experience, apprenticeships and opportunities to start careers with us. Our longstanding programmes support local employment and help us build a diverse pipeline of talented future colleagues.

GOAL



10,000 jobs, apprenticeships and early career opportunities by 2030 (from 2022)

Status



On track

Progress in 2024

We delivered 1,637 career opportunities in 2024, including roles with us and positions we brokered with Team Heathrow partners through the Heathrow Academy. This brings the total to 7,700 since 2022.

TARGETS



15,000 experience of work days by 2030 (from 2022)



Achieved

Progress in 2024

We have delivered 15,628 experience of work days – both in-person and virtual – since 2022, meeting our previous target of 15,000. Our new target focuses specifically on providing more in-person experience of work days for young people. Since 2022, we have provided 10,756 in-person experience of work days and we aim to reach 18,000 by 2030. We will also continue our digital work experience programmes, but these will no longer count towards our target total.



18,000 in-person experience of work days by 2030 (from 2022)



New target



On track



World of Work programmes available every year to children in all local boroughs



On track

Progress in 2024

We continued our partnerships with five primary schools close to the airport in 2024, as well as running skills workshops and innovation challenges for children in local boroughs.

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:
ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW

Helping young aviators soar

Many young people dream of careers in aviation. We are helping them on their way by partnering with Harrow, Richmond and Uxbridge Colleges (HRUC) to support their new Aviation Generation course.

Launched in September 2024 at the Heathrow Employment and Skills Academy, the two-year course is designed to help build the next generation of aviation talent. It's a level 3 qualification equivalent to three A levels that will prepare students for careers in aircraft engineering, operations and piloting straight out of secondary school.

Together with British Airways and other partners, we are helping HRUC bring the curriculum to life by immersing students in the daily realities of the airport, building their confidence and essential skills. They will learn from professionals how airlines

and aviation operators utilise their aircraft in day-to-day operations and gain knowledge of the latest industry practices, technology and sustainability efforts.

The inaugural class of 18 students are spending one day a week at the airport, taking lessons at the Heathrow Employment and Skills Academy, and meeting colleagues in a wide range of airport roles to inform their potential career paths. One student is already aspiring to a career as an air traffic controller (see quote adjacent).

The new course is empowering local people to gain the skills they need to start careers in aviation roles at Heathrow. It's also helping to address the aviation sector's growing need for skilled professionals by integrating specialised training into education.

“

The Aviation Generation course at HRUC is so amazing. I have grown up with family members really passionate about aviation and it has rubbed off. Studying from the Heathrow Employment and Skills Academy every week is a highlight. We look out onto the runway and can really immerse ourselves into Heathrow. I have been airside and met so many amazing people. I'm really excited about a future as an air traffic controller.”

NYSA

Aviation Generation student

“

Aviation Generation is a new movement that has been steered by the aviation industry in order to create and develop the future of the sector. Our students are seeing for themselves some of the incredible challenges, skills and innovations the industry has to offer.”

LIAM PLUMRIDGE

Head of Employability, HRUC



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www.heathrow.com/sustainability

Heathrow