

Heathrow CEO Leadership Group

Terms of Reference

1. Objective

The group will work collaboratively to improve the end-to-end passenger experience at Heathrow. This will include providing leadership on systemic changes that improve service quality and operational effectiveness, and also a forum to encourage senior level collaboration during disruption. The group is not a decision making body, but provides strategic input to inform decision making across Heathrow's many operations.

2. Out of scope

The group will not substitute existing consultation and decision making fora, regulatory or otherwise. The group will not provide or discuss information which is confidential, sensitive, price-related or related to present / future airline strategy.

3. Representation

CEOs of BAA, the three home carriers (representing network, long haul and short haul operators), the CAA and NATS. From time-to-time, other parties may be included either on an ad-hoc or permanent basis (e.g. ACL). To maintain effectiveness, participation will not be delegated.

4. Administration

The BAA CEO will act as Chairman and BAA will provide a secretariat. Agendas and minutes will be available on the BAA website.

5. Frequency

Quarterly face-to-face meetings of up to 2 hours (or more frequently and by telephone, if appropriate, in times of disruption).