

HEATHROW PERFORMANCE REPORT

Measures, Targets and Incentives - February 2026

Operational Planning
Printed: 06 Aug 2026



Heathrow

Heathrow Performance Report February 2026



Passenger Experience and Service Level Performance

	Target	T2	T3	T4	T5	LHR
Overall Satisfaction ¹	4.26	4.42	4.38	4.35	4.34	
Passenger Assistance Service - Overall Satisfaction ¹	4.00					4.14
Security Staff - Helpfulness and Attitude ¹	4.10	4.34	4.32	4.30	4.27	
Airport Staff - Helpfulness and Attitude ¹	4.36	4.38	4.38	4.34	4.34	
Ease of Access to Airport ^{1,2}	4.44					4.32
% of UK Population Within 3 Hours (and One Interchange)						31.49%
Customer Effort ¹	91.00%	94.60%	94.20%	94.75%	92.93%	
Cleanliness ¹	4.15	4.33	4.26	4.28	4.27	
Wayfinding ¹	4.20	4.37	4.33	4.34	4.31	
Wi-Fi ¹	4.10	4.22	4.21	4.26	4.08	
Enjoy My Time at the Airport ¹	80.50%	80.47%	79.63%	78.46%	78.33%	
Airport that Meets My Needs ¹	94.00%	95.14%	94.53%	92.66%	94.43%	
Feel Safe and Secure ¹	96.00%	99.01%	98.80%	98.63%	98.88%	
Immigration EEA	95.00%	99.80%	99.90%	99.95%	100.00%	
Immigration Non EEA	95.00%	97.24%	90.66%	98.72%	99.69%	
Security - CSA (QT < 5 minutes)	95.00%	97.90%	99.38%	99.43%	97.47%	
Security - CSA (QT < 10 minutes)	99.00%	99.94%	100.00%	100.00%	99.87%	
Security - Staff Search	95.00%	98.70%	97.95%	99.79%	99.27%	
Security - Transfer	95.00%	99.89%	99.69%	100.00%	98.93%	
	Target	CTA	Cargo	Eastside	T5	Southside
Security - Control Post	95.00%	96.90%	95.94%	98.49%	97.46%	97.58%

Notes:

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

² - Ease of Access to Airport is updated Quarterly

Service Level Performance

	Target	T2	T3	T4	T5	LHR
Lifts, Escalators, Travellators	99.00%	99.15%	99.08%	99.13%	99.38%	
FEGP	99.00%	99.96%	99.99%	99.98%	99.99%	
Jetties	99.00%	98.84%	99.81%	99.96%	99.94%	
PCA	99.00%	99.99%	100.00%		100.00%	
SEG	99.00%	99.98%	100.00%	99.98%	100.00%	
Check-In Infrastructure	98.00%	99.00%	99.03%	98.80%	98.63%	
Hygiene Testing - Amber Tests Resolved in 12 hours	100.00%	100.00%	100.00%	100.00%	100.00%	
Hygiene Testing - Red Tests Resolved in 2 hours	100.00%	100.00%	100.00%	100.00%	100.00%	
TTS - One Car	99.00%				99.86%	
TTS - Two Car	97.00%				99.16%	
Arrivals Reclaim	99.00%	99.58%	99.59%	99.69%	99.79%	
Baggage System Delivery	98.00%	99.14%	99.30%	99.54%	99.37%	
Baggage Misconnect Rate						12.40
Runway Operational Resilience	0.00					0.00
Stands	99.00%	99.79%	99.86%	99.73%	99.70%	
Pier Service ¹	95.00%	99.39%	98.22%	99.98%		
Airport Arrivals Management	10.00					8.00
Airport Departures Management	30.00					25.00
Departure Punctuality	80.50%					84.57%
Passenger Injuries ¹						7.63
Carbon Emissions						19.4mT

Notes:

- Eastside Contol Post performance improved following approval of the alleviation.
- T3 stands performance also improved following approval of the alleviation.

Heathrow Performance Report February 2026



Financial Report - Rebates and Bonus

Rebates:

	Feb-26					YTD	
	T2	T3	T4	T5	Other	Estimated Rebate	Total Failures
Security Staff - Helpfulness and Attitude	✓	✓	✓	✓		£0.00	0
Cleanliness	✓	✓	✓	✓		£0.00	0
Wayfinding	✓	✓	✓	✓		£0.00	0
Wi-Fi	✓	✓	✓	✗		£304,630.45	2
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	✓	✓	✓		£0.00	0
Security - Staff Search	✓	✓	✓	✓		£0.00	0
Security - Transfer	✓	✓	✓	✓		£0.00	0
Security - Control Post					✓	£0.00	0
Lifts, Escalators, Travellators	✓	✓	✓	✓		£0.00	0
FEGP	✓	✓	✓	✓		£0.00	0
Jetties	✗	✓	✓	✓		£168,212.71	1
PCA	✓	✓		✓		£0.00	0
SEG	✓	✓	✓	✓		£0.00	0
Check-In Infrastructure	✓	✓	✓	✓		£0.00	0
Hygiene Testing	✓	✓	✓	✓		£0.00	0
TTS				✓		£0.00	0
Arrivals Reclaim	✓	✓	✓	✓		£0.00	0
Runway Operational Resilience					✓	£0.00	0
Stands	✓	✓	✓	✓		£0.00	0
Pier Service	✓	✓	✓	✓		£0.00	0
Total						£472,843.16	3

Bonuses:

	Feb-26						YTD	
	Lower Threshold	Upper Threshold	T2	T3	T4	T5	Estimated Bonus	Total Pass
Cleanliness	4.35	4.65	4.33	4.26	4.28	4.27	£0.00	0
Wayfinding	4.40	4.70	4.37	4.33	4.34	4.31	£0.00	0
Security - CSA (QT < 5 minutes)	97.00%	99.00%	97.90%	99.38%	99.43%	97.47%	£235,635.95	2
Security - Transfer	97.00%	99.00%	99.89%	99.69%	100.00%	98.93%	£322,537.16	2
Total							£558,173.11	4

Credit Notes:

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

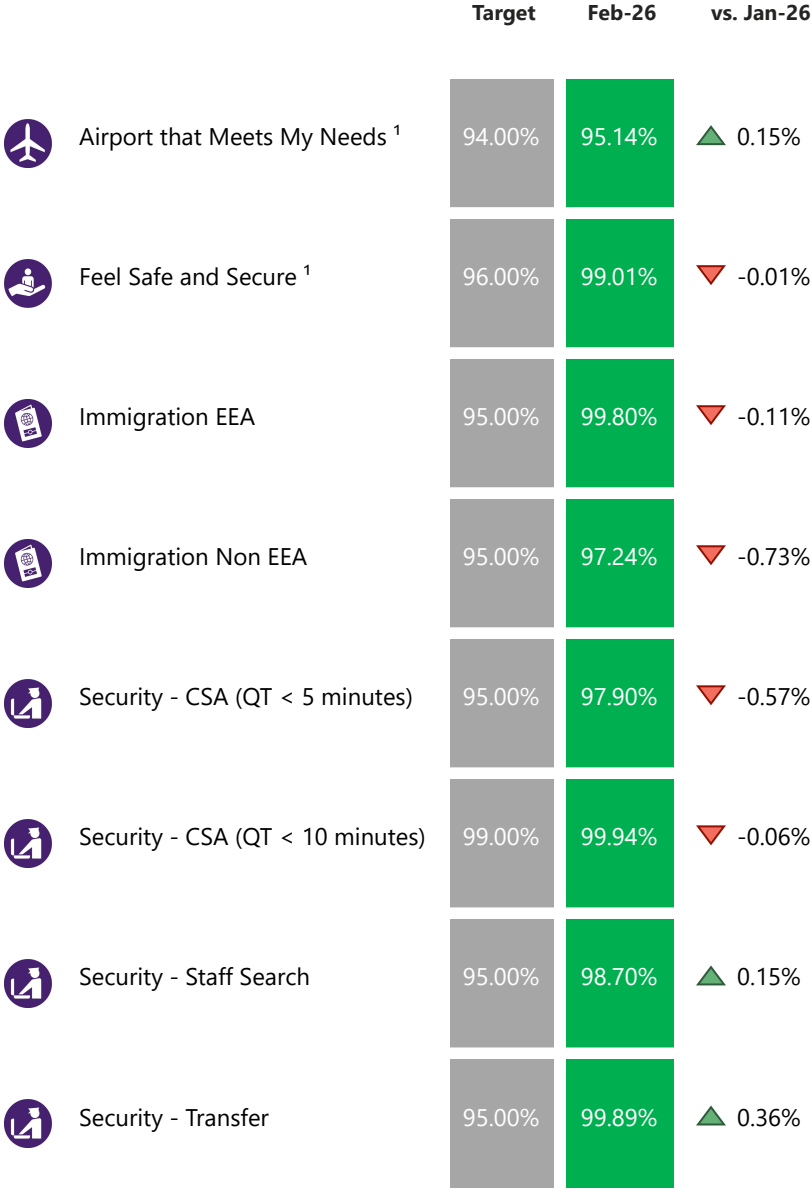
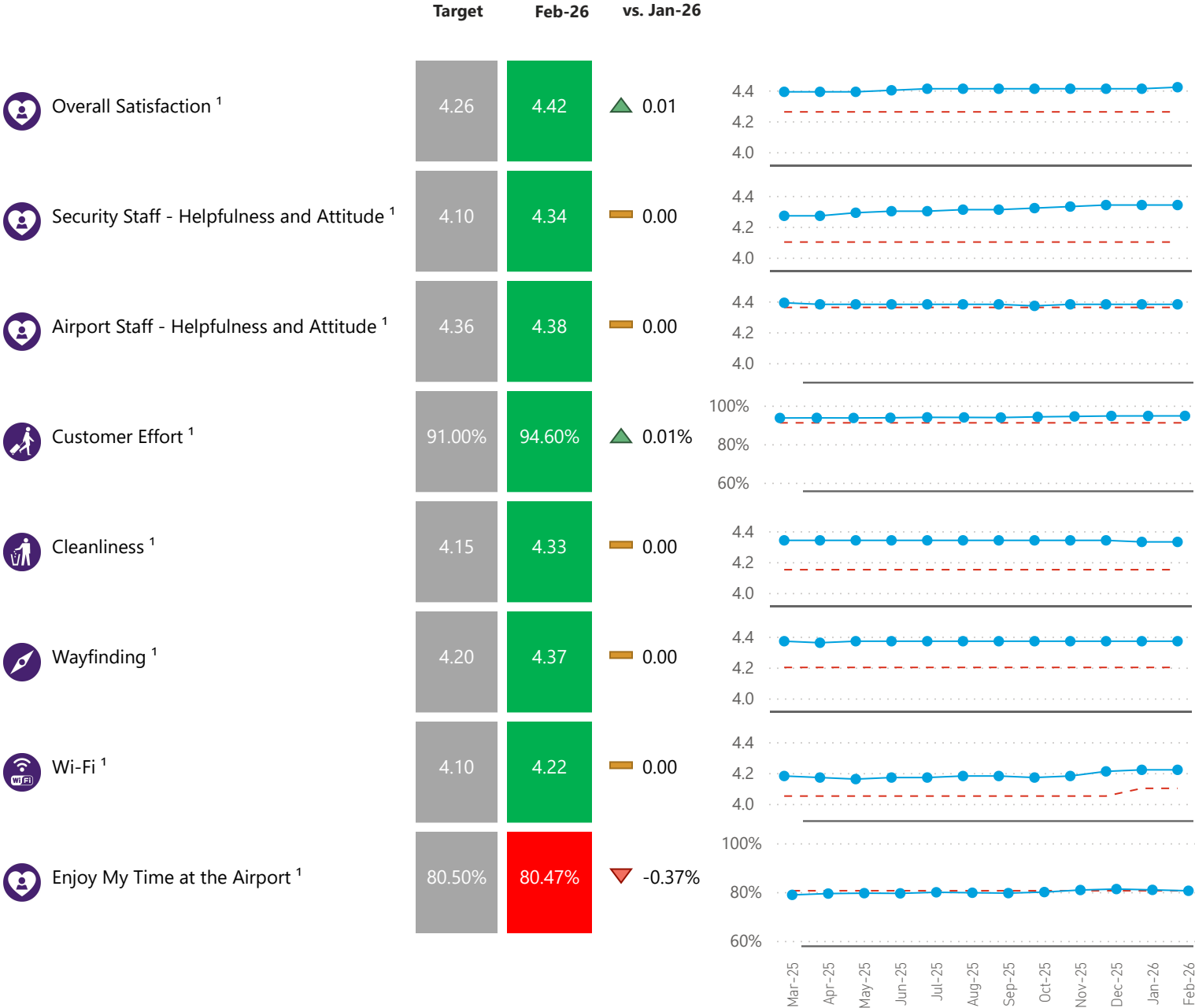
Notes:

Bonus:

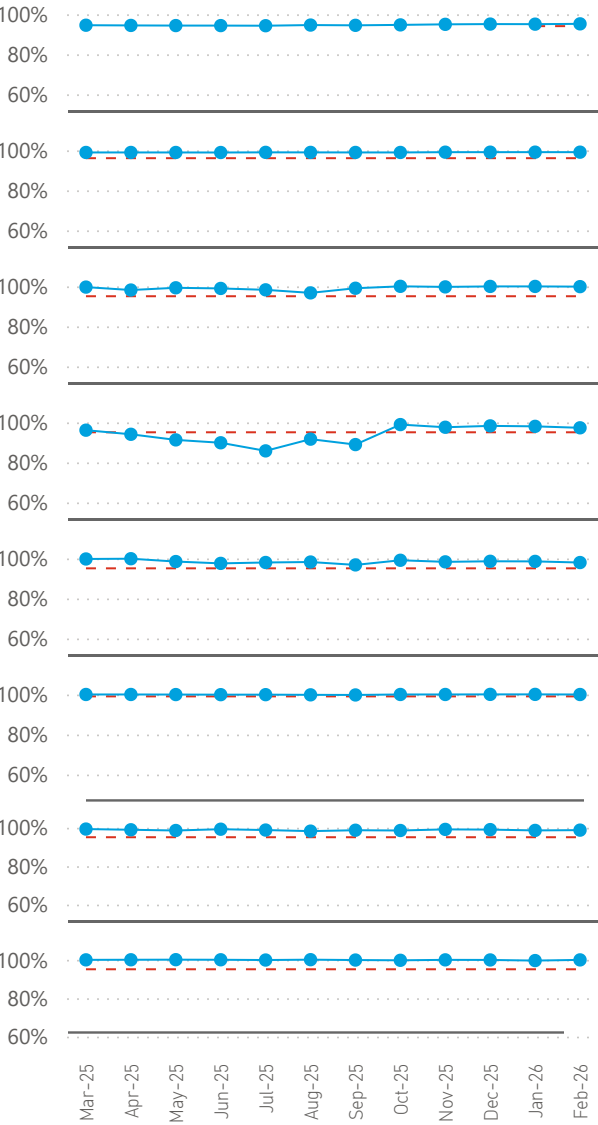
- All business units must exceed Lower Threshold
- Financial year is from January 2026 - December 2026

Terminal 2 Performance Report February 2026

Passenger Experience and Service Level Performance



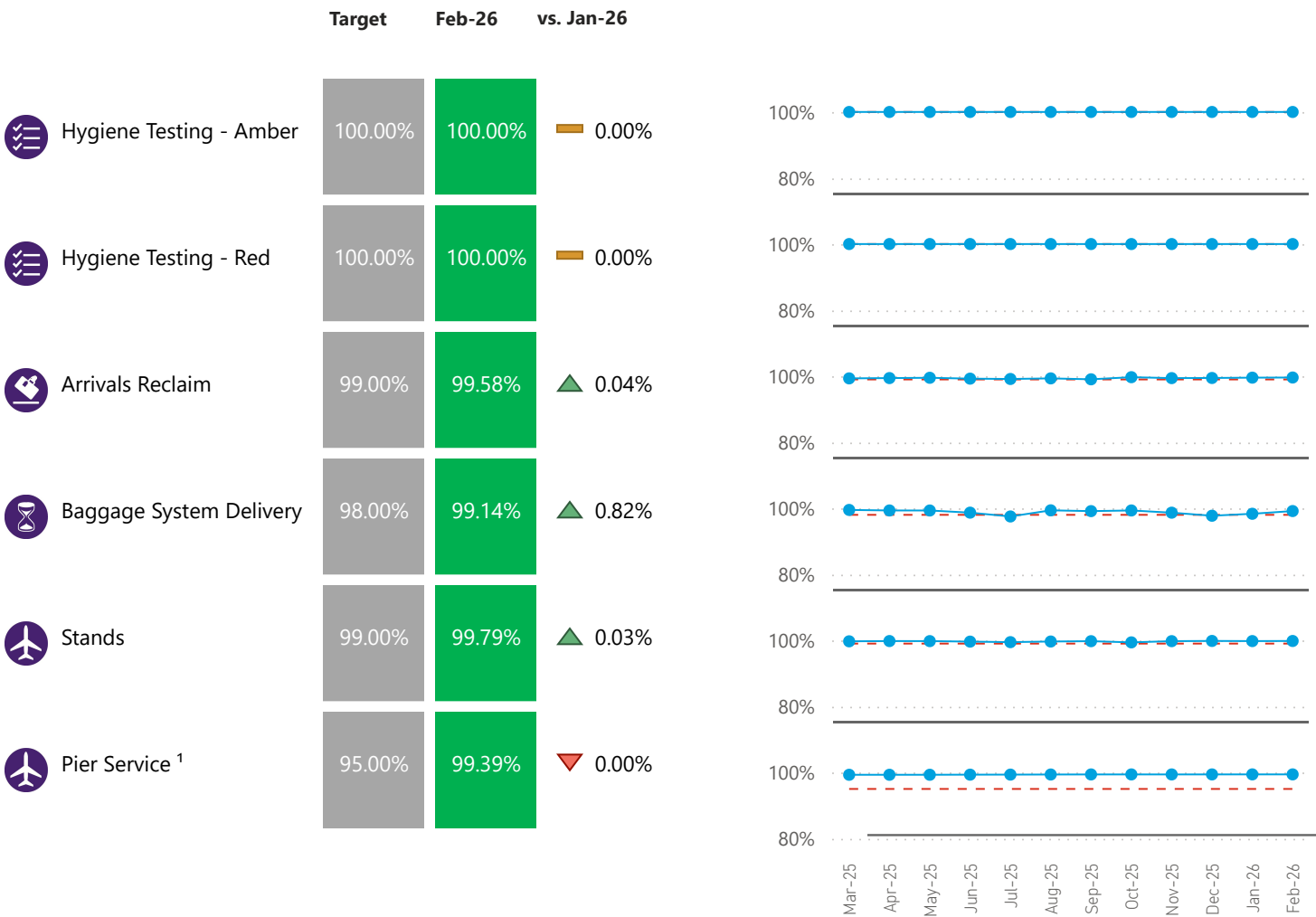
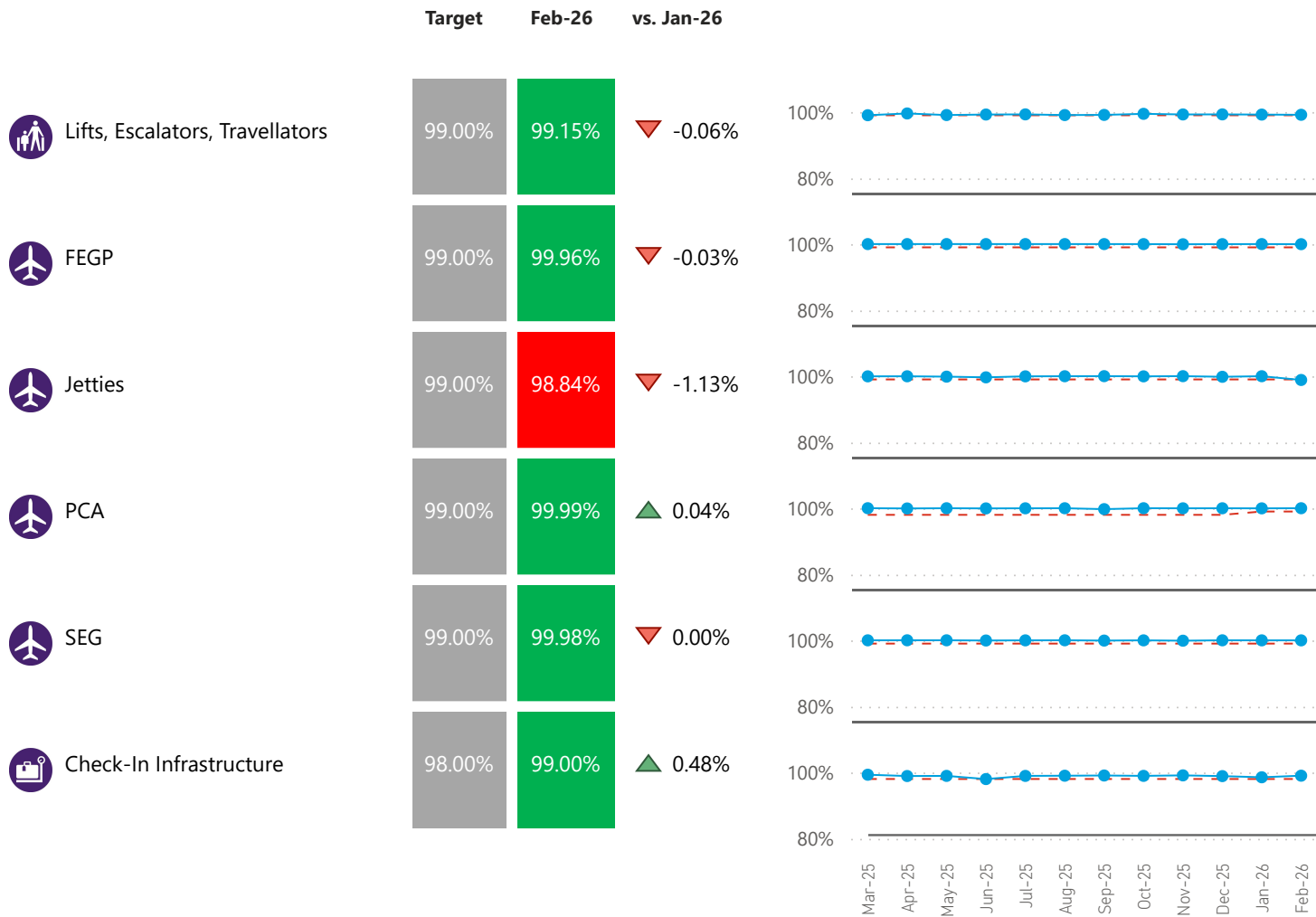
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Notes:

Terminal 2 Performance Report February 2026

Service Level Performance



Heathrow

Notes:

Terminal 2 Performance Report February 2026

Financial Report - Rebates and Bonus

Classification: Public



Rebates:

	Feb-26	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✗	£168,212.71	£168,212.71	1
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£168,212.71	£168,212.71	1

Bonuses:

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

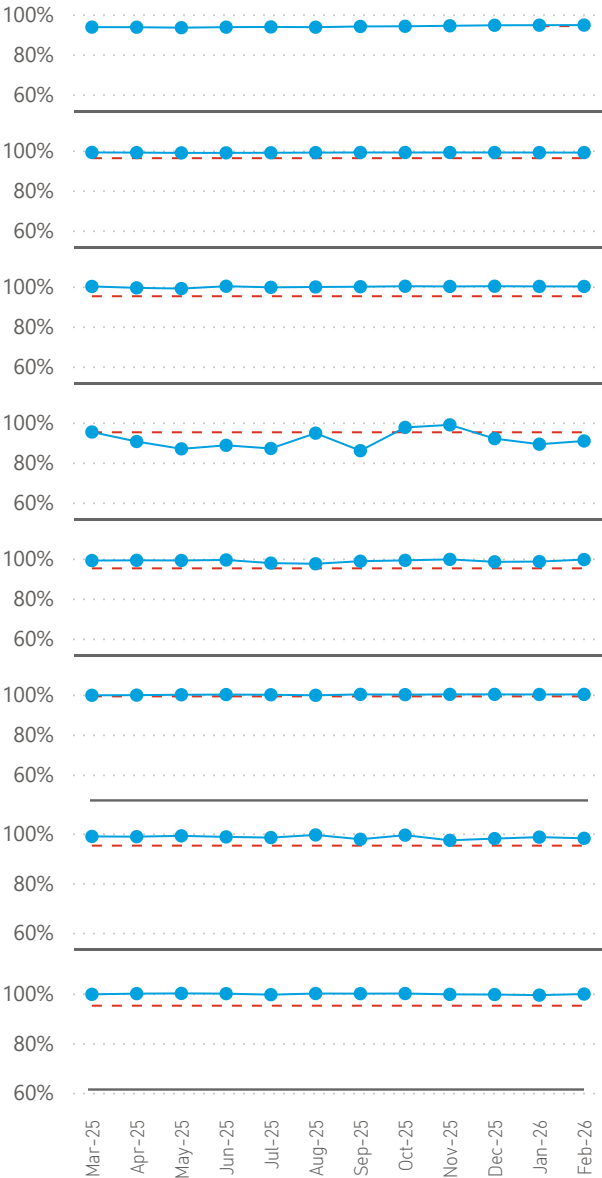
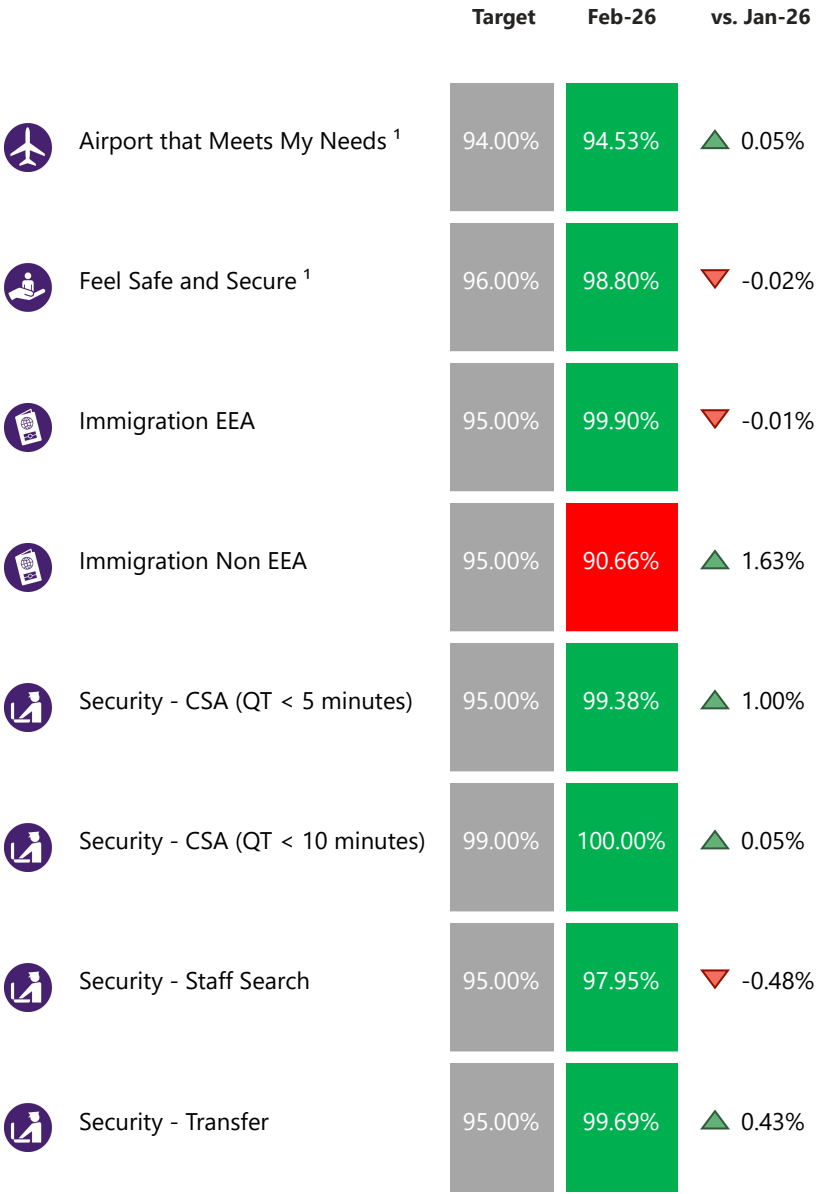
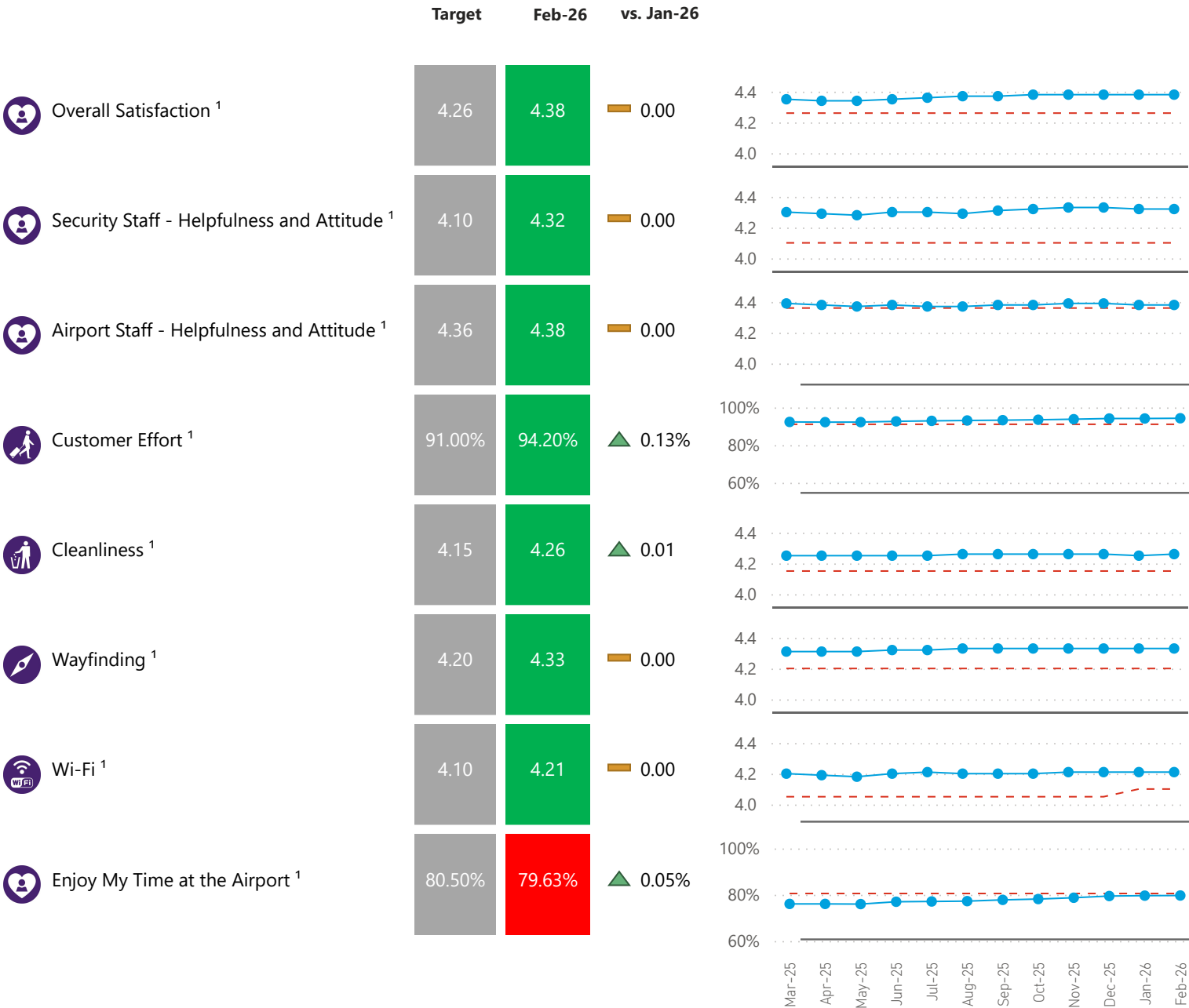
Credit Notes:

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

Financial year is from January 2026 - December 2026

Terminal 3 Performance Report February 2026

Passenger Experience and Service Level Performance

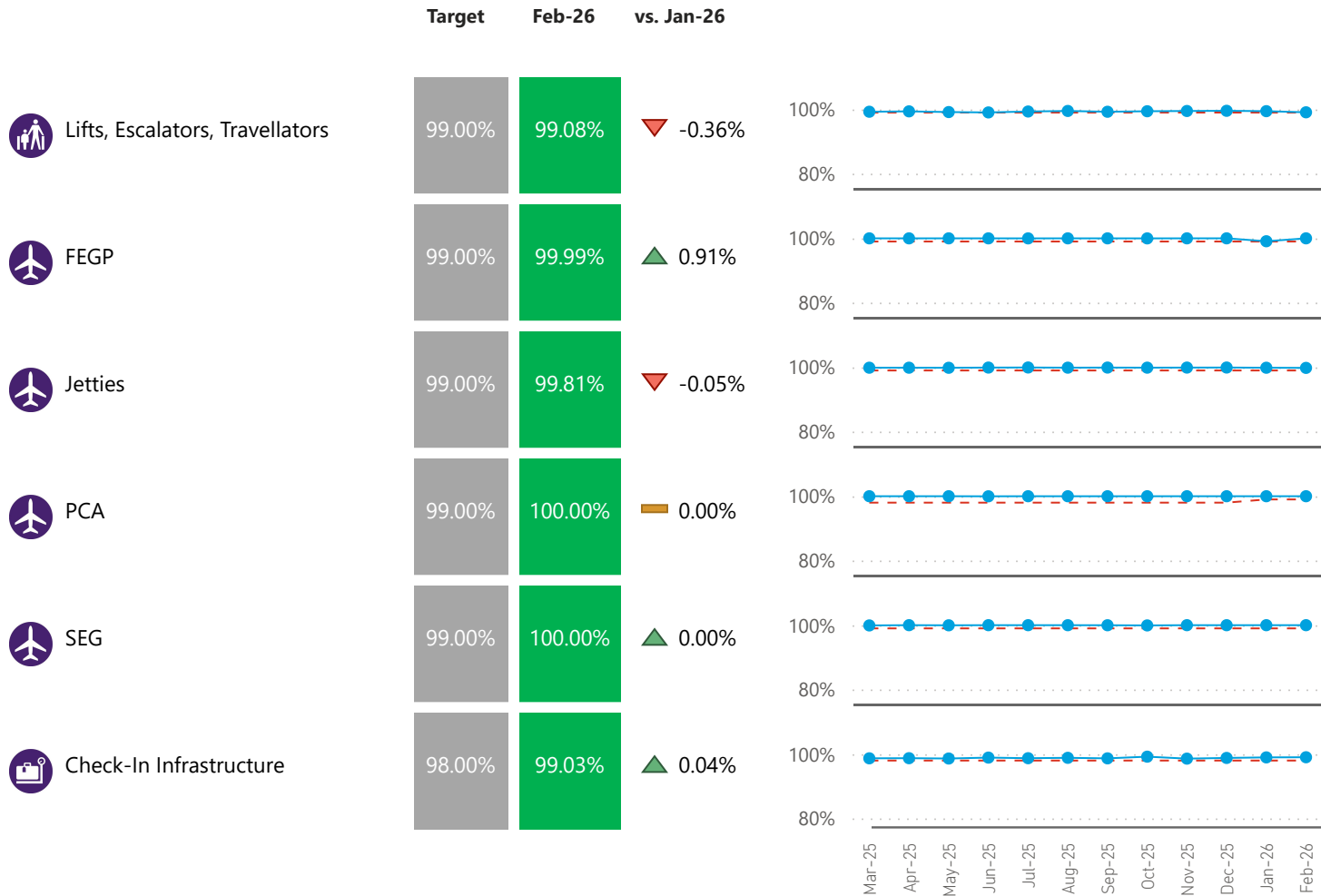


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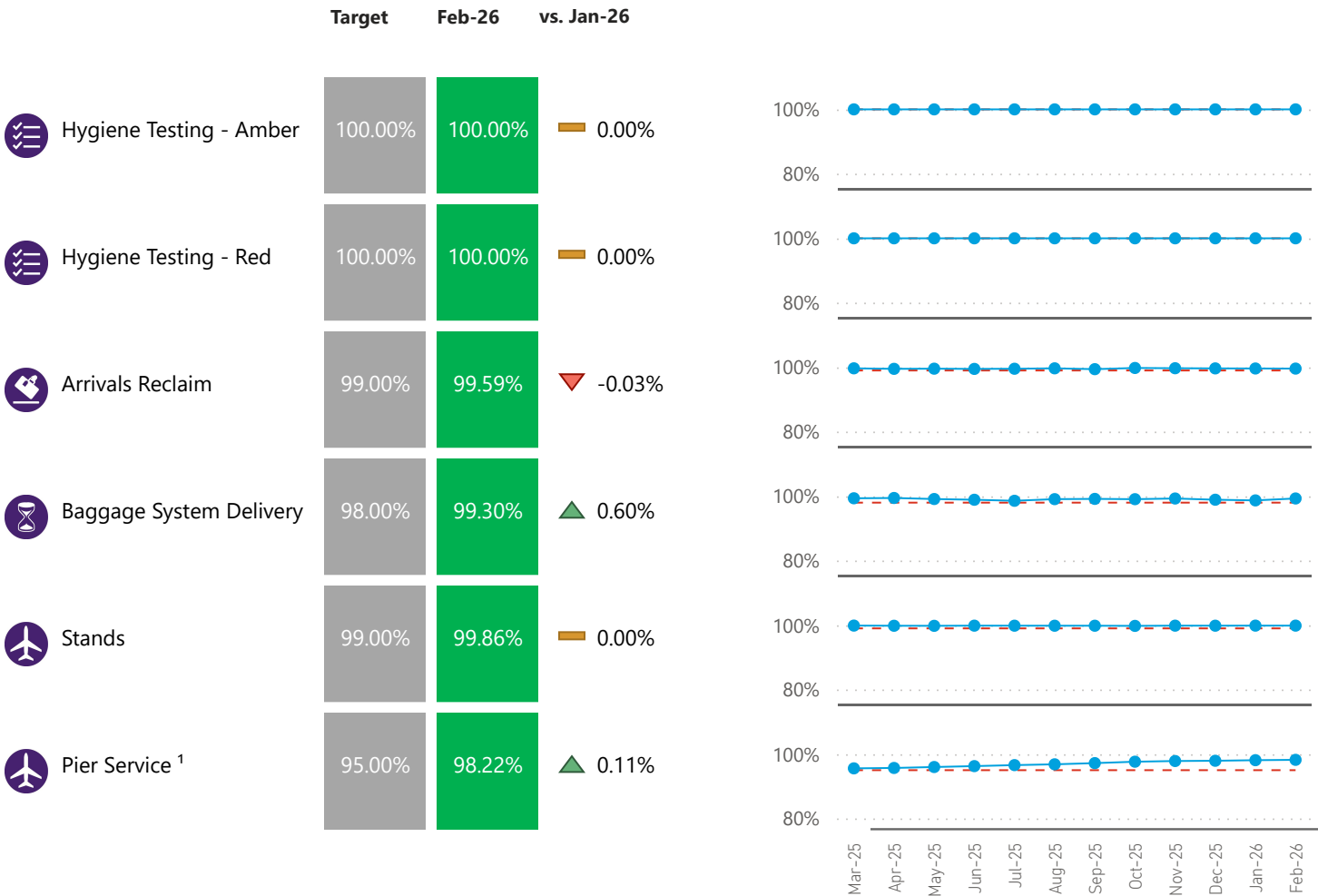
Notes:

Terminal 3 Performance Report February 2026

Service Level Performance



Notes:



Notes:

Heathrow

Terminal 3 Performance Report February 2026

Financial Report - Rebates and Bonus

Classification: Public



Rebates:

	Feb-26	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£0.00	£0.00	0

Bonuses:

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

Credit Notes:

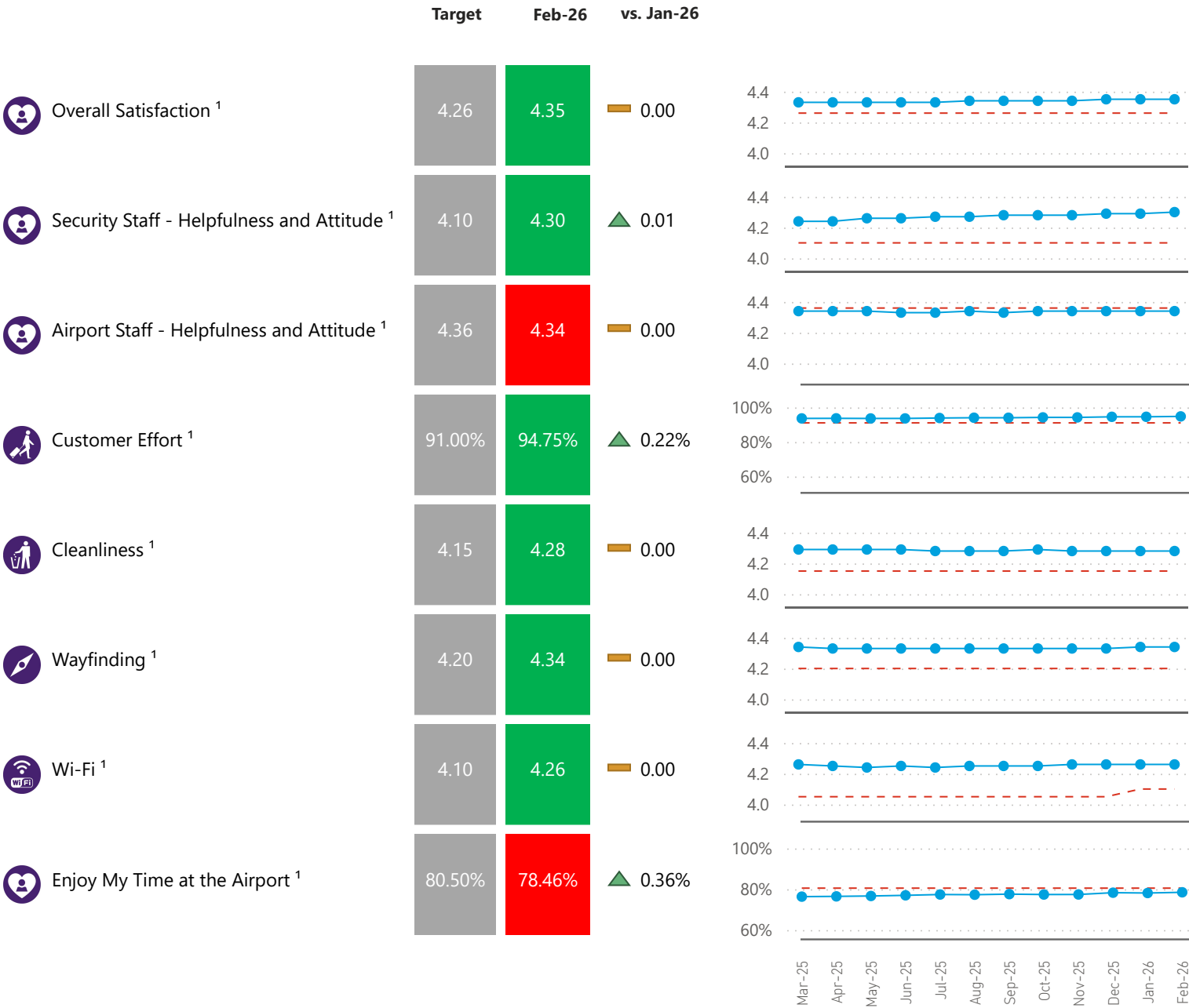
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2026 - December 2026

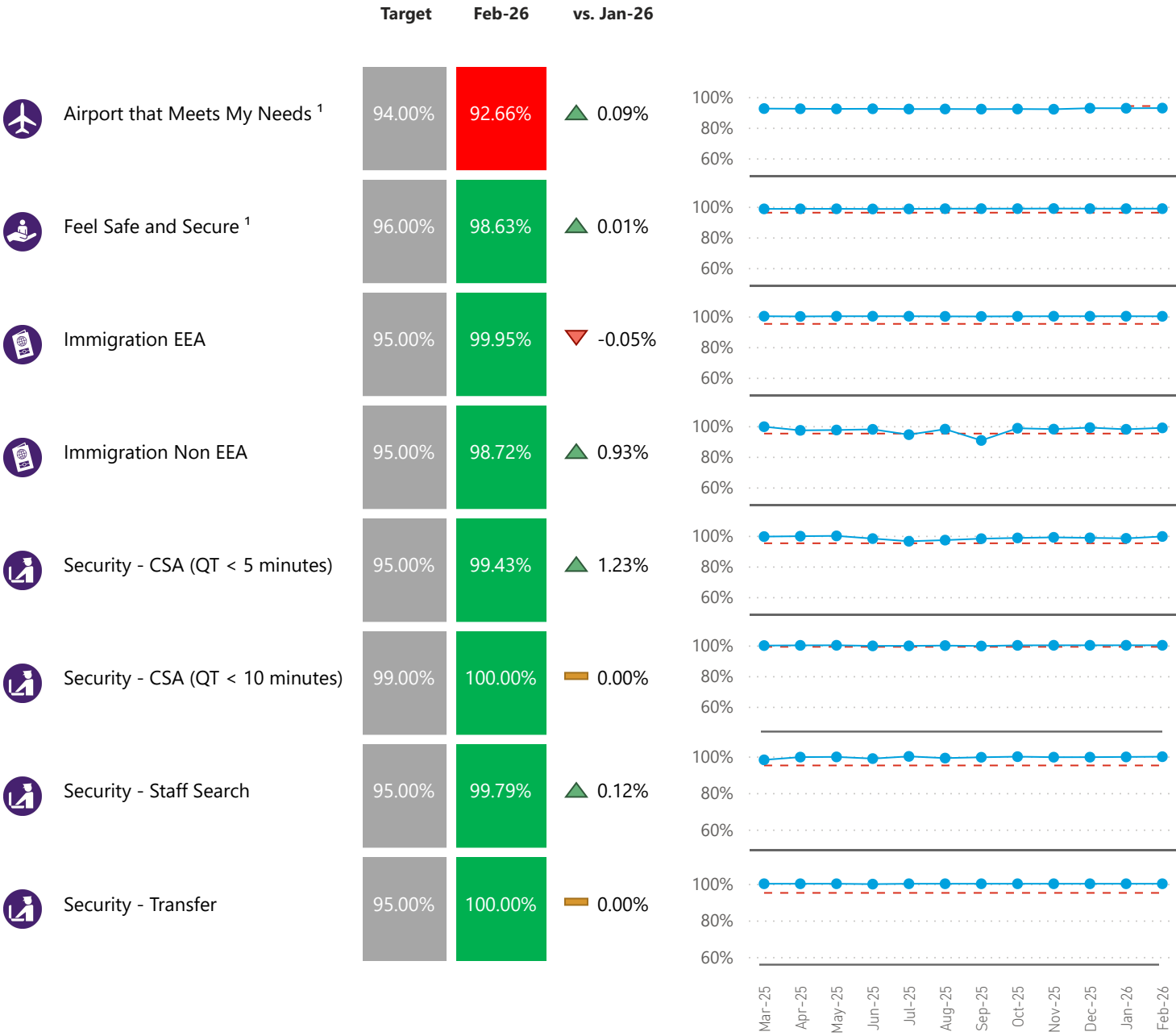
Notes:

Terminal 4 Performance Report February 2026

Passenger Experience and Service Level Performance



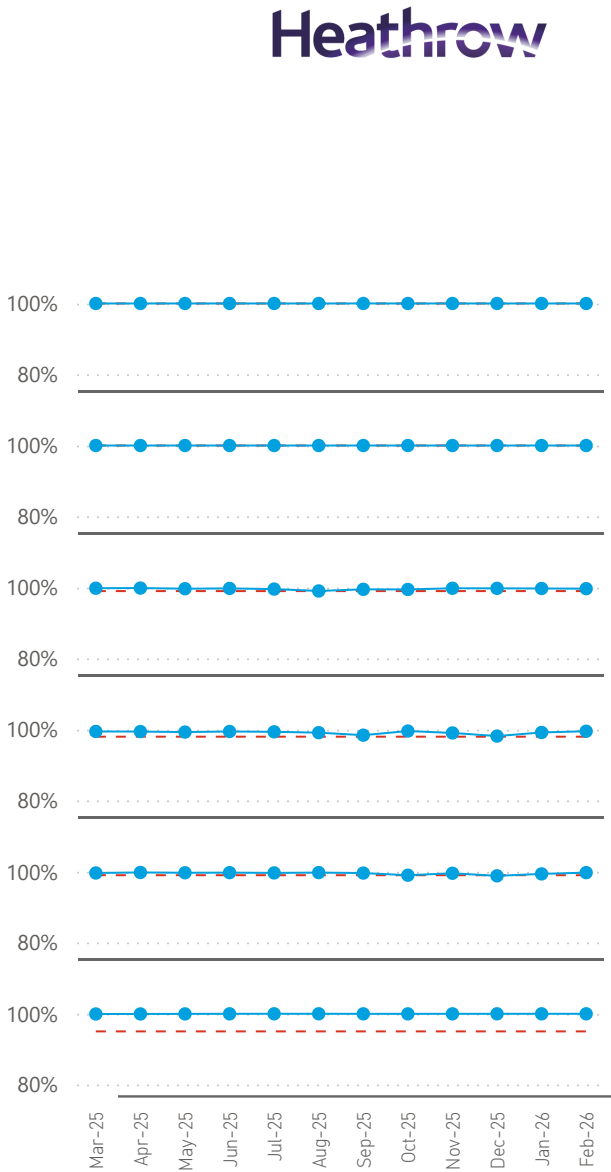
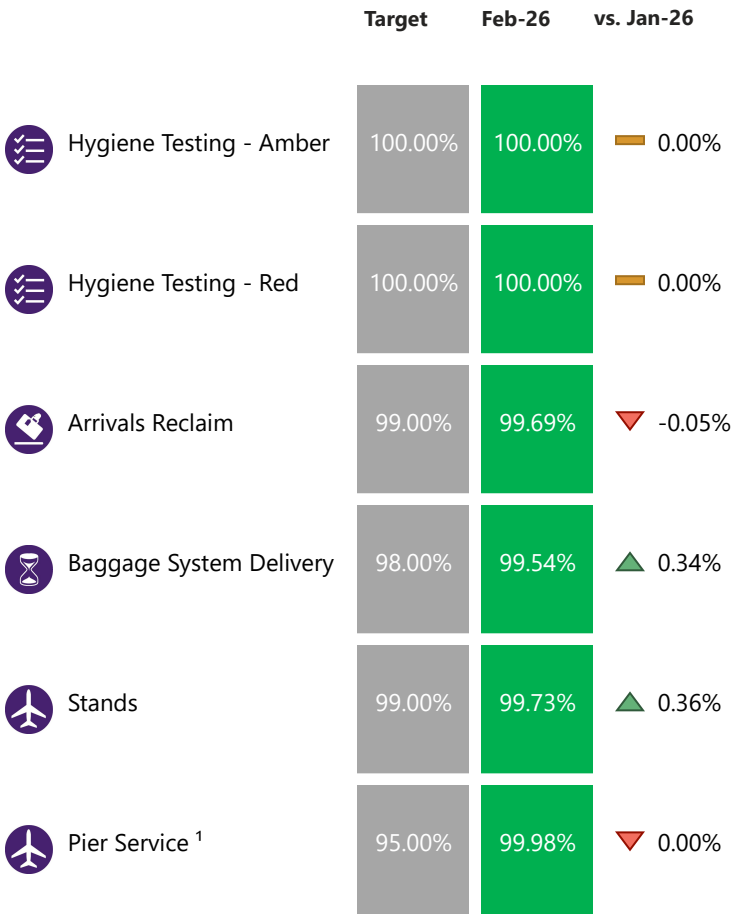
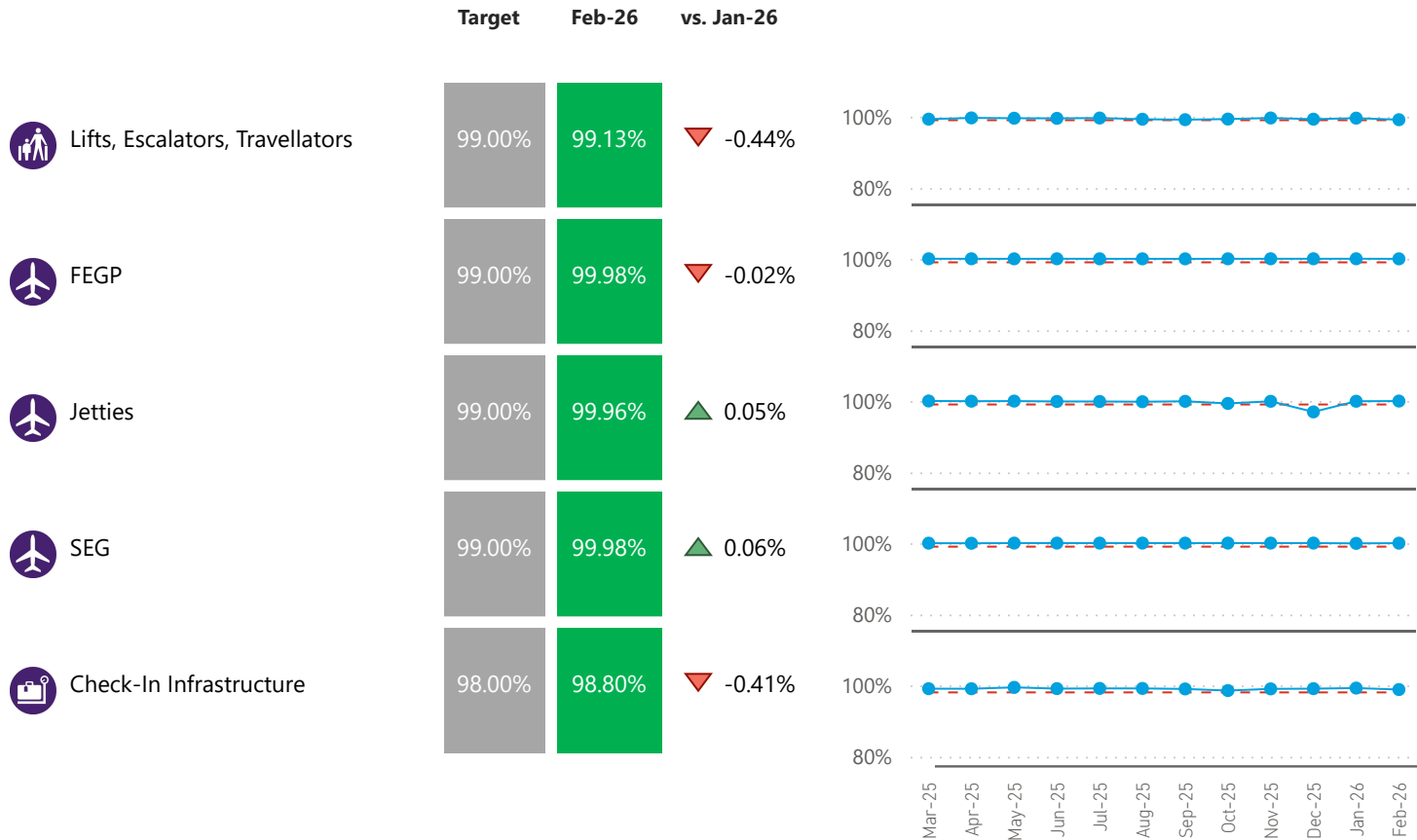
Notes:



Heathrow

Terminal 4 Performance Report February 2026

Service Level Performance



Notes:

Terminal 4 Performance Report February 2026

Financial Report - Rebates and Bonus

Classification: Public



Rebates:

	Feb-26	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✓	£0.00	£0.00	0
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£0.00	£0.00	0

Bonuses:

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

Credit Notes:

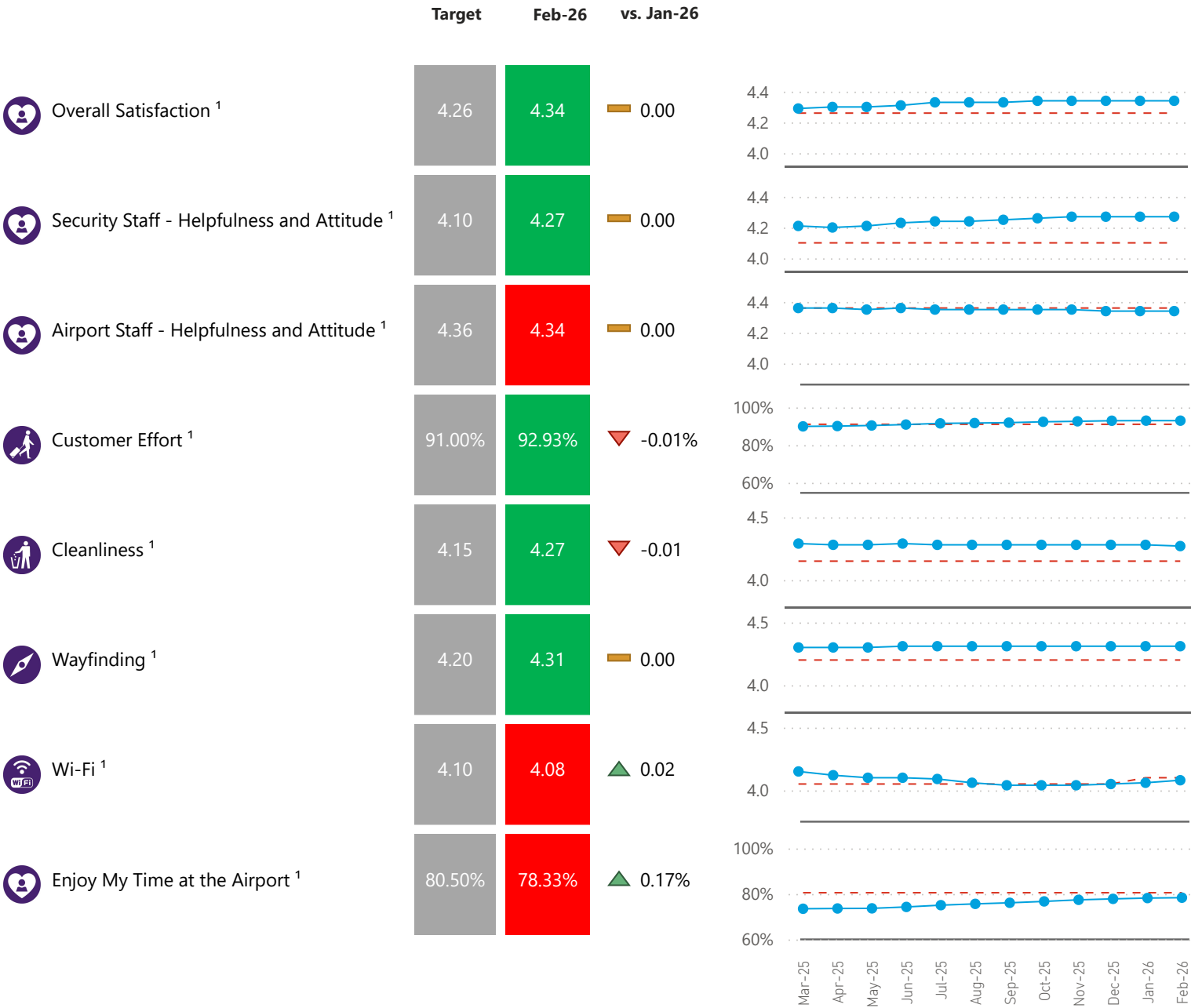
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2026 - December 2026

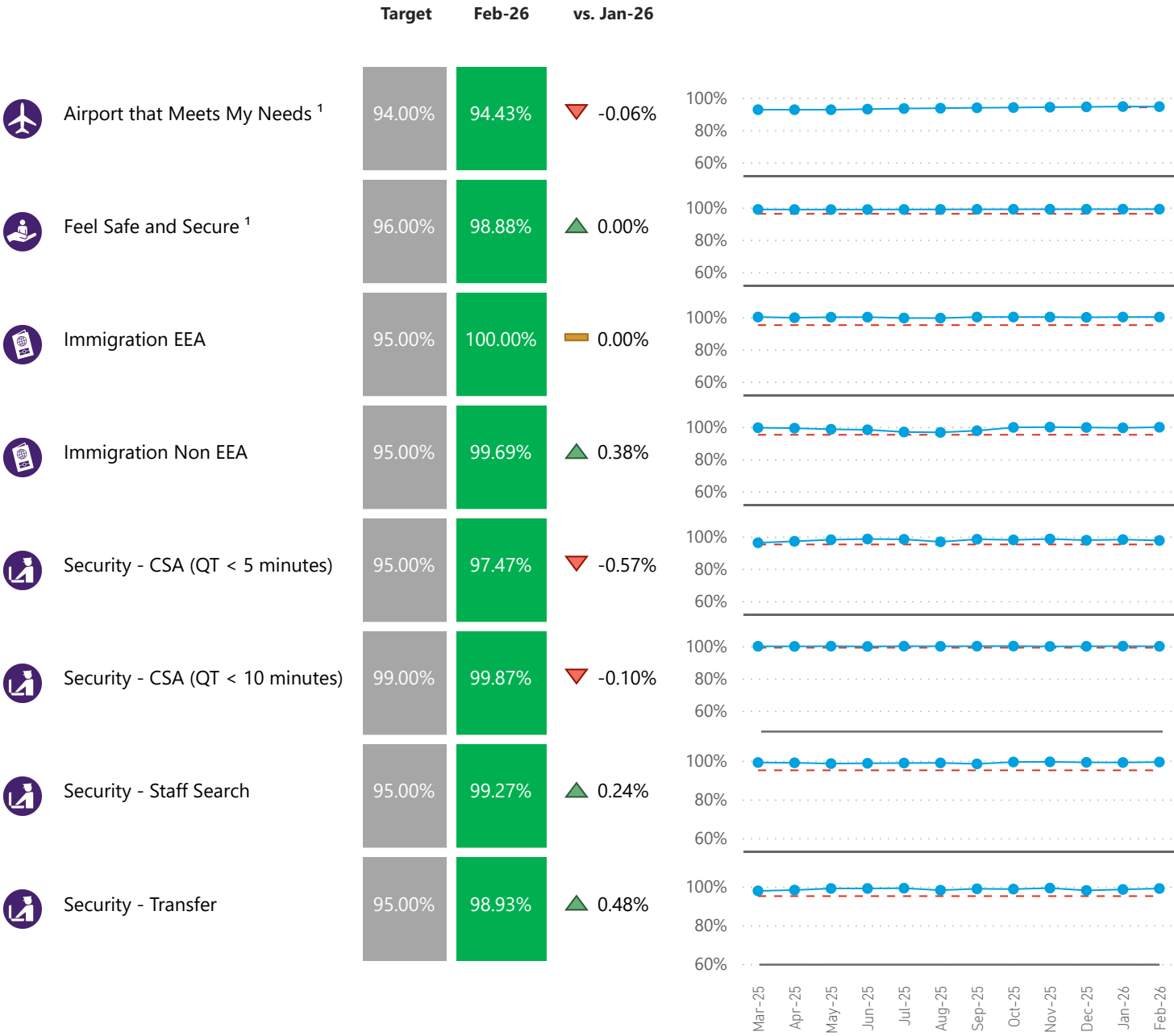
Notes:

Terminal 5 Performance Report February 2026

Passenger Experience and Service Level Performance



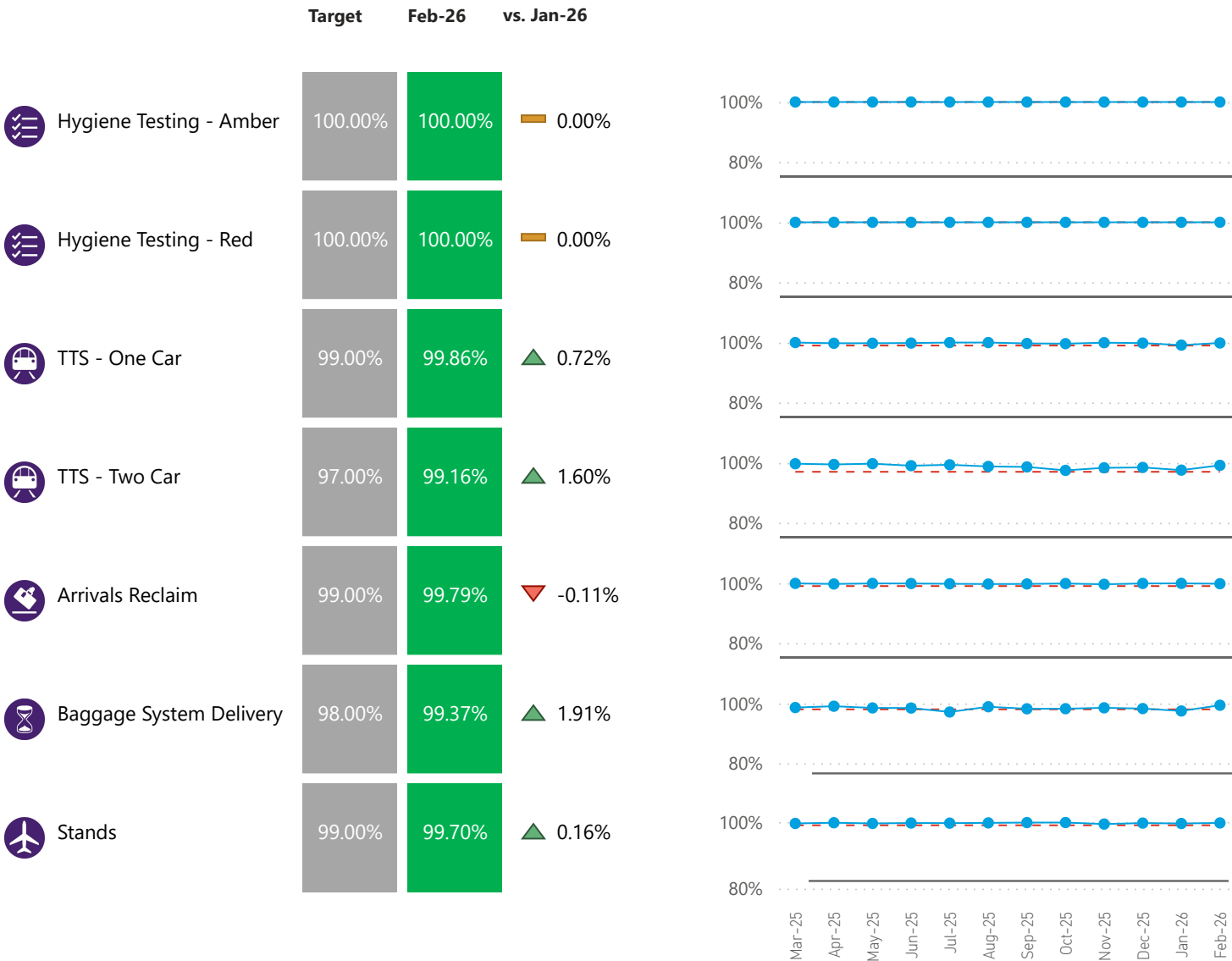
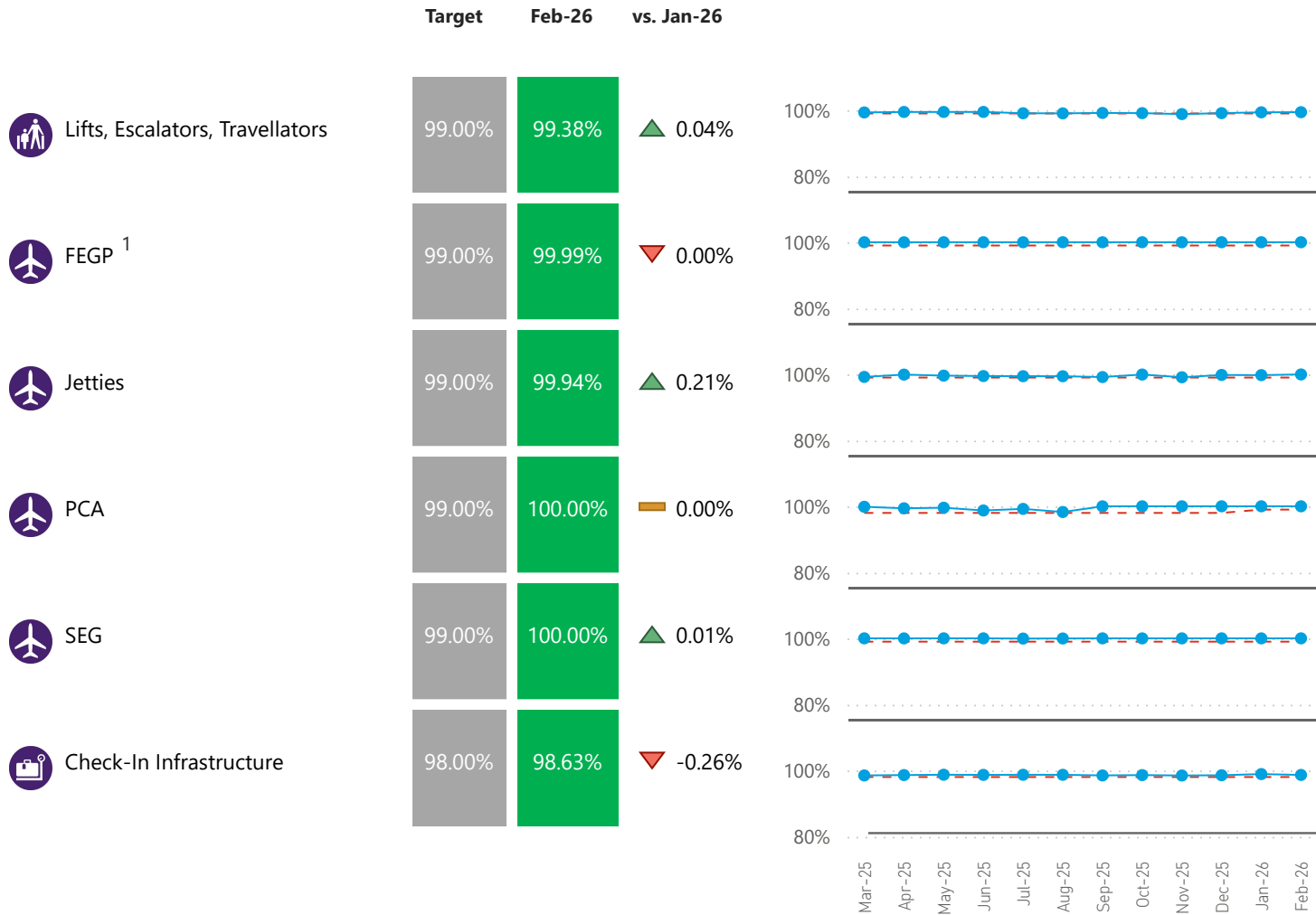
Notes:



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Terminal 5 Performance Report February 2026

Service Level Performance



Heathrow

Notes:

Terminal 5 Performance Report February 2026



Financial Report - Rebates and Bonus

Rebates:

	Feb-26	Year-to-Date		
	Target Achieved	Estimated Rebate	Estimated Rebate	Number of Failures
Security Staff - Helpfulness and Attitude	✓	£0.00	£0.00	0
Cleanliness	✓	£0.00	£0.00	0
Wayfinding	✓	£0.00	£0.00	0
Wi-Fi	✗	£304,630.45	£609,260.90	2
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£0.00	0
PCA	✓	£0.00	£0.00	0
SEG	✓	£0.00	£0.00	0
Check-In Infrastructure	✓	£0.00	£0.00	0
Hygiene Testing	✓	£0.00	£0.00	0
TTS	✓	£0.00	£0.00	0
Arrivals Reclaim	✓	£0.00	£0.00	0
Stands	✓	£0.00	£0.00	0
Pier Service	✓	£0.00	£0.00	0
Total		£304,630.45	£609,260.90	2

Bonuses:

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

Credit Notes:

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

Financial year is from January 2026 - December 2026

Passenger Experience and Service Level Performance

Measure	Info
 Overall Satisfaction	Passenger satisfaction (out of 5)
 Passenger Assistance Service - Overall Satisfaction	Passenger satisfaction (out of 5)
 Security Staff - Helpfulness and Attitude	Passenger satisfaction (out of 5)
 Airport Staff - Helpfulness and Attitude	Passenger satisfaction (out of 5)
 Ease of Access to Airport	Passenger satisfaction (out of 5)
 % of UK Population Within 3 Hours (and One Interchange)	% of UK population who live within 3 hours (and one interchange) of Heathrow by public transport
 Customer Effort	% of passengers agreeing that their journey through Heathrow was easy
 Cleanliness	Passenger satisfaction (out of 5)
 Wayfinding	Passenger satisfaction (out of 5)
 Wi-Fi	Passenger satisfaction (out of 5)
 Enjoy My Time at the Airport	% of passengers agreeing that they enjoy their time at the airport
 Airport that Meets My Needs	% of passengers agreeing that the airport met their needs
 Feel Safe and Secure	% of passengers agreeing that they felt safe and secure at the airport
 Immigration EEA	% of passengers queueing < 25 minutes
 Immigration Non EEA	% of passengers queueing < 45 minutes
 Security - CSA (QT < 5 minutes)	Queue Times < 5 minutes
 Security - CSA (QT < 10 minutes)	Queue Times < 10 minutes
 Security - Staff Search	Queue Times < 10 minutes
 Security - Transfer	Queue Times < 10 minutes
 Security - Control Post	Queue Times < 15 minutes

Service Level Performance

Measure	Info
 Lifts, Escalators, Travellators	Availability for use
 FEGP	Availability of Fixed Electrical Ground Power
 Jetties	Availability of Air-bridges
 PCA	Availability of Pre-Conditioned Air
 SEG	Availability of Stand Entry Guidance
 Check-In Infrastructure	Availability for use
 Hygiene Testing - Amber Tests Resolved in 12 hours	% of amber tests resolved in 12 hours
 Hygiene Testing - Red Tests Resolved in 2 hours	% of red tests resolved in 2 hours
 TTS - One Car	Track Transit System - % time one car available
 TTS - Two Car	Track Transit System - % time two cars available
 Arrivals Reclaim	Availability of arrivals baggage carousels
 Baggage System Delivery	% of bags delivered to make up area > 30 mins from intended flight departure
 Baggage Misconnect Rate	Number of bags per 1,000 passengers that miss intended departing flight
 Runway Operational Resilience	Availability of Runway - Maximum cumulative movements deferred each day
 Stands	Availability of stands
 Pier Service	% of passengers accessing a pier served stand
 Airport Arrivals Management	Average time for aircraft to reach stand
 Airport Departures Management	Average time between start request time and take off time
 Departure Punctuality	% of flights off chocks within 15 minutes
 Passenger Injuries	Number of passengers/million passengers that are injured while travelling through the airport
 Carbon Emissions	Total carbon emissions (sum of Scope 1, Scope 2 and Scope 3) in Regulatory Year t as Tonnes CO ₂ equivalent per year

Heathrow