

HEATHROW PERFORMANCE REPORT

Measures, Targets and Incentives - March 2026

Operational Planning
Printed: 19 Aug 2026



Heathrow

Heathrow Performance Report March 2026



Passenger Experience and Service Level Performance

	Target	T2	T3	T4	T5	LHR
Overall Satisfaction ¹	4.26	4.41	4.38	4.36	4.34	
Passenger Assistance Service - Overall Satisfaction ¹	4.00					4.10
Security Staff - Helpfulness and Attitude ¹	4.10	4.34	4.33	4.31	4.27	
Airport Staff - Helpfulness and Attitude ¹	4.36	4.37	4.38	4.35	4.33	
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%	94.53%	94.19%	94.84%	93.05%	
Cleanliness ¹	4.15	4.33	4.26	4.29	4.27	
Wayfinding ¹	4.20	4.36	4.33	4.35	4.30	
Wi-Fi ¹	4.10	4.24	4.22	4.28	4.09	
Enjoy My Time at the Airport ¹	80.50%	80.37%	79.60%	78.49%	78.57%	
Airport that Meets My Needs ¹	94.00%	95.07%	94.65%	92.75%	94.51%	
Feel Safe and Secure ¹	96.00%	99.00%	98.80%	98.62%	98.88%	
Immigration EEA	95.00%	99.72%	100.00%	99.95%	100.00%	
Immigration Non EEA	95.00%	99.35%	94.42%	99.77%	99.45%	
Security - CSA (QT < 5 minutes)	95.00%	98.61%	99.17%	99.53%	98.36%	
Security - CSA (QT < 10 minutes)	99.00%	99.76%	99.95%	99.95%	99.90%	
Security - Staff Search	95.00%	98.12%	97.37%	99.86%	99.08%	
Security - Transfer	95.00%	99.67%	99.58%	100.00%	98.65%	
	Target	CTA	Cargo	Eastside	T5	Southside
Security - Control Post	95.00%	96.45%	96.55%	97.93%	98.43%	99.04%

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%	99.15%	99.19%	99.38%	
FEGP	99.00%	99.99%	100.00%	100.00%	99.99%	
Jetties	99.00%	98.63%	99.67%	99.96%	99.61%	
PCA	99.00%	99.76%	100.00%		100.00%	
SEG	99.00%	100.00%	99.98%	99.97%	100.00%	
Check-In Infrastructure	98.00%	98.61%	98.84%	98.79%	98.59%	
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%				99.89%	
TTS - Two Car	97.00%				99.24%	
Arrivals Reclaim	99.00%	99.42%	99.58%	99.88%	99.89%	
Baggage System Delivery	98.00%	98.29%	99.23%	99.23%	98.45%	
Baggage Misconnect Rate						10.10
Runway Operational Resilience	0.00					0.00
Stands	99.00%	99.57%	98.57%	99.87%	99.71%	
Pier Service ¹	95.00%	99.39%	98.16%	99.97%		
Airport Arrivals Management	10.00					9.00
Airport Departures Management	30.00					24.00
Departure Punctuality	80.50%					84.08%
Passenger Injuries ¹						7.68
Carbon Emissions						19.4mT

Notes:

- Eastside Control Post performance improved following approval of the alleviation
- T3 Stand: Alleviation discussion is ongoing

Heathrow Performance Report March 2026



Financial Report - Rebates and Bonus

Rebates:

	Mar-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	3
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	✓	✓	✓		£0.00	0
Security - Staff Search	✓	✓	✓	✓		£0.00	0
Security - Transfer	✓	✓	✓	✓		£0.00	0
Security - Control Post					✓	£0.00	0
Lifts, Escalators, Travellators	✓	✓	✓	✓		£0.00	0
FEGP	✓	✓	✓	✓		£0.00	0
Jetties	✗	✓	✓	✓		£168,212.71	2
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	✓	✗	✓	✓		£180,166.71	1
Pier Service	✓	✓	✓	✓		£0.00	0
Total						£653,009.87	6

Bonuses:

	Mar-26						YTD	
	Lower Threshold	Upper Threshold	T2	T3	T4	T5	Estimated Bonus	Total Pass
Cleanliness	4.35	4.65	4.33	4.26	4.29	4.27	£0.00	0
Wayfinding	4.40	4.70	4.36	4.33	4.35	4.30	£0.00	0
Security - CSA (QT < 5 minutes)	97.00%	99.00%	98.61%	99.17%	99.53%	98.36%	£681,840.21	3
Security - Transfer	97.00%	99.00%	99.67%	99.58%	100.00%	98.65%	£275,744.20	3
Total							£957,584.41	6

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.

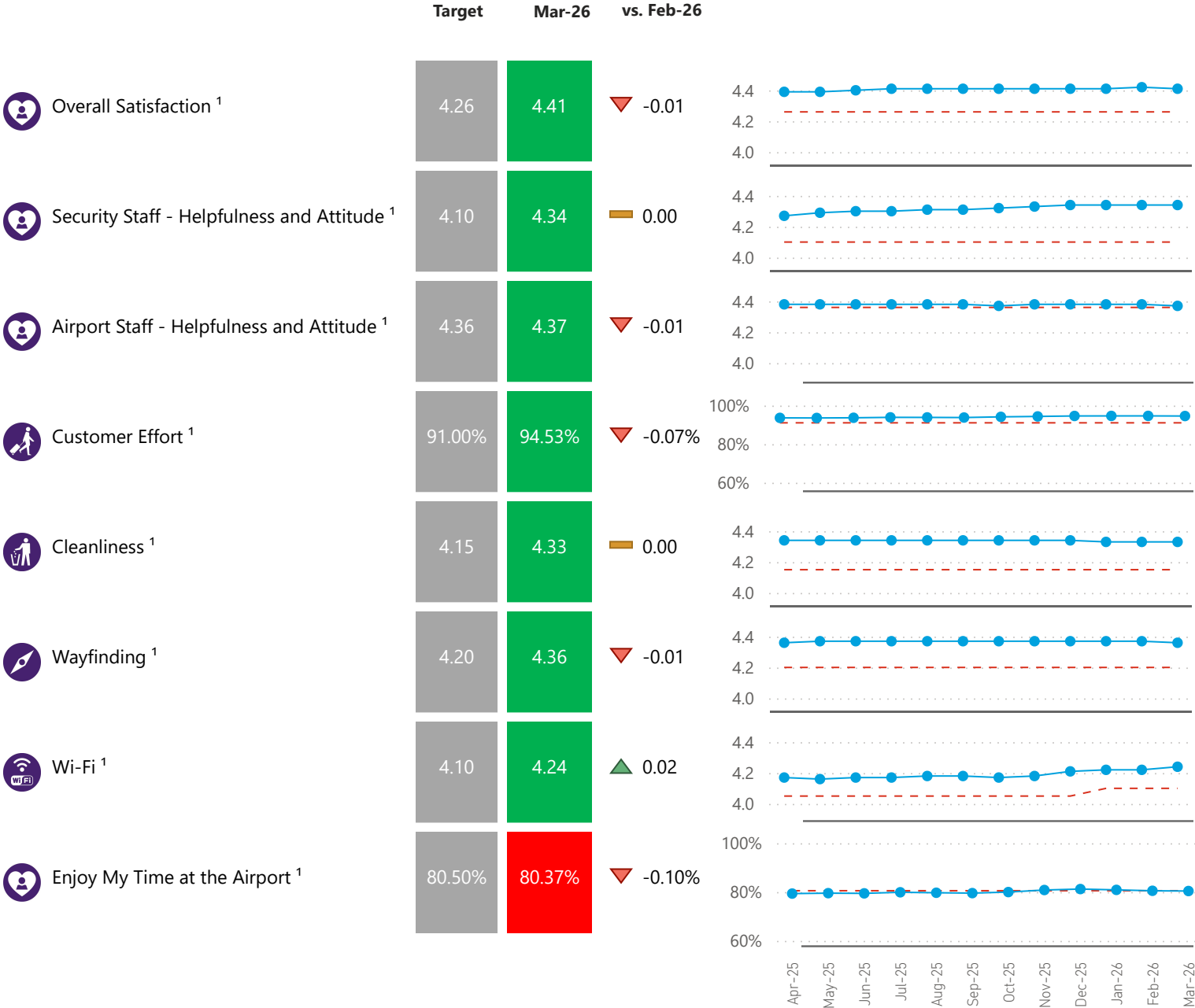
Notes:

Bonus:

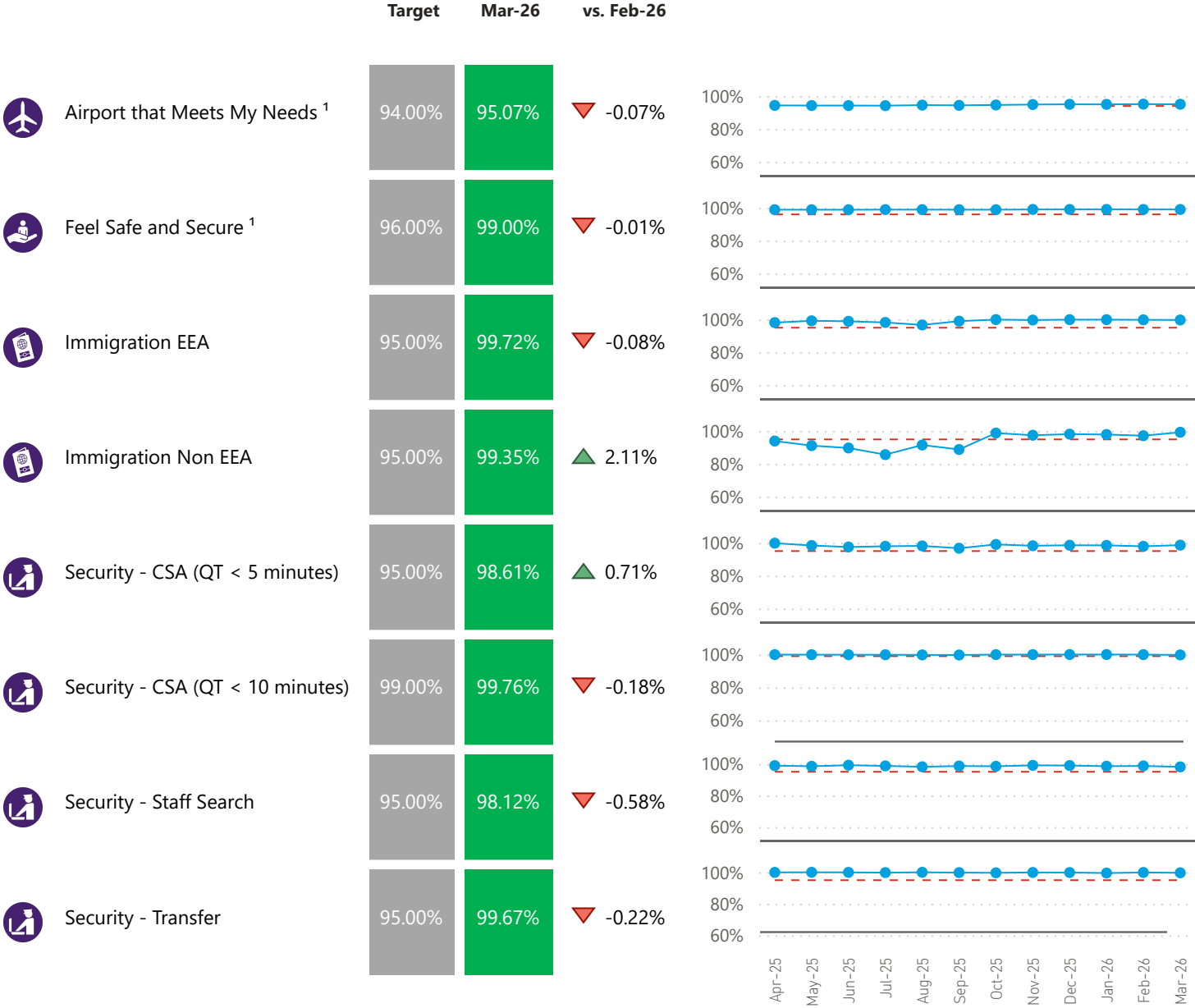
- All business units must exceed Lower Threshold
- Financial year is from January 2026 - December 2026

Terminal 2 Performance Report March 2026

Passenger Experience and Service Level Performance



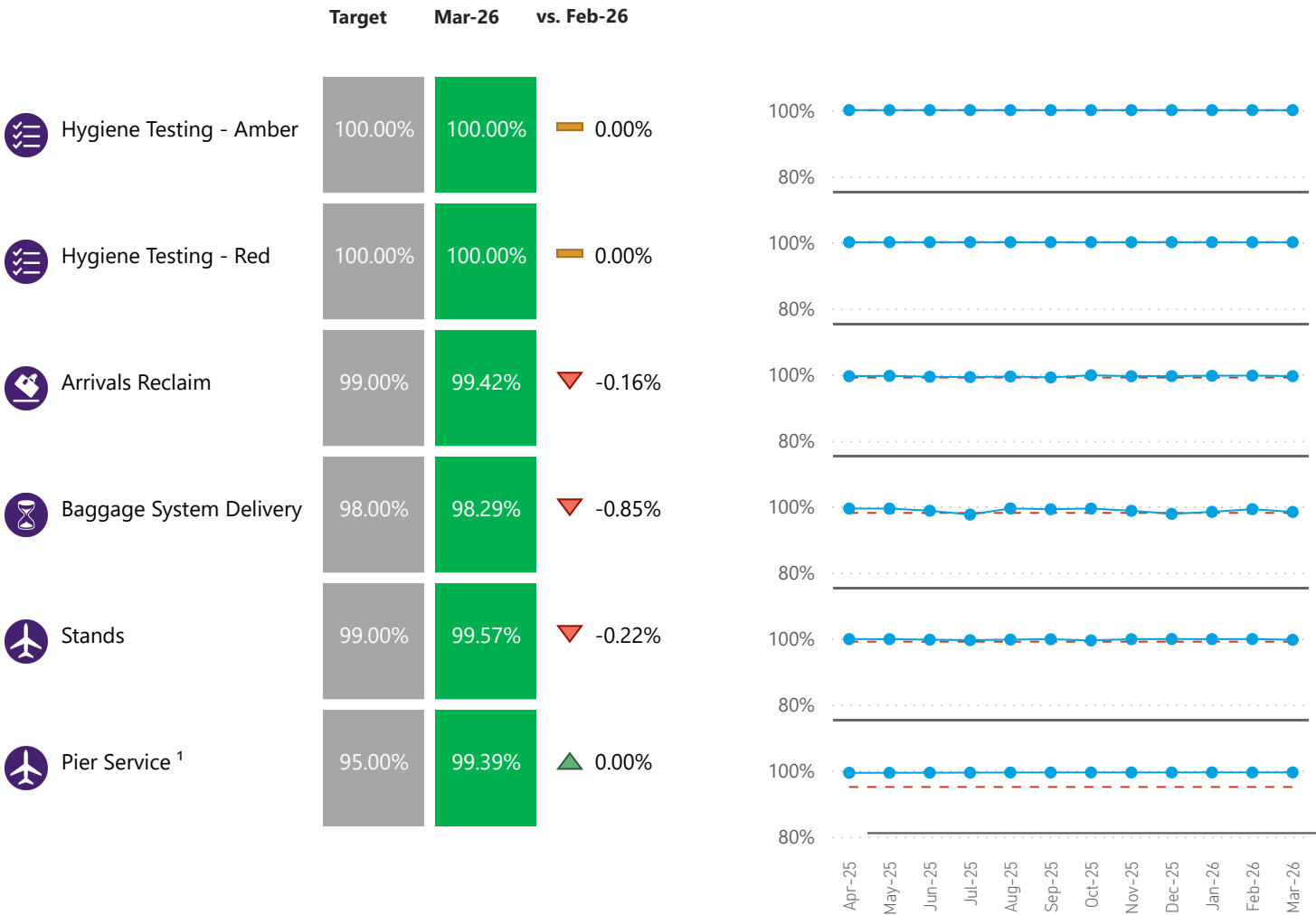
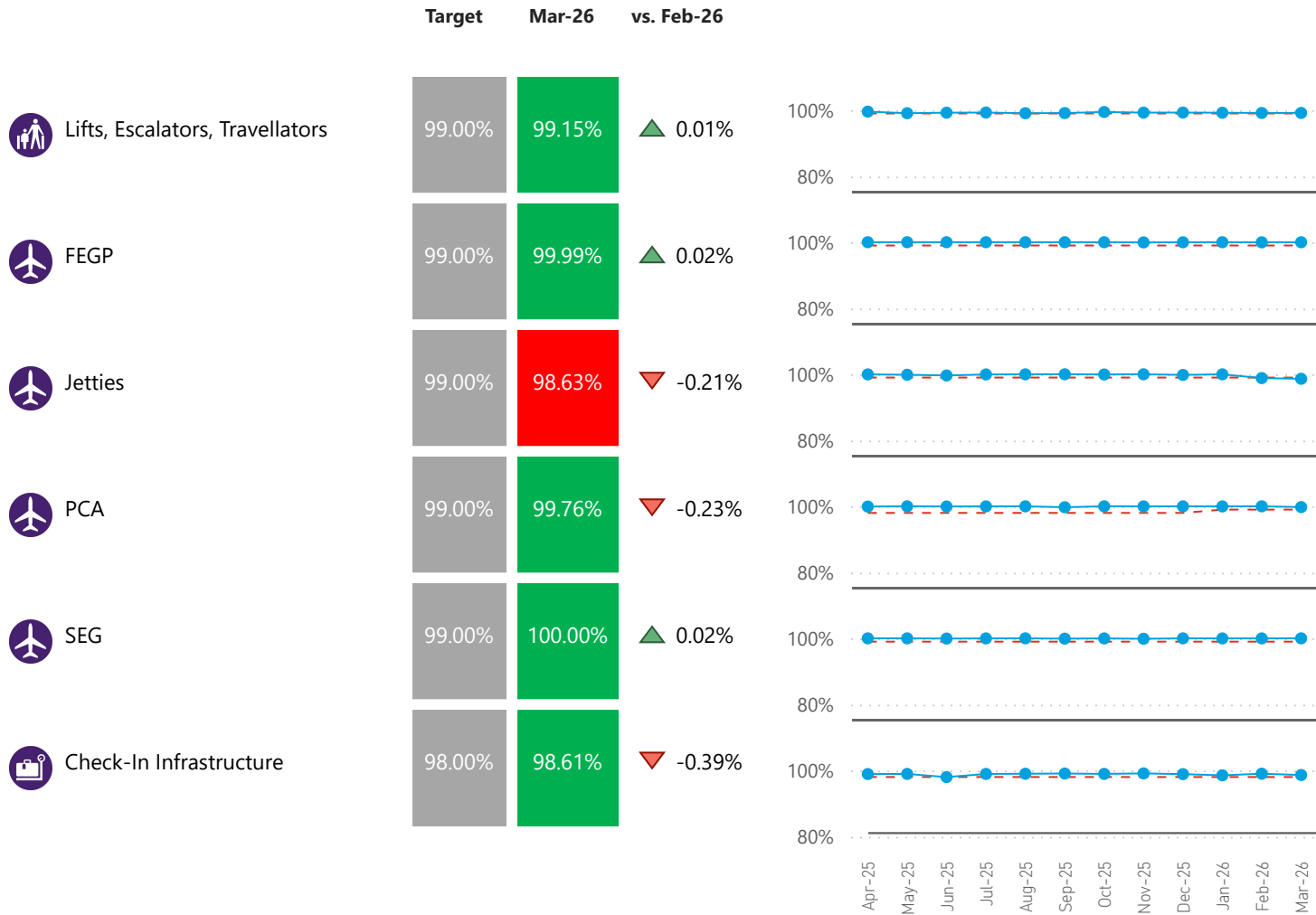
Notes:



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Terminal 2 Performance Report March 2026

Service Level Performance



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Notes:

Terminal 2 Performance Report March 2026



Financial Report - Rebates and Bonus

Rebates:

	Mar-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	£336,425.41	2
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	£336,425.41	2

Bonuses:

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

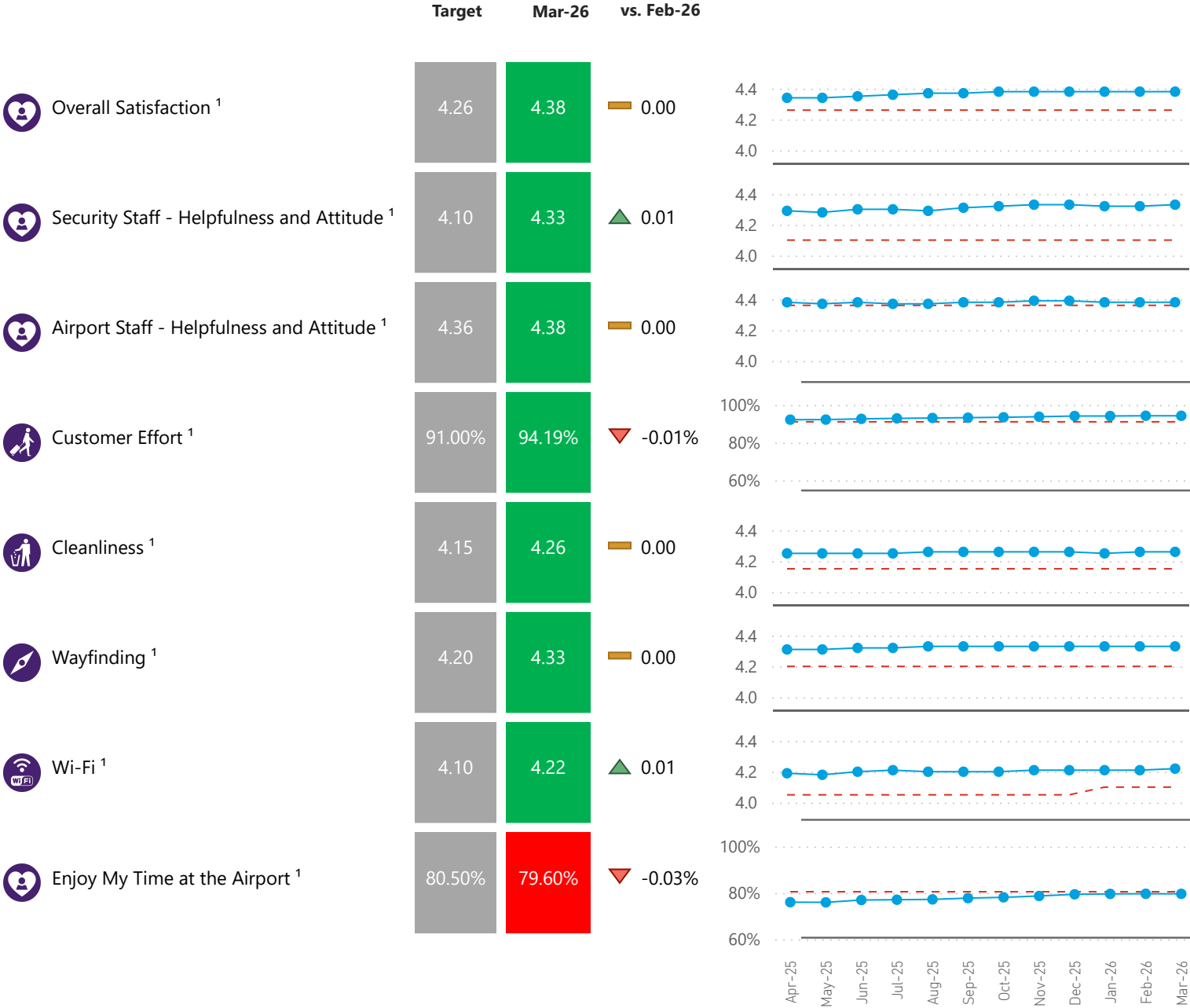
Credit Notes:

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

Terminal 3 Performance Report March 2026

Passenger Experience and Service Level Performance



Notes:

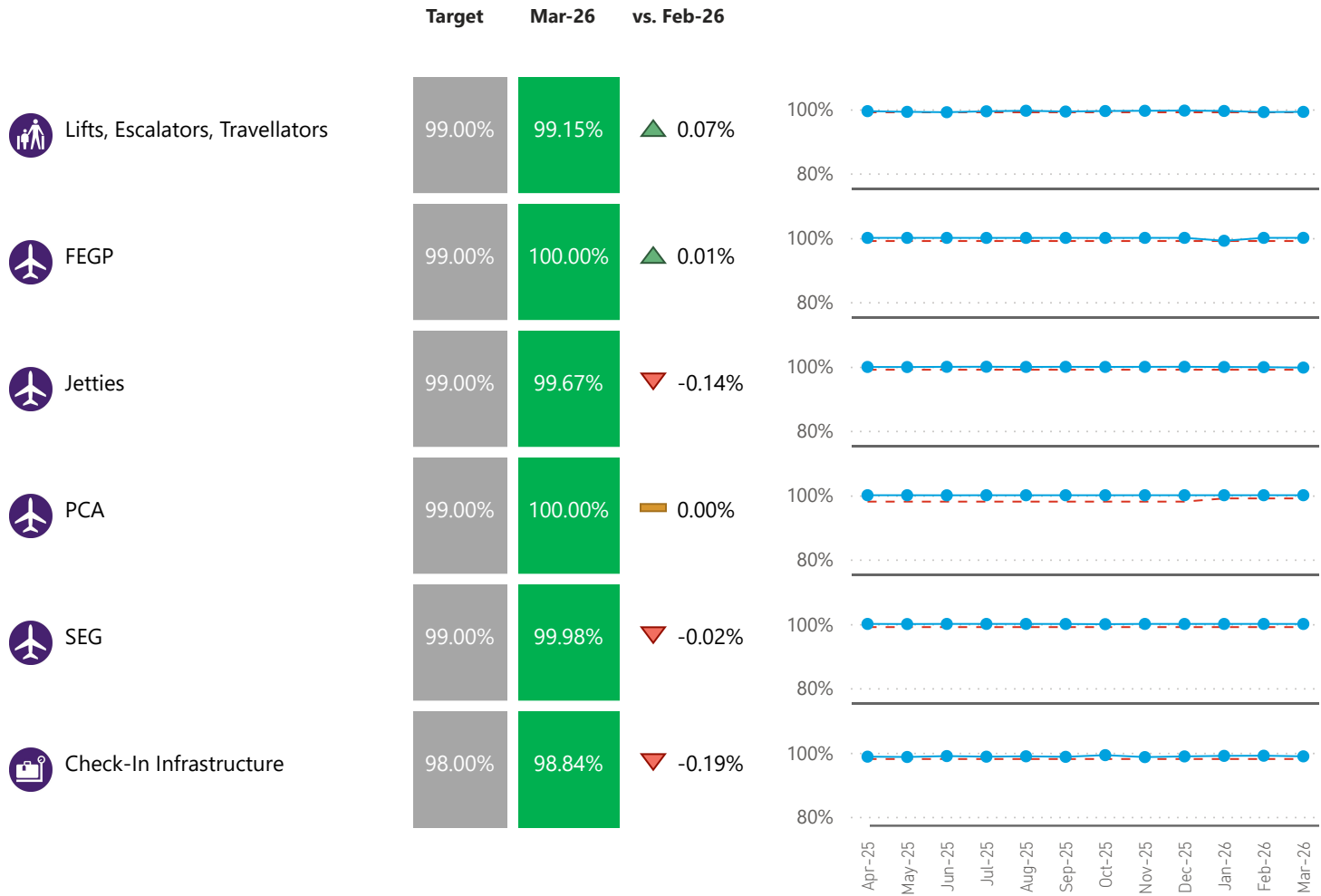


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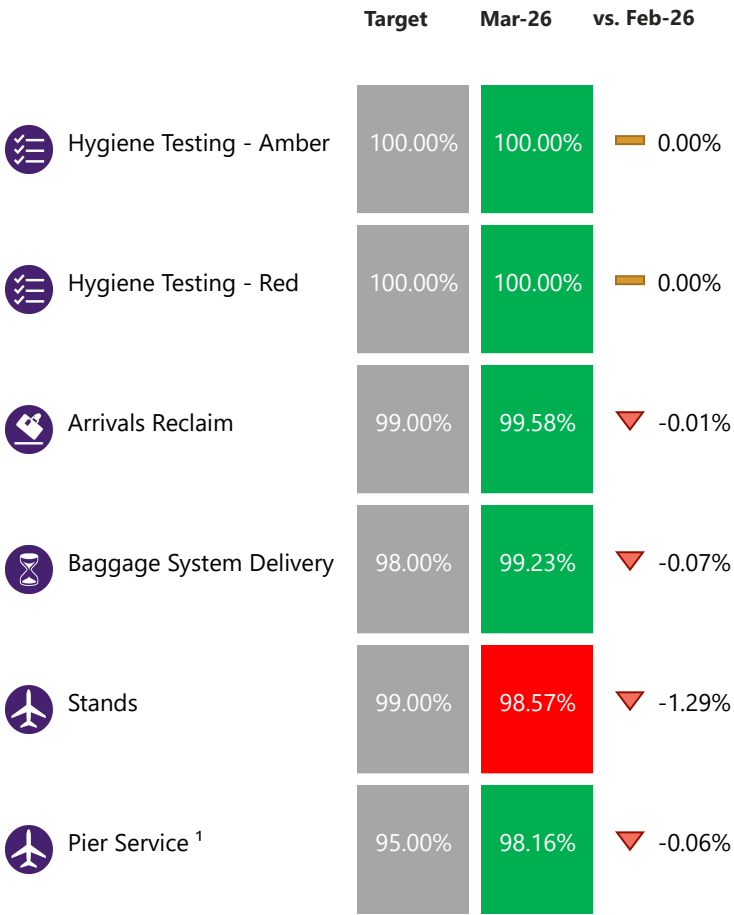
Terminal 3 Performance Report March 2026

Classification: Public

Service Level Performance

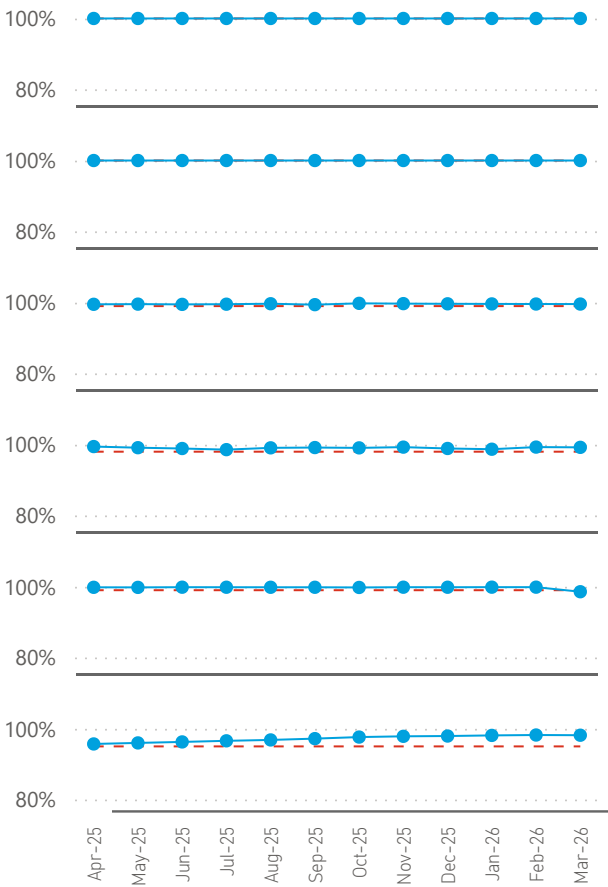


Notes:



Notes:

Heathrow



Terminal 3 Performance Report March 2026



Financial Report - Rebates and Bonus

Rebates:

	Mar-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	✗	£180,166.71	£180,166.71	1
Pier Service	✓	£0.00	£0.00	0
Total		£180,166.71	£180,166.71	1

Bonuses:

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

Credit Notes:

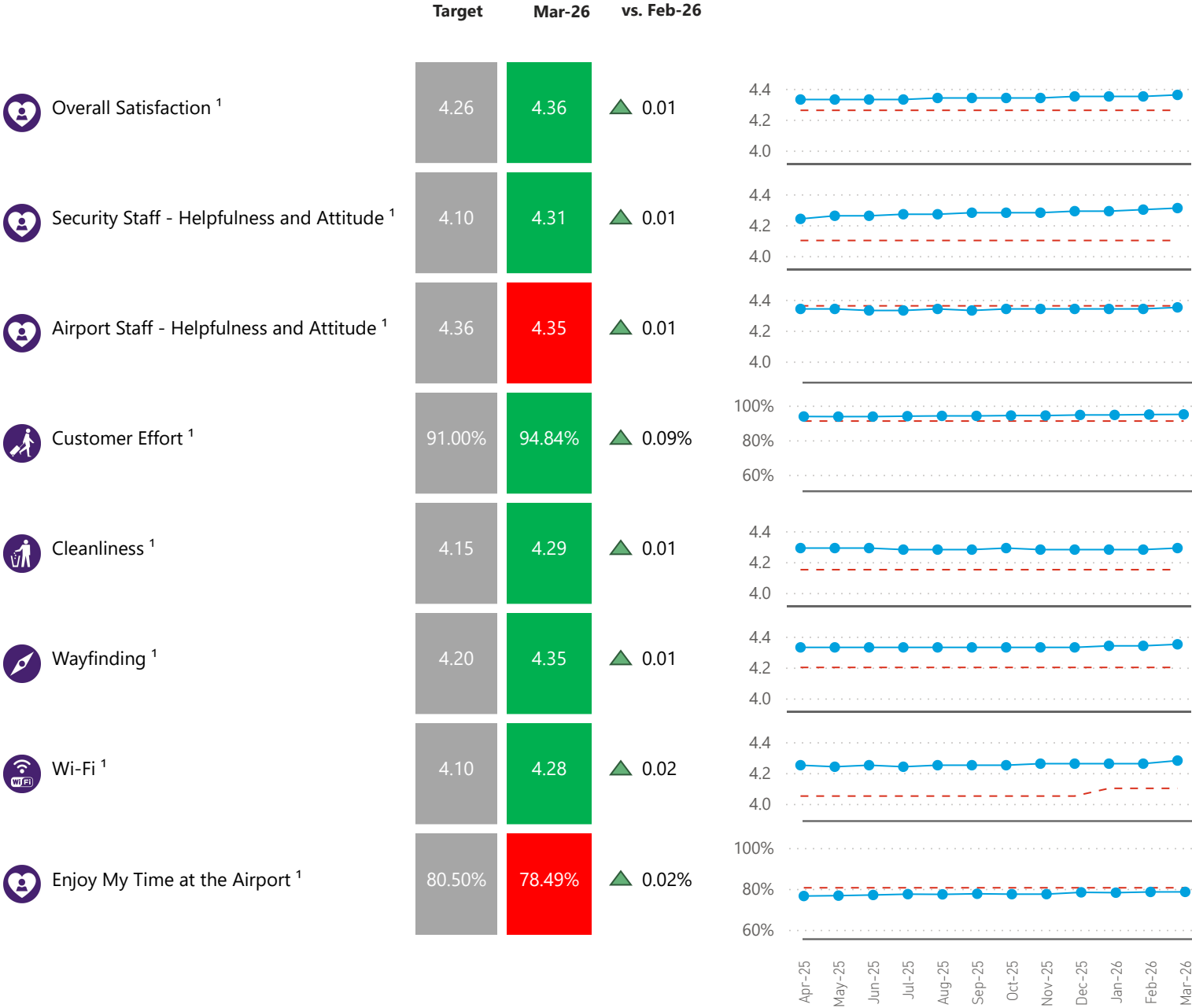
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2026 - December 2026

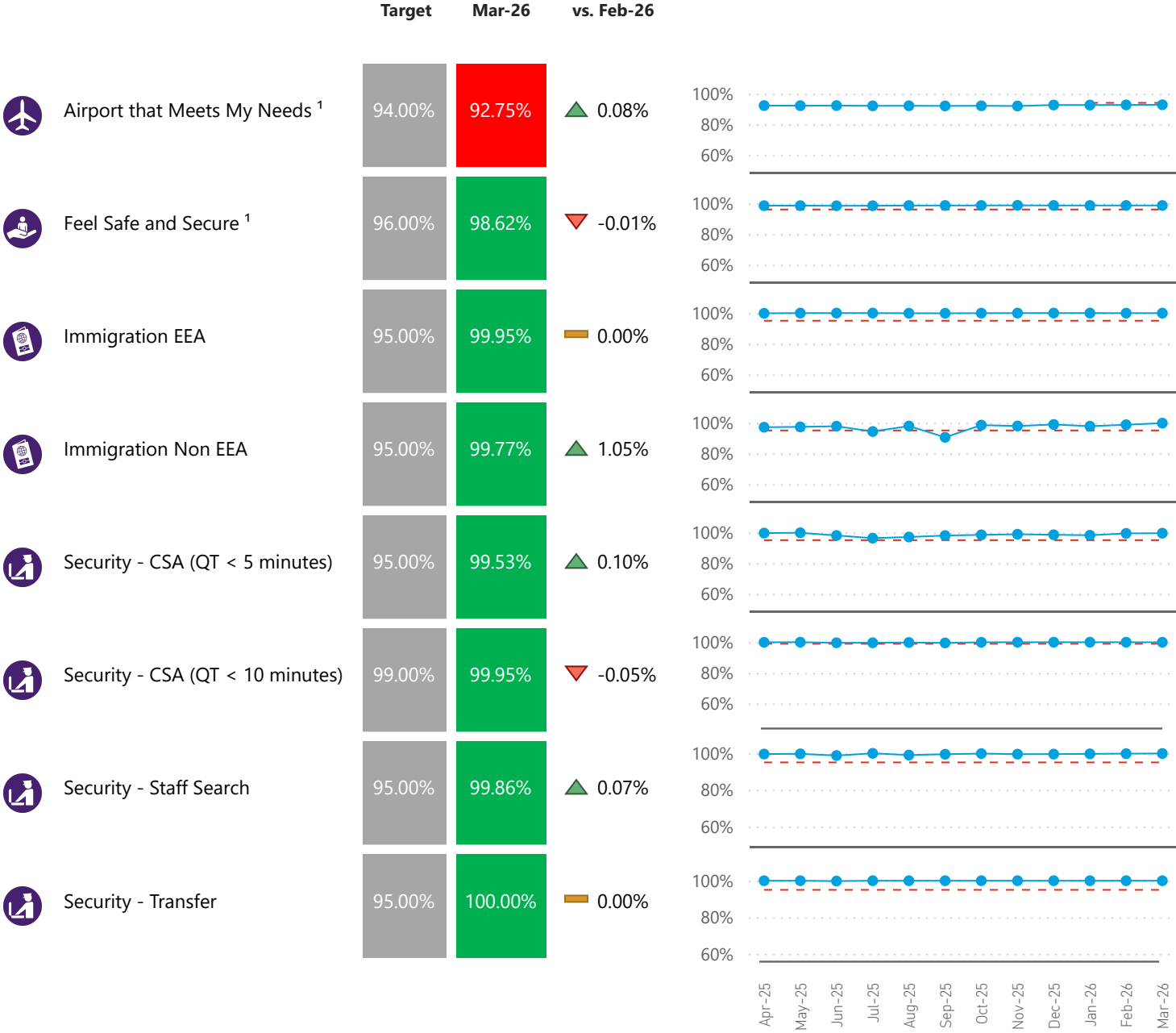
Notes:

Terminal 4 Performance Report March 2026

Passenger Experience and Service Level Performance



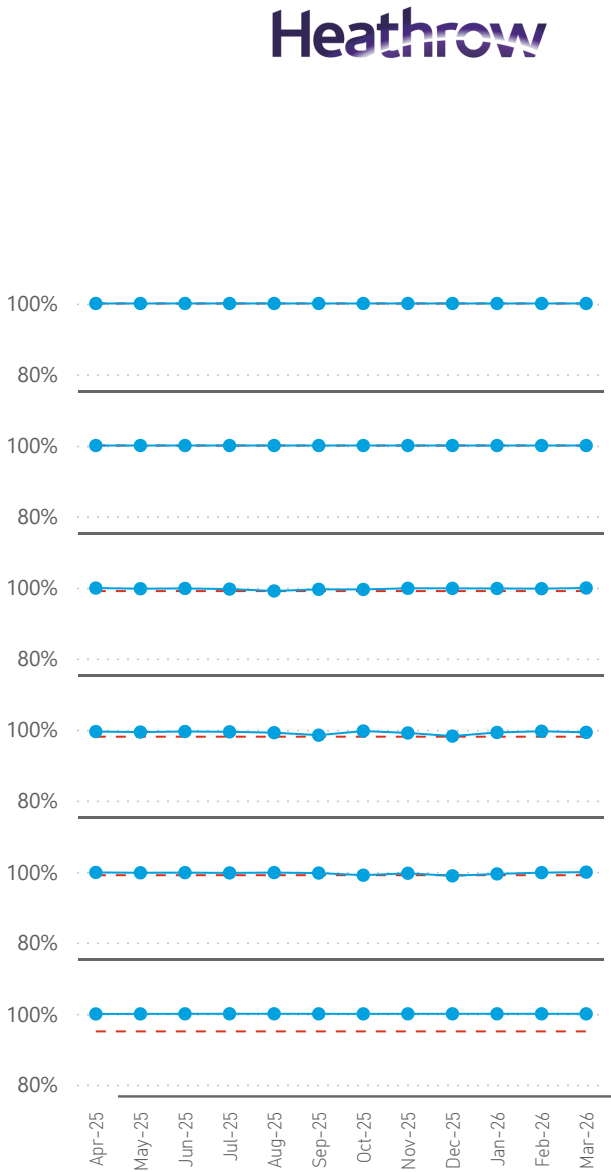
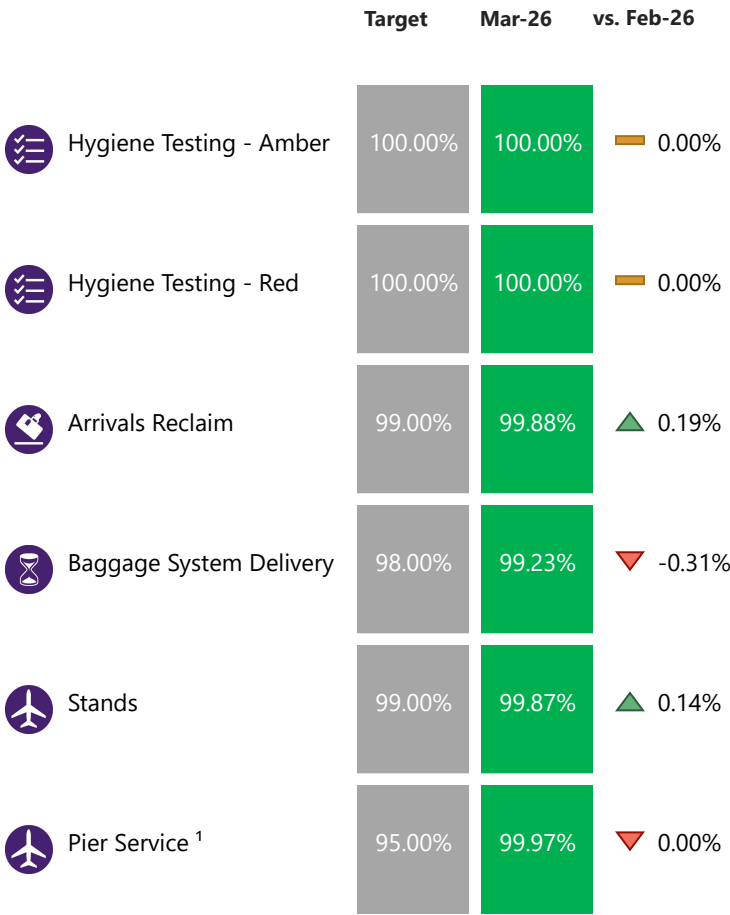
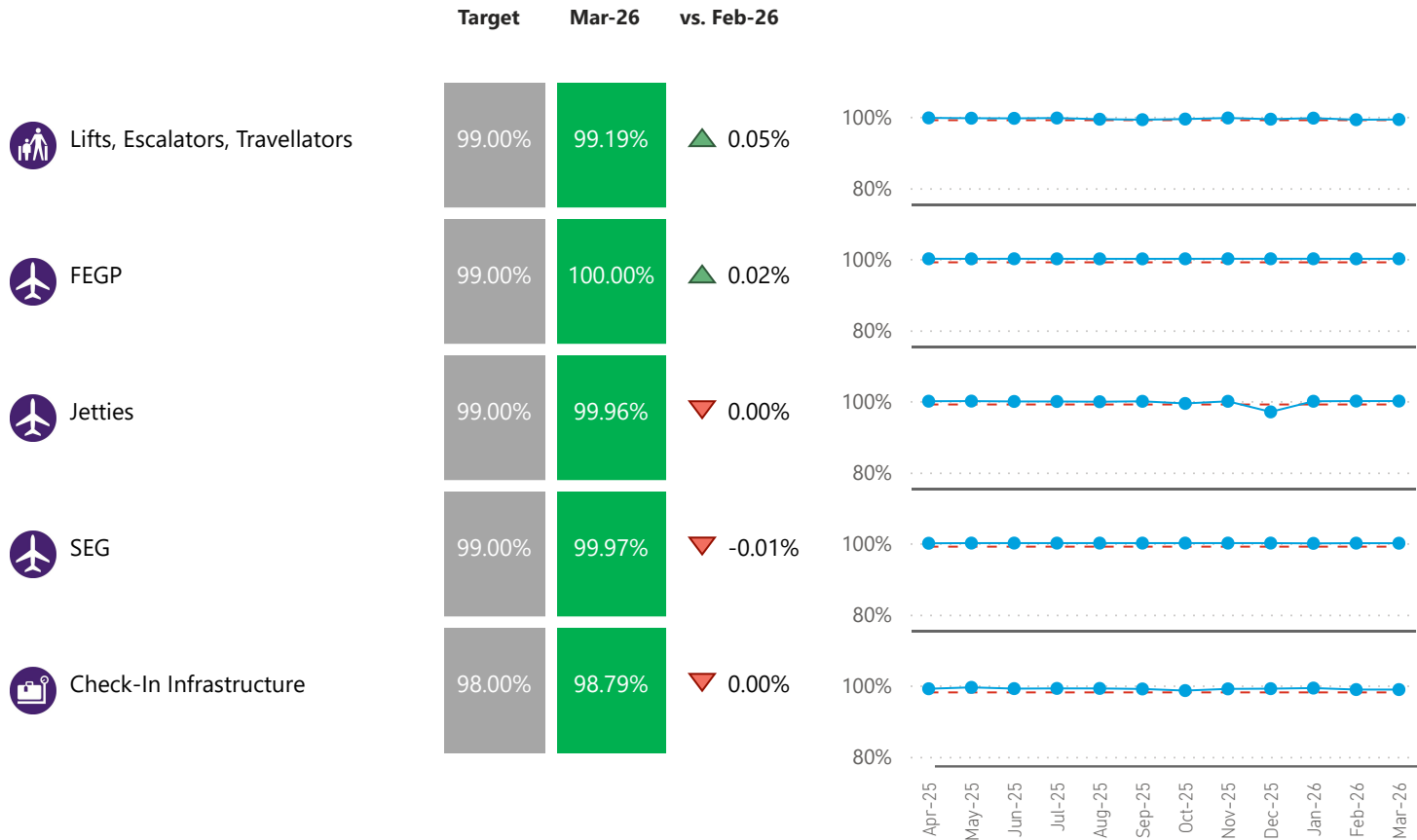
Notes:



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Terminal 4 Performance Report March 2026

Service Level Performance



Notes:

Terminal 4 Performance Report March 2026



Financial Report - Rebates and Bonus

Rebates:

	Mar-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:

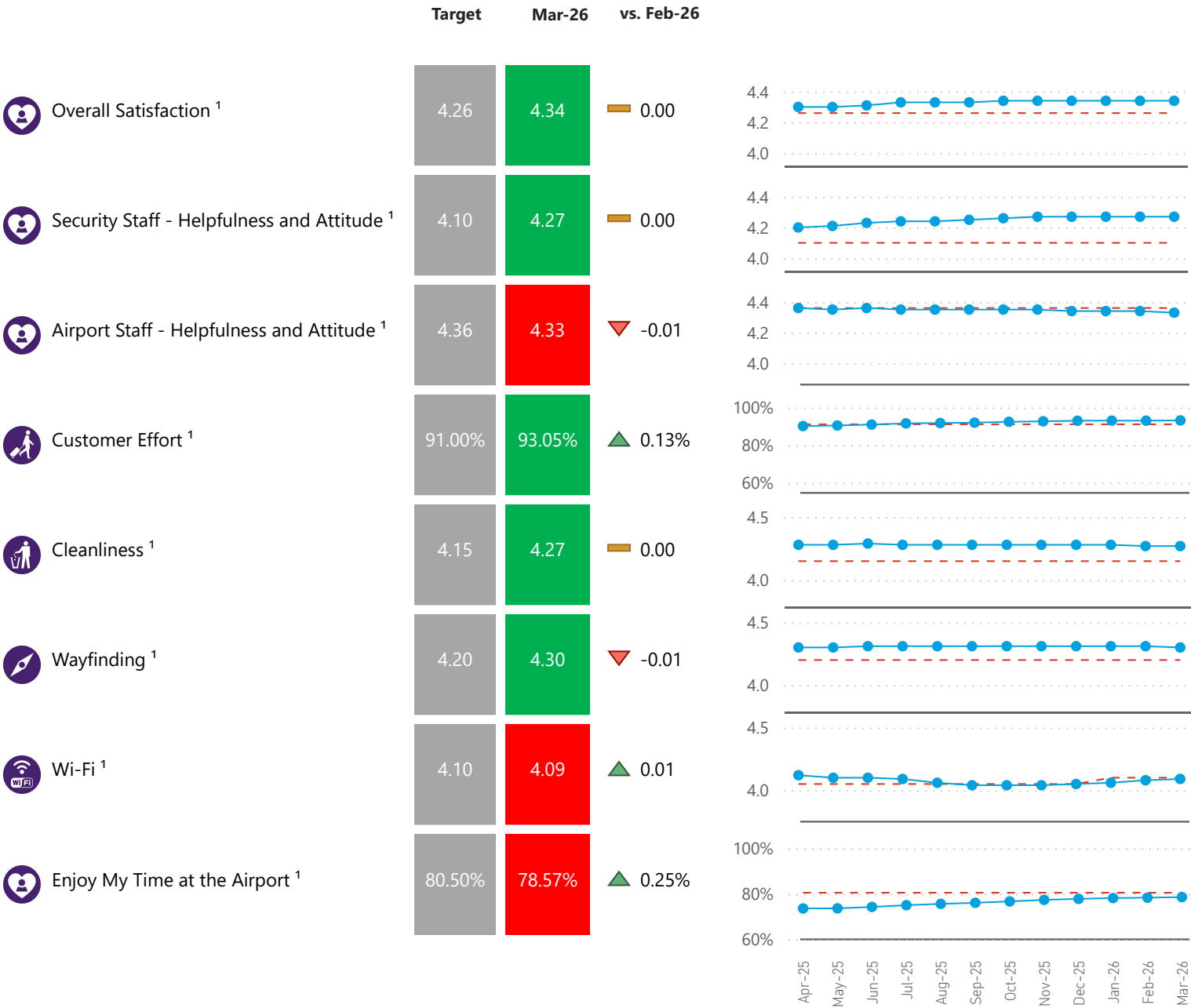
Will be raised and allocated to the relevant parties that used the terminal in the relevant month pro-rata with the airport charges incurred for passenger services in that month.

Financial year is from January 2026 - December 2026

Notes:

Terminal 5 Performance Report March 2026

Passenger Experience and Service Level Performance



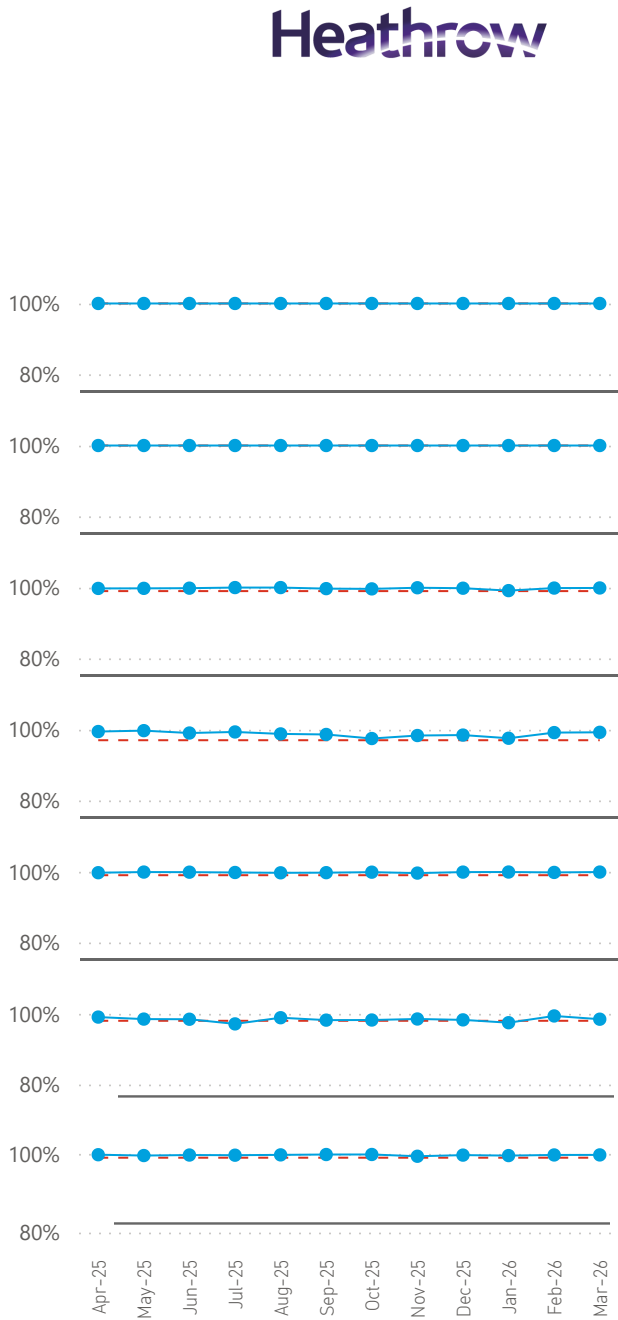
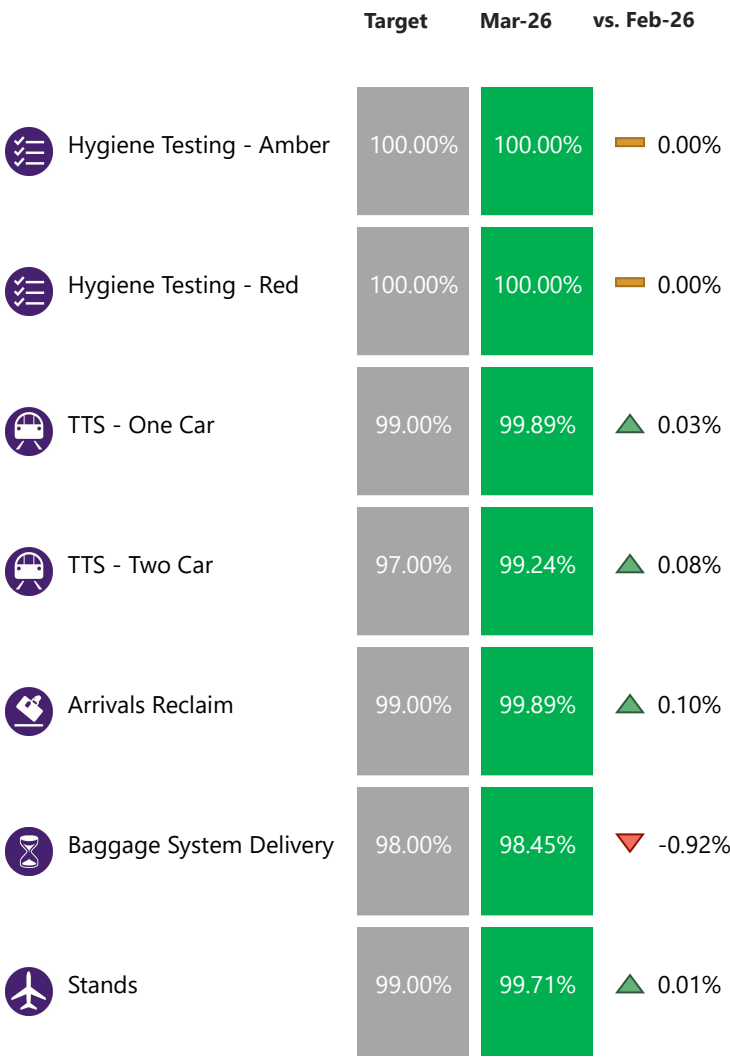
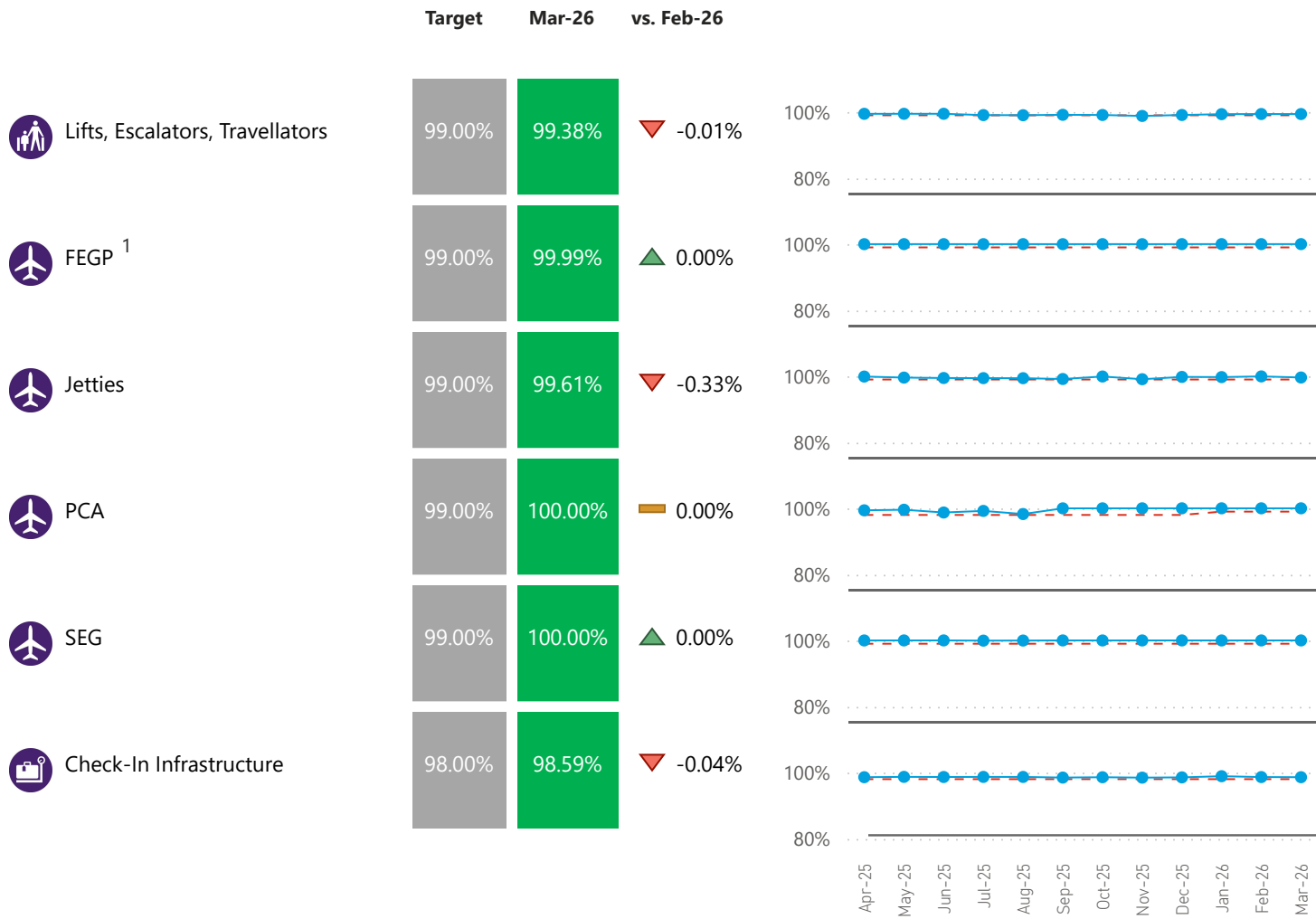
Notes:



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Terminal 5 Performance Report March 2026

Service Level Performance



Notes:

Terminal 5 Performance Report March 2026



Financial Report - Rebates and Bonus

Rebates:

	Mar-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	£913,891.35	3
Security - CSA (QT < 5 mins or QT < 10 mins)	✓	£0.00	£0.00	0
Security - Staff Search	✓	£0.00	£0.00	0
Security - Transfer	✓	£0.00	£0.00	0
Lifts, Escalators, Travellators	✓	£0.00	£0.00	0
FEGP	✓	£0.00	£0.00	0
Jetties	✓	£0.00	£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	£913,891.35	3

Bonuses:

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

Credit Notes:

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

Financial year is from January 2026 - December 2026

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