

Economic Development Framework

Contents

1. Executive summary	4
1.1 Introduction.....	4
1.2 The purpose of the Economic Development Framework.....	4
1.3 Preliminary assessment of economic effects	5
1.4 Education, employment and skills	6
1.5 Business and innovation.....	7
2. Introduction	8
2.1 Background and purpose.....	8
2.2 Status as a consultation document.....	8
2.3 Building on existing programmes.....	9
2.4 Stakeholder engagement and governance	9
2.5 Structure of this document.....	10
3. Policy and regulatory context.....	11
3.1 The ANPS (2018) and the draft HENPS (2026).....	11
3.2 Wider strategy and policy documents.....	14
4. Summary of economic impacts	15
4.1 Introduction.....	15
4.2 Heathrow's approach to the preliminary assessment	15
4.3 Preliminary assessment of construction employment.....	17
4.4 Preliminary assessment of operational employment	19
4.5 The ANPS and the draft HENPS	21
5. Economic context	22
5.1 Introduction.....	22
5.2 The labour market – economic activity, employment rates and unemployment	22
5.3 The labour market – not in education or training (NEET).....	24
5.4 The labour market – qualifications.....	25
5.5 The labour market – deprivation	26
5.6 The labour market – summary and implications for the EDF	28
5.7 The economy – employment and business base.....	28
5.8 The economy – summary and implications for the EDF	30

6.	Education, employment and skills	31
6.1	Introduction.....	31
6.2	What Heathrow does now (business as usual).....	32
6.3	Education.....	36
6.4	Employment and skills	39
6.5	Apprenticeships	42
6.6	Skills partnerships and collaborations.....	45
7.	Business, supply chain and innovation.....	49
7.1	Introduction.....	49
7.2	What Heathrow does now (business as usual).....	49
7.3	Supplier readiness and SME capability	51
7.4	Innovation.....	53
7.5	Heathrow expansion proposals	54
7.6	Tier 1 and wider supply chain engagement	55
7.7	Heathrow expansion proposals	55
7.8	Market engagement, partnerships and collaborations	56
7.9	Inward investment – trade, FDI and tourism	57
7.10	Land use planning	60
7.11	Managing adverse effects on businesses.....	60
8.	Governance, leadership and delivery.....	62
8.1	Overview.....	62
9.	References.....	64

Tables

Table 4.1:	Construction employment by type	17
Table 4.2:	Direct onsite employment at an expanded airport by job type (2055).....	19
Table 4.3:	Direct, indirect and induced employment – gross (2055).....	20
Table 5.1:	Employment by Industry, BRES 2024	29
Table 5.2:	Business Counts (enterprises 2025), ONS 2025	30
Table 6.1:	Proposed education activity at Heathrow expansion	38
Table 8.1:	Existing collaborations and partnerships	62

Figures

Figure 4.1: Core Study Area 16

Figure 5.1: Economic activity of residents aged 16+, APS April 2024 – March 2025 23

Figure 5.2: Claimant rate (proportion of economically active residents aged 16+), ONS, April 2026 24

Figure 5.3: NEET and ‘not known’ rates for 16-17 year olds (2025) 25

Figure 5.4: Overall IMD in the Core Study Area, 2025 27

Figure 6.1: Impact of Heathrow Employment and Skills Academy in 2025..... 33

Figure 6.2: Six building blocks for apprenticeships delivery at Heathrow 44

1. Executive summary

1.1 Introduction

- 1.1.1 **In the coming years, through the investment in Heathrow expansion, we will expand the many ways in which our airport opens doors to opportunity, innovation and growth. We will do this by working collaboratively with our stakeholders and business communities to maximise the benefits of growth - adding value and sharing success. This is our ambition, and the Economic Development Framework sets out how we plan to get there.**
- 1.1.2 Heathrow expansion will bring major economic benefits to the local, regional and national economies. The Airports National Policy Statement (ANPS 2018) and the draft Heathrow Expansion National Policy Statement (HENPS 2026) outline the importance of the aviation sector to the UK economy.
- 1.1.3 Paragraph 2.1 of the ANPS (2018) sets out the importance of aviation to the UK economy: **'International connectivity, underpinned by strong airports and airlines, is important to the success of the UK economy. It is essential to allow domestic and foreign companies to access existing and new markets, and to help deliver trade and investment, linking us to valuable international markets and ensuring that the UK is open for business. It facilitates trade in goods and services, enables the movement of workers and tourists and drives business innovation and investment, being particularly important for many of the fastest growing sectors of the economy.'** This paragraph is unchanged in the draft HENPS (2026).
- 1.1.4 Heathrow supports 76,700 jobs at the airport, both through Heathrow Airport Limited itself and through Team Heathrow. Team Heathrow is made up of the businesses that operate at the airport, from people employed by the airlines to those employed in the shops and restaurants.
- 1.1.5 Jobs are also created through the supply chain of those businesses and through the spending of wages in the local and wider area. Expansion will increase employment at Heathrow, in the local area and across the country. An increase in activity at Heathrow means more opportunities for skills, training and supply chain participation.
- 1.1.6 The impacts of the aviation sector also extend beyond its direct contribution to the economy, by increasing trade and enabling activity in other important sectors such as business services, financial services, the creative industries and tourism.

1.2 The purpose of the Economic Development Framework

- 1.2.1 The benefits of Heathrow expansion will be local, regional and national. This Economic Development Framework (EDF) considers all three levels but focuses on the local and regional levels where the most immediate effects of expansion will be

felt. It also sets out how we will seek to minimise and help manage potential adverse effects on business affected by the demolition and construction or operational phase.

- 1.2.2 The EDF does not set out final commitments, as these will not be known until feedback from the consultation is received, considered and taken into account and engagement with partners has been undertaken. Instead, the EDF sets out the direction of travel, the types of opportunities that will be created and where further development and partnership working may be needed. The 2026 Public Consultation provides an opportunity to test the approach set out herein, identify gaps and understand where it could be strengthened.
- 1.2.3 Heathrow consulted on a previous version of the EDF as part of the 2019 Airport Expansion Consultation (AEC). The EDF has been developed based on the feedback received at AEC consultation, as well as more recent engagement over the last year.
- 1.2.4 Recent engagement includes the Heathrow Local Growth Taskforce, chaired by Lord Blunkett, alongside engagement with the Heathrow Expansion Independent Community Engagement Board (HEICEB). Heathrow has also engaged with local authorities, Skills England and with the skills teams across the Department for Transport (DfT), the Department for Education (DfE) and the Department for Work and Pensions (DWP).
- 1.2.5 Feedback from the 2026 Public Consultation will directly inform the Economic Development Strategy (EDS) or other relevant and equivalent document (such as an Economic Growth Strategy). The EDS (or other relevant and equivalent documents) will be developed with partners and submitted as part of Heathrow's Development Consent Order (DCO) application. It will set out the detailed actions, delivery mechanisms and monitoring arrangements for Heathrow expansion.

1.3 Preliminary assessment of economic effects

- 1.3.1 To inform the development of our proposals, we've undertaken preliminary assessments of the potential effects of expansion.
- 1.3.2 Opportunities from Heathrow expansion will arise from construction employment and the construction supply chain. In the core scenario, it is anticipated that there will be 17,500 onsite jobs at the peak of construction and a total peak work force of 21,500 including those who are offsite.
- 1.3.3 Heathrow already supports a large number of jobs onsite. There are 76,700 people who work onsite at the airport across Heathrow Airport Limited itself and other businesses operating at the airport.
- 1.3.4 Without Heathrow expansion, productivity increases mean that fewer people are required in the future to operate a two-runway airport. This is why the number of people working at the airport decreases compared to the number currently working at the airport in a two-runway scenario. Therefore, without Heathrow expansion the total number of jobs at the airport would reduce to 58,800.

- 1.3.5 With Heathrow expansion, the preliminary assessment indicates that there will be a total of 83,600 jobs onsite in 2055. This is approximately 24,800 additional jobs compared to a scenario without expansion (58,800).
- 1.3.6 There are substantial wider opportunities that can be captured from indirect, induced and wider catalytic employment.
- 1.3.7 Indirect jobs are those supported by spending in the supply chain and induced jobs are jobs supported by more consumer spending due to increased wages. Heathrow's preliminary assessment is that there will be 32,200 additional indirect and induced jobs nationally by 2055, compared to if Heathrow expansion didn't happen.
- 1.3.8 As such, the Heathrow expansion is anticipated to give rise to a total of 57,000 additional direct, indirect and induced jobs (24,800 direct jobs and 32,200 indirect and induced jobs) compared to if Heathrow expansion didn't happen.
- 1.3.9 In addition, the catalytic impacts of the increased trade and investment as a result of the DCO project are anticipated to be between £2bn to £4bn a year to the UK economy and support around 17,900 to 34,000 jobs by 2055. These figures do not include the effects of increased tourism although the net effect of increased tourism is likely to be small in comparison, nor do they include the capital spending on the project itself, the passenger benefits, or productivity benefits. Previous analysis [3] by Heathrow shows that the whole economy benefits could potentially be as high as £17bn per year.
- 1.3.10 This consultation document sets out our ambitions in response to the opportunities created by Heathrow expansion for economic development, structured around two broad themes: (1) education, employment and skills, and (2) business and innovation.

1.4 Education, employment and skills

- 1.4.1 A skilled and agile workforce is crucial to the success of Heathrow expansion and will require a step change in employment and training delivery and a high degree of collaboration with our stakeholders. This will include but not be limited to businesses operating at the airport ('Team Heathrow') and through our supply chain, training providers, educational institutions, public authorities and the community, with Heathrow playing the leadership role in drawing all partners together.
- 1.4.2 We will build on the work of the Heathrow Academy, which has delivered employment support, job brokerage and training for more than 20 years. Our focus will be across:
 - **Education:** how Heathrow will work with schools, colleges, universities and other partners to support careers awareness, work experience and pathways into employment, training and apprenticeships. This will include targeted activity for young people and groups who may face barriers to accessing education, or who are at risk of becoming Not in Education, Employment or Training (NEET). It will also include targeted support for those with Special Educational Needs and

Disabilities (SEND), or for English for Speakers of Other Languages (ESOL) learners.

- **Employment and skills:** how Heathrow will build on the work of the Heathrow Academy to help people navigate different routes into work and provide targeted support for people who face additional barriers to work. This will include support for those who are at risk of or have already become NEET.
- **Apprenticeships:** how Heathrow will deliver apprenticeships, including existing delivery and the framework for future provision. This includes six building blocks that underpin our apprenticeship delivery plan.

1.5 Business and innovation

- 1.5.1 Heathrow expansion will involve a multi-billion pound investment and will require effective engagement with the supply chain to harness its skills and expertise.
- 1.5.2 Heathrow is committed to ensuring that small and medium sized enterprises (SMEs) have fair access to opportunities. Heathrow will work with partners to build on our existing initiatives, including the SME Academy, the Lift off Programme and business summits, to maximise the benefits of the Heathrow expansion for the local business community.
- 1.5.3 To date, Heathrow's business summits have enabled SMEs to meet face-to-face with some of Heathrow's largest suppliers, helping small businesses connect with new contacts, advice and opportunities. The SME Academy supports businesses to understand Heathrow's procurement expectations, improve organisational capability and partner more effectively with larger organisations across the supply chain.
- 1.5.4 The Lift Off programme provides a structured forum through which innovative SMEs can pitch directly to Heathrow and Tier 1 suppliers. The programme has generated tangible outcomes, including trial and tendering opportunities and contract awards.
- 1.5.5 Heathrow will work closely with local partners, including local authorities, chambers of commerce and business groups, to support inward investment, tourism, business growth and sector development. This will include promoting key industries, supporting clustering and agglomeration in sectors aligned with the Government's Modern Industrial Strategy and sharing information to inform economic development and land-use planning.
- 1.5.6 Heathrow also supports the Government's commitment to business rate retention and has been engaging with local authorities to explore the creation of an Economic Activity Zone, working with Government, regional leaders, and neighbouring authorities to ensure the benefits of economic growth are shared across the area.
- 1.5.7 Heathrow will also work directly with local businesses and business organisations to maximise opportunities for growth and seek to minimise and help manage potential adverse effects on them.

2. Introduction

2.1 Background and purpose

- 2.1.1 Heathrow expansion will create substantial economic benefits locally, regionally and nationally across the UK. This EDF sets out Heathrow's emerging approach to maximising potential benefits and helping ensure opportunities are accessible to local communities and businesses, alongside wider benefits to the UK economy.

2.2 Status as a consultation document

- 2.2.1 This EDF forms part of the 2026 Public Consultation on Heathrow expansion. It sets out the principles, objectives and emerging priorities for economic development on which Heathrow is seeking views.
- 2.2.2 The EDF has been informed by engagement with a range of stakeholders, including through the Heathrow Local Growth Taskforce. This brings us together with local authorities' education and training providers, business representative organisations and supply chain partners. We have also worked with Skills England, Department for Education (DfE) and Department for Work and Pensions (DWP).
- 2.2.3 We will continue to work with partners and take account of views, including those raised through the 2026 Public Consultation, to develop the EDF ahead of the application for the Development Consent Order (DCO).
- 2.2.4 We have reviewed the draft Heathrow Expansion Policy Statement (HENPS) and considered its requirements, while recognising that the Airports National Policy Statement (ANPS) remains the current policy until the final HENPS has been published.
- 2.2.5 Prior to the release of the draft HENPS, the intention was that the EDF would be developed into an Economic Development Strategy. However, the draft HENPS includes, amongst other things, a need for both a Youth Employment and Skills Plan and an Economic Growth Strategy. There is overlap in the scope between these documents and the scope of the EDS.
- 2.2.6 Following publication of the final HENPS, we will further consider the scope of the Youth Employment and Skills Plan and the Economic Growth Strategy, as well as the Economic Development Strategy. Feedback received on the EDF will be considered within the relevant sections of relevant documents once the scope and purpose of each document is agreed.
- 2.2.7 In any case there will be an Economic Development Strategy or other relevant and equivalent document (such as an Economic Growth Strategy) to accompany the DCO application.
- 2.2.8 The EDF sits alongside other consultation documents, including **Chapter 8: Socio-economics and employment** and **Chapter 4: People, places and community study areas** of the Environmental Information Consultation Document (EICD). This

sets out further detail on the effect of Heathrow expansion on the economy and labour market. Job creation resulting from the construction and operation of Heathrow expansion is also summarised in this document.

- 2.2.9 The EDF should also be read alongside the **Transport Information Consultation Document Part 3: Our emerging surface access strategy**, which sets out how Heathrow will improve colleague access to the airport, including through public transport and active travel.

2.3 Building on existing programmes

- 2.3.1 Heathrow already delivers a range of programmes that support employment and skills and the business community. The EDF includes an overview of these established business as usual (BAU) activities.
- 2.3.2 This includes the Heathrow Academy, which provides education and skills support for young people, as well as pre-employment training, work readiness and job brokerage, alongside apprenticeship schemes.
- 2.3.3 Heathrow also delivers SME and supply chain engagement initiatives, including the SME Academy, Lift off, Business summits and use of procurement platforms such as CompeteFor, which support businesses to build capability and improve access to supply chain opportunities.
- 2.3.4 Building on this baseline, the EDF focuses on where further action, enhancement or new measures may be needed to support expansion and maximise the potential benefits to local communities and the business community. This includes responding to priorities and challenges identified through the Heathrow Local Growth Taskforce and wider engagement.

2.4 Stakeholder engagement and governance

- 2.4.1 Heathrow consulted on a previous version of the EDF as part of the 2019 Airport Expansion Consultation (AEC). The EDF has been developed based on the feedback received at AEC consultation as well as more recent engagement over the last year.
- 2.4.2 This more recent engagement includes the Heathrow Local Growth Taskforce, chaired by Lord Blunkett, alongside engagement with the Heathrow Expansion Independent Community Engagement Board (HEICEB). Heathrow has also engaged with local authorities, Skills England and with the skills teams across the Department for Transport (DfT), the Department for Education (DfE) and the Department for Work and Pensions (DWP).
- 2.4.3 The Heathrow Local Growth Taskforce brings us together with local authorities, education and training providers and business representatives. It provides strategic oversight of local growth priorities linked to the airport and helps support a shared understanding of how the benefits of employment, skills and business opportunities associated with Heathrow expansion could be maximised.

- 2.4.4 The taskforce operates through a steering group and ‘task and finish’ groups, including on employment, education and skills, local supply chain and surface access. These groups provide a forum for detailed discussion, sharing delivery experience, and considering how existing programmes could be developed or adapted in the context of Heathrow expansion. Feedback from these groups has informed the emerging principles and areas of focus set out in this EDF.
- 2.4.5 Together, these engagement routes provide a means of capturing local priorities and stakeholder feedback. Responses received through the 2026 Public Consultation, alongside continued engagement, will be used to refine the approach set out in this EDF and to inform the preparation of the subsequent EDS or other relevant document (such as the Economic Growth Strategy or the Youth Employment and Skills Plan).

2.5 Structure of this document

- 2.5.1 The remainder of this document sets out:
- **Policy and regulatory context (Section 3)** including the ANPS (2018), the draft HENPS (2026) and wider relevant policy and context.
 - **Summary of economic impacts (Section 4)** including the construction and operational phases.
 - **The economic context (Section 5)** of the local, regional and national labour markets and economies.
 - **Skills, education and training (Section 6)** including the education, skills, training and apprenticeship opportunities and interventions that will arise out of Heathrow expansion.
 - **Business, supply chain and innovation (Section 7)** including how Heathrow intends to work with the supply chain, promote opportunities for SMEs, foster innovation and support inward investment and economic growth.
 - **Governance, leadership and delivery (Section 8)** including how Heathrow will engage with partners and the monitoring and reporting metrics.

3. Policy and regulatory context

3.1 The ANPS (2018) and the draft HENPS (2026)

Overall approach to the draft HENPS

- 3.1.1 The Government has recently concluded its consultation on proposed amendments to the 2018 Airports National Policy Statement (ANPS), to be known, once amended, as the Heathrow Expansion National Policy Statement (HENPS).
- 3.1.2 The Government is now considering consultation feedback, alongside the outcome of parliamentary scrutiny once concluded, and subject to parliamentary approval of the Government's final form of the proposed amendments. The Government is expected to publish the amended form of what will then be the HENPS by the end of 2026.
- 3.1.3 In preparing its consultation materials Heathrow has reviewed the proposed amendments to the ANPS and is continuing to consider the potential implications for its preferred scheme and accompanying assessments.
- 3.1.4 Where relevant, the requirements of the ANPS are referenced in this document together with any potential changes arising from the proposed ANPS amendments, recognising that current policy in the ANPS remains the starting point for the consideration of Heathrow expansion until the amendments to the ANPS have been finalised and the amended version published as the HENPS.
- 3.1.5 Once the ANPS has been amended and published as the HENPS, Heathrow will engage with relevant stakeholders on the policy amendments as part of our ongoing programme of pre-application engagement and also consider if targeted consultation is necessary.

The ANPS (2018) and how it relates to economic development

- 3.1.6 The Airports National Policy Statement (ANPS 2018) outlines the importance of the aviation sector to the UK economy.
- 3.1.7 Paragraph 2.1 of the ANPS (2018) sets out the importance of aviation to the UK economy: **'International connectivity, underpinned by strong airports and airlines, is important to the success of the UK economy. It is essential to allow domestic and foreign companies to access existing and new markets, and to help deliver trade and investment, linking us to valuable international markets and ensuring that the UK is open for business. It facilitates trade in goods and services, enables the movement of workers and tourists, and drives business innovation and investment, being particularly important for many of the fastest growing sectors of the economy.'** This paragraph is unchanged in the draft HENPS (2026).
- 3.1.8 The ANPS (2018) identifies employment and skills as a key opportunity of airport expansion. It states that the Examining Authority and the Secretary of State will take

into account ‘potential benefits, including the facilitation of economic development (including job creation)’ in considering any proposed development.

- 3.1.9 The ANPS (2018) places particular emphasis on employment, skills, apprenticeships and workforce development. Paragraph 5.262 highlights the contribution made by Heathrow, including through the Heathrow Academy: **“The Government notes that Heathrow Airport already makes a significant contribution to local employment and already has a number of skills and employment initiatives designed to support the business needs of the airport. The Heathrow Academy, established in 2004, supports recruitment and retention of local residents across the retail, engineering, construction, aviation and logistics sectors, and includes apprenticeships as a part of the package.”**
- 3.1.10 Paragraph 5.266 states that ‘**the Government expects the applicant to maximise the employment and skills opportunities for local residents, including apprenticeships**’.
- 3.1.11 Specifically in relation to apprenticeships Paragraph 5.268 states that: ‘**The Secretary of State will consider whether Heathrow Airport has set out a credible plan to implement its commitment to deliver a total of 10,000 apprenticeships at an expanded airport.**’

The draft HENPS (2026) and how it relates to economic development

- 3.1.12 The draft HENPS (2026) updates the strategic and economic need for Heathrow expansion (this is set out in more detail in **Section 4** and **Section 7** of this document).
- 3.1.13 It also sets out a number of requirements for Heathrow to comply with when submitting our DCO application. These place a greater emphasis on youth employment and have been updated to reflect the updated skills landscape and policy context.
- 3.1.14 These requirements include a Youth Employment and Skills Plan and an Economic Growth Strategy, and proposes a revised commitment to 5,000 youth apprenticeships, traineeships and other entry-level pathways, which would – if approved in their current form – replace the current ANPS (2018) target of 10,000 apprenticeships. The new proposal aligns with the Government's Youth Guarantee programme and broadens the focus from apprenticeships alone to a wider range of routes into employment and training, giving young people choice and enabling more people to benefit from opportunities that meet their individual needs.

Youth Employment and Skills Plan

Paragraph 5.367/5.368: Any promoter of airport expansion at Heathrow should prepare and submit a Youth Employment and Skills Plan, covering both the construction and operational phases of the proposal. The plan should set out how the promoter will:

- Support the delivery of 5,000 youth apprenticeships, traineeships and other recognised entry-level pathways.
- Provide opportunities for work placements, work experience and work-readiness training pathways for people in their workforce.
- Engage and work with local education and training providers, skills bootcamp providers, further education colleges and employment support organisations to maximise local participation.

The Youth Employment and Skills Plan should be proportionate to the scale of the proposed expansion and the resulting labour market capabilities, and should set out:

- The anticipated workforce requirements arising from the construction and operation phases of the development.
- The measures and commitments through which youth employment and training opportunities will be delivered, including apprenticeships, work placements and pre-employment training.
- The monitoring and reporting arrangements by which delivery of these commitments would be tracked over time.

- 3.1.15 The Economic Growth Strategy will need to cover the economic impacts, supply chain opportunities, freight, tourism, employment and skills, the protection and enhancement of domestic connectivity and the management of adverse effects.
- 3.1.16 Heathrow will consider the requirements of the draft HENPS (2026) once it is finalised and ensure they are addressed either in the EDS or elsewhere in the DCO application. Following final publication, we will further consider the scope of the Youth Employment and Skills Plan and the Economic Growth Strategy, as well as the Economic Development Strategy. Feedback received on the EDF will be considered within the relevant sections of relevant documents once the scope and purpose of each document is agreed

3.2 Wider strategy and policy documents

3.2.1 The ANPS (2018) and the draft HENPS (2026) sit alongside wider policy and strategy documents that reinforce the importance of major infrastructure proposals demonstrating a credible approach to skills, employment and business growth.

3.2.2 These include:

- The **National Planning Policy Framework (NPPF) (2026)** which sets out national planning policy for England, including support for sustainable development and economic growth, and the need for effective coordination between local authorities, infrastructure providers and development.
- **UK Infrastructure: A 10-Year Strategy (2025)**, which emphasises removing barriers to delivery, improving coordination across the construction sector and supply chains and providing greater long-term certainty and pipeline visibility to support investment and workforce planning.
- The **Modern Industrial Strategy (2025)**, which focuses on long-term economic growth, including improving skills and access to talent and supporting a place-based approach to growth across the UK economy

3.2.3 Local and regional authorities also have local plans, economic development strategies and skills plans that are relevant to skills planning and economic development.

3.2.4 This includes the current **London Plan (2021)** [1], and ongoing consultation on the next **draft London Plan (2026)** [2].as well as relevant local plans and policies.

4. Summary of economic impacts

4.1 Introduction

- 4.1.1 Heathrow expansion will provide a wide range of economic benefits to the national, regional and local economies during both the demolition and construction phase and through the operation of an expanded airport. It will generate additional employment and business activity including supply chain effects and wider effects linked to connectivity (including trade, tourism and inward investment).
- 4.1.2 Paragraph 2.1 of the ANPS (2018) sets out the importance of aviation to the UK economy: **“International connectivity, underpinned by strong airports and airlines, is important to the success of the UK economy. It is essential to allow domestic and foreign companies to access existing and new markets, and to help deliver trade and investment, linking us to valuable international markets and ensuring that the UK is open for business. It facilitates trade in goods and services, enables the movement of workers and tourists, and drives business innovation and investment, being particularly important for many of the fastest growing sectors of the economy.”** This paragraph is unchanged in the draft HENPS (2026).
- 4.1.3 Paragraph 2.2 of the ANPS (2018), which is also unchanged by the draft HENPS (2026) goes on to say: **“International connectivity attracts businesses to cluster round airports, and helps to improve the productivity of the wider UK economy. Large and small UK businesses rely on air travel, while our airports are the primary gateway for vital time-sensitive freight services. Air travel also allows us ever greater freedom to travel and visit family and friends across the globe, and brings millions of people to the UK to do business or enjoy the best the country has to offer.”**

4.2 Heathrow’s approach to the preliminary assessment

- 4.2.1 Heathrow has undertaken preliminary assessments of potential effects of the Heathrow expansion. **Chapter 4: Socio-economics and employment** of the **Environmental Information Consultation Document (EICD)** provides preliminary information on socio-economics and employment in relation to Heathrow expansion. It explains how expansion could affect businesses, employment, skills and the wider economy across demolition, construction and operation.
- 4.2.2 The preliminary information also identifies the potential for more localised adverse effects, particularly during demolition and construction. A full assessment will be undertaken and reported in the Environmental Statement (ES), which will inform, and be informed by, the EDS and be submitted as part of the DCO application.
- 4.2.3 Employment effects are considered with reference to a defined ‘Core Study Area’, which reflects the current and future labour market and functional economic

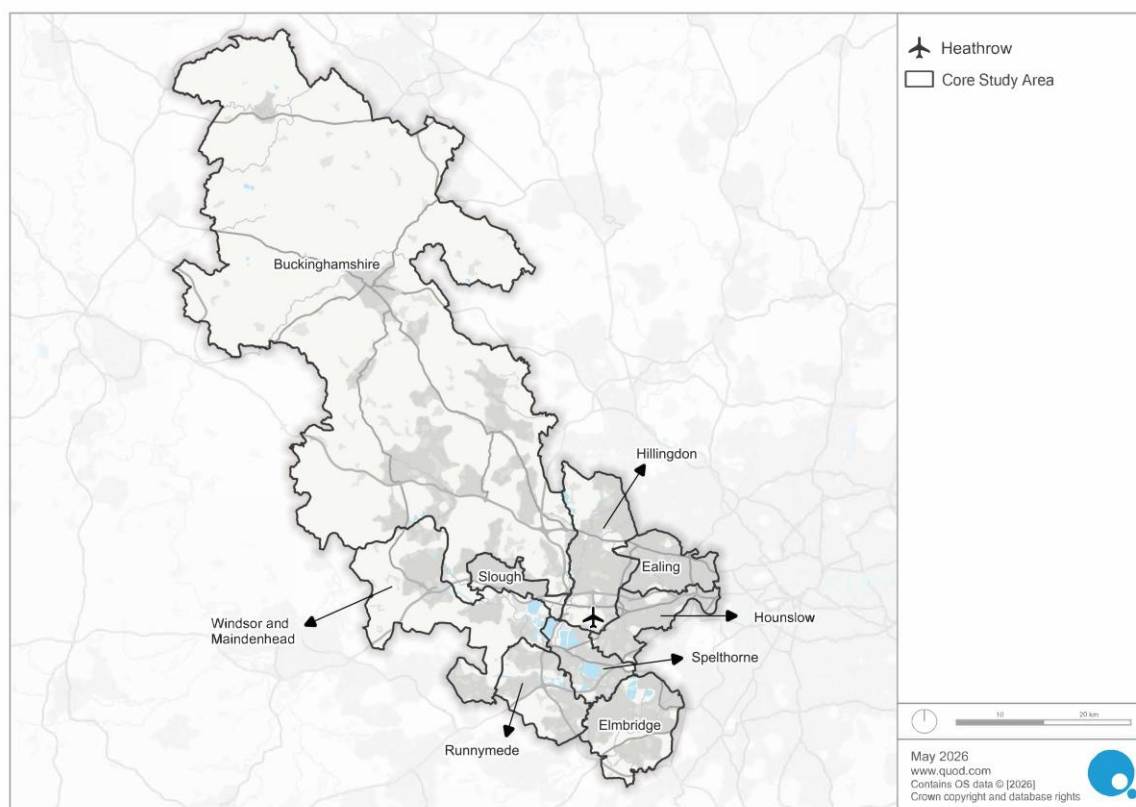
relationships associated with Heathrow. As well as this local area, it also considers effects at a regional and national level.

4.2.4 This Core Study Area comprises the following local authority areas (as shown in the map below):

- London Borough of Hillingdon
- London Borough of Hounslow
- London Borough of Ealing
- Spelthorne Borough Council
- Slough Borough Council
- Runnymede Borough Council
- Royal Borough of Windsor and Maidenhead
- Buckinghamshire Council
- Elmbridge Borough Council

4.2.5 The Core Study Area includes all of Buckinghamshire Council, which covers a large area meaning that it has areas that are close to the Airport and areas that are more remote. The inclusion of Buckinghamshire ensures that the areas close to Heathrow are included within the Core Study Area.

Figure 4.1: Core Study Area



4.3 Preliminary assessment of construction employment

- 4.3.1 The earliest opportunities associated with the Heathrow expansion are expected to arise from demolition and construction. Early assessment identifies, at a high level, broad labour requirements and potential skills gaps.
- 4.3.2 The construction period is anticipated to continue until 2060 but the largest requirement for construction workforce is anticipated to be up to the late 2030s. In the core scenario, Heathrow estimates that at the peak of construction, the programme will require 21,500 workers. This includes 17,500 onsite workers.
- 4.3.3 The construction workforce is estimated using the schedule of works and cost estimates to forecast workforce demand and profile. This profile has been broken down to indicate design, management and construction workforce numbers – further detail is set out in the table below.
- 4.3.4 **Table 4.1** shows the types and proportion of construction jobs that are anticipated to be required at peak and over the course of the construction period. This shows that the largest shares of construction roles will be in electrical installation trades, labourers and carpentry and joinery.

Table 4.1: Construction employment by type

	Peak (core scenario)	Peak (core scenario)	Construction period (core scenario)
Construction			
Electrical installation trades	1,400	8%	8%
Labourers	1,300	7%	6%
Carpenters and joiners	1,260	7%	7%
Other construction and building trades	1,160	7%	6%
Plant operatives	1,010	6%	5%
Plumbing and heating, ventilation, and air conditioning	940	5%	6%
Construction trades supervisors	850	5%	4%
Plant mechanics/fitters	830	5%	4%
Road and rail construction operatives	820	5%	4%
Logistics	640	4%	3%
Non-construction trades and operatives	450	3%	2%
Groundworkers	430	2%	2%
Steel erectors and metal workers	420	2%	2%
Bricklayers and masons	410	2%	2%

	Peak (core scenario)	Peak (core scenario)	Construction period (core scenario)
Noise- non-standard	380	2%	2%
Scaffolders	320	2%	2%
Roofers	190	1%	1%
Plasterers	170	1%	1%
Floorers and wall tilers	160	1%	1%
Baggage	120	1%	4%
Painters and decorators	120	1%	1%
Glaziers and window trades	80	0%	0%
Leadership and logistics	40	0%	1%
Archaeology	30	0%	0%
Specialist systems	<10	0%	3%
Design			
Other professionals and technical staff working in construction	70	0%	1%
Civil engineers	20	0%	0%
Non-construction professionals and technical office-based staff	20	0%	0%
Directors, executives and senior managers	20	0%	0%
Other non-construction office-based staff	20	0%	0%
Architects	10	0%	0%
Surveyors	<10	0%	0%
Management			
Directors, executives and senior managers	990	6%	5%
Other non-construction office-based staff	660	4%	4%
Non-construction professionals and technical office-based staff	580	3%	3%
Construction project managers	510	3%	3%
Surveyors	410	2%	2%
Other professionals and technical staff working in construction	340	2%	2%
Noise	200	1%	1%
Civil engineers	130	1%	1%

	Peak (core scenario)	Peak (core scenario)	Construction period (core scenario)
Architects	40	0%	0%
Baggage	<10	0%	0%
TOTAL	17,500	100%	100%

NB: Number by role are rounded to the nearest 10

4.4 Preliminary assessment of operational employment

- 4.4.1 Heathrow already supports a large number of jobs onsite. There are 76,700 people who work onsite at the airport across Heathrow Airport Limited itself and other businesses operating at the airport
- 4.4.2 Without Heathrow expansion productivity increases mean that fewer people are required in the future to operate a two-runway airport. This is why the number of people working at the airport decreases compared to the number currently working at the airport in a two-runway scenario. Therefore, without Heathrow expansion the total number of jobs at the airport would reduce to 58,800.
- 4.4.3 With Heathrow expansion, the preliminary assessment indicates that there will be a total of 83,600 jobs onsite in 2055. This is approximately 24,800 additional jobs compared to a scenario without expansion (58,800).
- 4.4.4 The additional 24,800 job opportunities will arise through Heathrow Airport Limited itself and other businesses operating at the airport. An indicative split of the types of jobs is set out in the table below. Further work will refine the timing and profile of these roles and inform how Heathrow works with employers and partners to support access to opportunities.

Table 4.2: Direct onsite employment at an expanded airport by job type (2055)

	Without Heathrow expansion	With Heathrow expansion	Difference as a result of Heathrow expansion
Airlines/airline handling agents	36,900	49,740	12,840
Airport operator e.g. Heathrow Airport Ltd	7,170	10,200	3,020
Food and beverage and retail	4,800	6,820	2,020
Other	3,220	4,580	1,360
Ground transport and logistics	2,910	4,430	1,520

	Without Heathrow expansion	With Heathrow expansion	Difference as a result of Heathrow expansion
Building, infrastructure and maintenance contractors	2,350	3,580	1,230
Other public passenger services	670	1,790	1,120
Cargo/freight/courier services	610	2,220	1,610
Digital and technology contractors	90	120	40
Government or emergency Services	80	120	30
TOTAL	58,800	83,600	24,800

NB: Numbers by role are rounded to the nearest 10; numbers may not add up due to rounding

- 4.4.5 There are also wider economic opportunities that will arise beyond onsite jobs. These include indirect and induced employment, as well as wider catalytic effects linked to improved connectivity, which can support trade, tourism and inward investment, alongside wider economic activity and public revenue effects over time.
- 4.4.6 Indirect jobs are those supported by spending in the supply chain and induced jobs are jobs supported by more consumer spending due to increased wages.
- 4.4.7 Heathrow's preliminary assessment is that:
- There will 57,000 additional direct, indirect and induced jobs nationally by 2055. Of those, 24,800 are direct and the remainder (32,200) will be indirect and induced.
 - Of the 57,000 additional direct, indirect and induced jobs nationally by 2055, 33,000 are expected to be within the Core Study Area (as defined above).

Table 4.3: Direct, indirect and induced employment – gross (2055)

		Without Heathrow expansion	With Heathrow expansion	Change (additional to future baseline)
National	Direct (gross)	58,800	83,600	24,800
	Total direct, indirect and induced (gross)	132,400	189,500	57,000
Core Study Area	Direct	58,800	83,600	24,800
	Total direct, indirect and induced	76,300	109,400	33,000

- 4.4.8 By 2055, the effects of the increased trade and investment as a result of the increased connectivity due to Heathrow expansion are about £2bn to £4bn a year to the UK economy and support around 17,900 to 34,000 jobs. These figures do not include the effects of increased tourism although the net effect of increased tourism is likely to be small in comparison, nor do they include the capital spending on the project itself, the passenger benefits, or productivity benefits. Previous analysis [3] by Heathrow shows that the whole economy benefits could be as high as £17bn per year.

4.5 The ANPS and the draft HENPS

- 4.5.1 The ANPS (2018) and the draft HENPS (2026) make a clear strategic case for Heathrow expansion, recognising the importance of Heathrow in supporting UK growth, trade, international competitiveness. The draft HENPS (2026) updates the strategic and economic case for Heathrow expansion including the economic analysis. The economic analysis presented in the draft HENPS (2026) does not fully capture the benefits of expansion (particularly around additionality of benefits and the benefits of trade and agglomeration).
- 4.5.2 The draft HENPS (2026) also includes updated analysis of the impact of job creation in the local area. This is higher than Heathrow has forecast (as set out in Table 4.4). Heathrow will work with the Department for Transport to understand these forecasts and will update the analysis for the DCO application as required.
- 4.5.3 The draft HENPS (2026) requires Heathrow to produce an Economic Growth Strategy to demonstrate how the scheme will positively impact on economic growth. Heathrow will produce an Economic Growth Strategy that will be submitted as part of the DCO and will align with the requirements of the HENPS, once finalised and adopted.

5. Economic context

5.1 Introduction

- 5.1.1 The EDF is based on an understanding of the socio-economic characteristics of the economy and labour market most closely connected to Heathrow.
- 5.1.2 This section summarises key baseline information about the economy and labour market of the Core Study Area (as defined in **Section 4**), including employment, skills and deprivation. It also considers the wider regional context of London and the South East. This context informs the development of the framework of relevant measures and priorities, reflecting the local socio-economic baseline as well as the strategic and policy context for the local boroughs and the region.
- 5.1.3 A full baseline is set out in **Chapter 4: People, place and community areas** of the EICD, and is summarised here. It sets out a baseline for the labour market and the economy.
- 5.1.4 This section summarises:
 - The labour market – economic activity, employment rates and unemployment
 - The labour Market – not in Education or Training (NEET)
 - The labour market –qualifications
 - The labour market – deprivation
 - The labour market – summary and implications for the EDF
 - The economy – employment and business base
 - The economy – summary and implications for the EDF

5.2 The labour market – economic activity, employment rates and unemployment

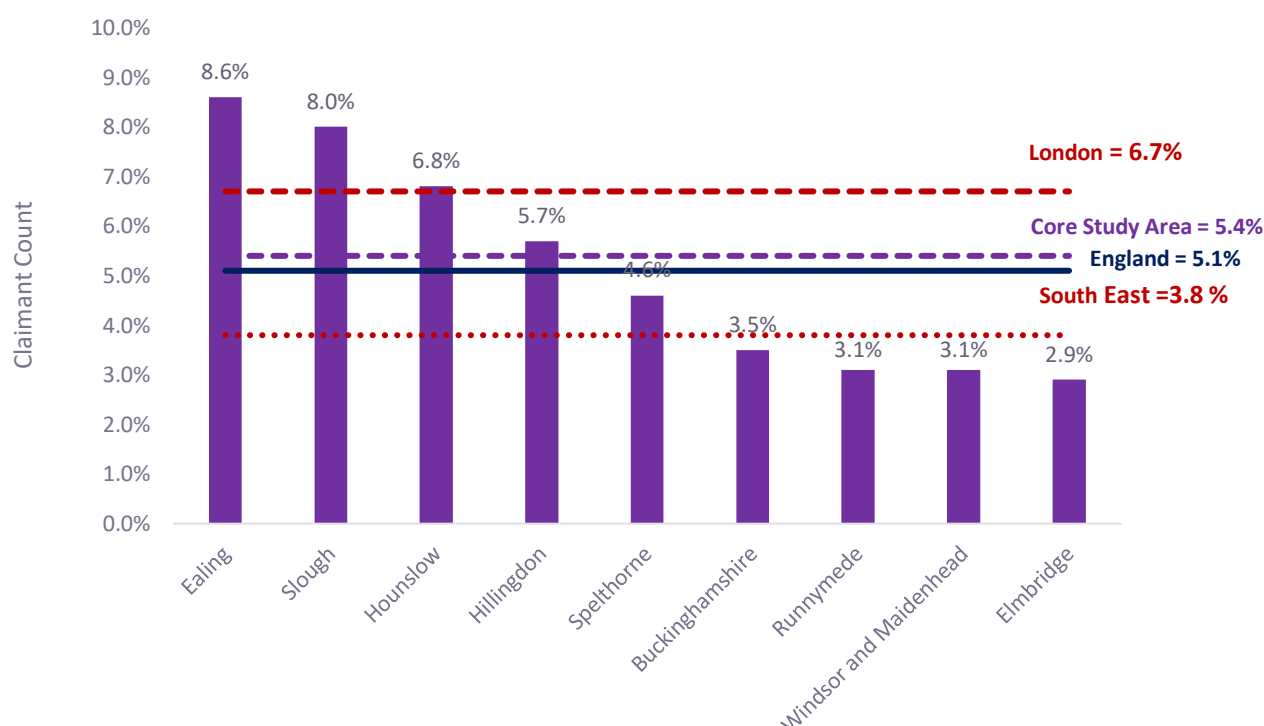
- 5.2.1 In the 2021 Census, the Core Study Area had approximately 2,156,100 people, with 65% aged between 16-64. This is below the London rate of people aged between 16-64 (69%), but higher than the South East (62%) and England and Wales (63%).
- 5.2.2 The Annual Population Survey (APS) for the year to March 2025 shows that approximately 1,145,700 residents aged 16 and over in the Core Study Area (69%) were economically active, with around 1,100,800 (66%) in employment. This is similar to the economic activity and employment rates in London (70% and 66% respectively) and higher than the rates for the South East (65% and 63%) and England and Wales (61% and 57%).
- 5.2.3 Economic activity and employment rates vary across local authorities. Economic activity and employment rates were highest in Ealing (77% and 72%, respectively) and lowest in Spelthorne (56% and 55%).

Figure 5.1: Economic activity of residents aged 16+, APS April 2024 – March 2025



- 5.2.4 As of April 2026, the claimant count across the CSA is 63,820 residents, equivalent to 5.4% of the economically active population. This is higher than the rate in England (5.1%).
- 5.2.5 There are also varying rates across the Core Study Area: Ealing and Slough have the highest rates while Runnymede, Windsor and Maidenhead, and Elmbridge has the lowest rates.

Figure 5.2: Claimant rate (proportion of economically active residents aged 16+), ONS, April 2026



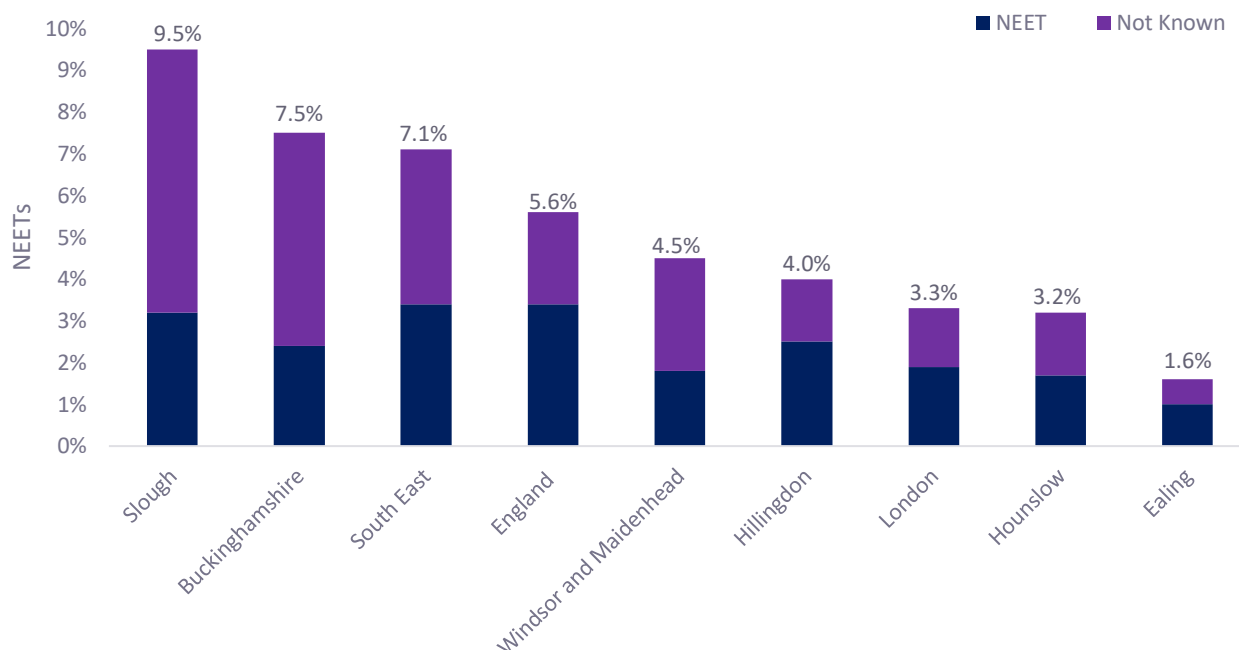
5.3 The labour market – not in education or training (NEET)

- 5.3.1 A recent independent report¹ for the UK Government found that **“nearly one million young people aged 16 to 24 in the United Kingdom are not in education, employment or training. One in 8 young people.”**
- 5.3.2 Local authority estimates of young people aged 16-17 who are NEET are published annually by DfE. These statistics include both young people aged 16-17 who are recorded as NEET and those whose activity is recorded as “not known” (where a local authority does not have up-to-date information)².
- 5.3.3 Rates vary across the local authorities with Slough and Buckinghamshire having the highest proportion of NEET and “not known” (9.5% and 7.5% respectively) and above the national average for England.
- 5.3.4 Ealing has the lowest proportion of NEET and “not known” (1.6%) across the Core Study Area (where local authority data is available).

¹ Young people and work: interim report, Department for Work and Pensions 8 June 2026

² Please note that DfE advises caution when using these figures because tracking quality varies between local authorities and the “not known” category can affect the interpretation of NEET estimates.

Figure 5.3: NEET and ‘not known’ rates for 16-17 year olds (2025)



* Estimates are not available for Elmbridge, Runnymede and Spelthorne within this dataset; therefore, the Core Study Area has been excluded from this graph.

5.3.5 Work has also been carried out by the Youth Future Foundation³ on local authorities across England that have the highest likelihood of young people being, or at risk of being, NEET. All areas show lower-than-average risk scores. However, Slough, and to a lesser extent Hounslow and Spelthorne, have relatively higher risk scores within the Core Study Area.

5.3.6 Heathrow expansion will provide an opportunity to support the number of young people looking for employment and training opportunities (typically referred to as NEET, or at risk of becoming NEET). The Heathrow Academy already provides support to young people, engaging them while in education and providing pathways into work. This EDF sets out how Heathrow will scale those activities in the context of Heathrow expansion.

5.4 The labour market – qualifications

5.4.1 The 2021 Census shows that 41% of residents across the Core Study Area aged 16+ hold further or higher education qualifications. This is higher than the averages for the South East (36%) and England and Wales (34%), but lower than the London average (47%).

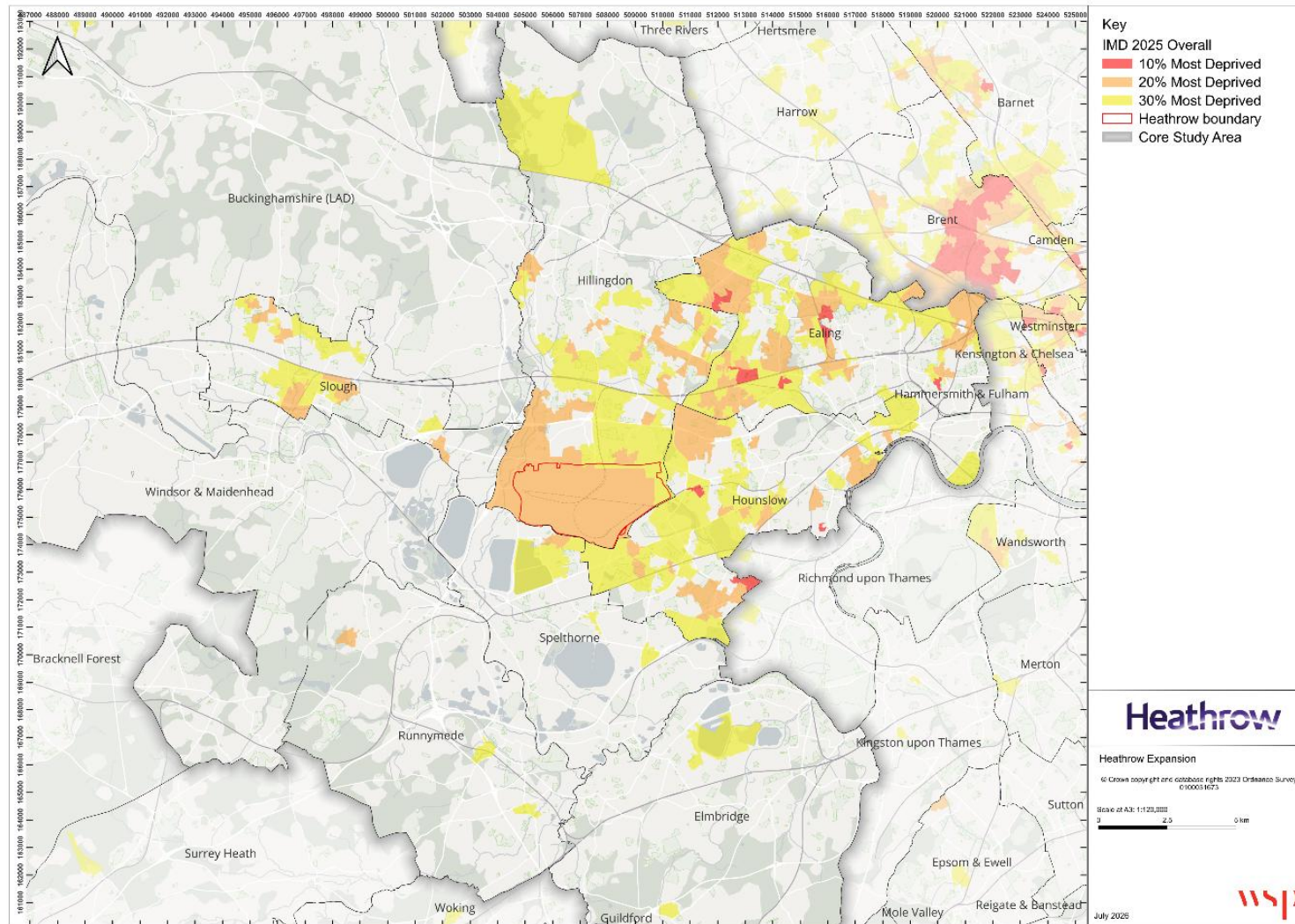
³ See the Youth Future Foundation NEET dashboard here:
<https://data.youthfuturesfoundation.org/dashboard/neet>

- 5.4.2 Again, the qualifications vary across the study area with Ealing (44%) and Hounslow (42%) being above the Core Study Area average, while Hillingdon (37%) and Slough (35%) are below it. Slough, Ealing, Hillingdon and Hounslow have the highest shares of residents with no qualifications (18% to 20%).

5.5 The labour market – deprivation

- 5.5.1 The Index of Multiple Deprivation (IMD) is the Government's official measure of relative deprivation in England. It measures relative levels of deprivation in small areas, known as Lower Super Output Areas (LSOAs). It consists of seven domains across the themes of income, employment, education, health, crime, barriers to housing and services and the living environment.
- 5.5.2 **Figure 5.4** shows patterns of deprivation across the Core Study Area using the 2025 IMD. It shows that overall deprivation is unevenly distributed with the highest concentrations in communities closest to Heathrow, including parts of south Hillingdon, west Ealing and southwest Hounslow.
- 5.5.3 Apart from the communities closest to Heathrow, there are also smaller pockets of deprivation in Slough. In contrast, much of Buckinghamshire, Elmbridge and Windsor and Maidenhead shows relatively low deprivation on the overall IMD measure.

Figure 5.4: Overall IMD in the Core Study Area, 2025



- 5.5.4 **Chapter 4: People, place and community areas** includes maps that show the education and employment domain.
- 5.5.5 Employment deprivation reflects the proportion of working-age people who are involuntarily excluded from the labour market, including through unemployment, long-term sickness or caring responsibilities. This shows that even in a labour market with relatively high overall employment levels, there are areas where significant barriers to employment remain, particularly within the London boroughs and parts of Slough.
- 5.5.6 The education deprivation domain shows there are higher levels of education-related deprivation in many of the same communities closest to Heathrow, including parts of Hillingdon, Ealing, Hounslow and Slough. This suggests that people in these areas may be more likely to face barriers related to attainment, skills and participation than elsewhere in England.

5.6 The labour market – summary and implications for the EDF

- 5.6.1 The Core Study Area has a large working-age population and high levels of economic activity. However, local characteristics and outcomes vary significantly. Qualification levels vary across the area: there are areas with below average economic activity and there are pockets of deprivation concentrated in some communities closest to Heathrow, including in the education and employment domains. There are also some areas where there are relatively high concentrations of young people who are NEET.
- 5.6.2 The baseline informs the direction of the EDF. This includes focusing on access to jobs and training, helping people progress over time and working with partners to support those most likely to face barriers to education and employment. The emerging measures and priorities under the Education, Employment and Training theme is set out in **Section 6**.

5.7 The economy – employment and business base

- 5.7.1 The ONS Business Register and Employment Survey (BRES) data shows that there were **1,084,000 jobs across the Core Study Area in 2024**.
- 5.7.2 The Core Study Area also has a strong logistics and airport-related employment profile. Employment in transport and storage industry accounts for around 10% of jobs (about 109,800 jobs), which is higher than the averages in London (4%), the South East (5%) and England and Wales (5%). This is to be expected given the role of Heathrow in the wider economy.

Table 5.1: Employment by Industry, BRES 2024

Industry	Core Study Area	London	South East	England and Wales
Business administration and support services	119,500 (11%)	576,500 (10%)	361,000 (8%)	2,557,000 (9%)
Health	112,000 (10%)	628,500 (11%)	591,500 (13%)	4,063,000 (14%)
Transport and storage	109,800 (10%)	240,500 (4%)	215,500 (5%)	1,479,000 (5%)
Professional, scientific and technical	100,000 (9%)	836,500 (14%)	411,500 (9%)	2,815,500 (9%)
Education	86,300 (8%)	409,000 (7%)	421,000 (10%)	2,492,000 (8%)
Retail	81,600 (8%)	416,000 (7%)	381,500 (9%)	2,436,000 (8%)
Accommodation and food services	81,000 (7%)	449,000 (8%)	340,500 (8%)	2,283,000 (8%)
Information and communication	70,800 (7%)	555,000 (9%)	242,000 (5%)	1,357,000 (5%)
Wholesale	66,300 (6%)	171,000 (3%)	192,000 (4%)	1,088,500 (4%)
Construction	55,500 (5%)	205,500 (3%)	248,500 (6%)	1,495,000 (5%)
Other	201,100 (19%)	1,398,500 (24%)	1,008,500 (23%)	7,695,000 (26%)
TOTAL	1,083,900 (100%)	5,886,000 (100%)	4,413,500 (100%)	29,761,000 (100%)

- 5.7.3 ONS UK Business Counts data shows that in 2025 there were 109,300 businesses in the Core Study Area. The businesses may already be linked to the economic activity at Heathrow and there will be opportunities that arise through the construction or operation of Heathrow expansion.
- 5.7.4 Construction is a large part of the business base, with **16,100 construction businesses (around 15% of all businesses)**. This is a higher share than the London (12%) average and similar to the South East (16%) and the UK (14%) averages.
- 5.7.5 Most construction businesses are micro-enterprises (0–9 employees), accounting for 96.4% of construction businesses. This highlights the importance of ensuring SMEs (including the smaller end of that scale) have access to opportunities that arise from the construction of Heathrow expansion.
- 5.7.6 As noted above, the area has a strong logistics profile, with 5,700 transport and storage businesses (around 5% of all businesses). This is also a higher share than London (3%), the South East (4%) and the UK (4%).

Table 5.2: Business Counts (enterprises 2025), ONS 2025

UK Business Counts, 2025	Wider Study Area	London	South East	United Kingdom
Total businesses	109,300	538,300	404,900	2,734,600
Construction businesses	16,100 (15%)	62,200 (12%)	63,300 (16%)	384,800 (14%)
Transport and storage businesses	5,700 (5%)	16,900 (3%)	14,700 (4%)	114,400 (4%)

5.8 The economy – summary and implications for the EDF

- 5.8.1 The Core Study Area has a substantial business base, including a high share of construction and logistics businesses. Heathrow expansion will create opportunities for businesses through the construction phase and, once operational, as a result of increased supply chain opportunities of benefits that arise from improved connectivity.
- 5.8.2 The baseline also supports an approach that needs to be accessible to SMEs, particularly in the construction phase. Many firms are small, and supply chain opportunities are more accessible where information is clear and support is practical.
- 5.8.3 **Section 7** sets out the emerging measures and priorities for working with stakeholders to maximise the benefits of expansion to the local businesses and economy.

6. Education, employment and skills

6.1 Introduction

- 6.1.1 Heathrow expansion will create a wide range of jobs and training opportunities during demolition, construction and through the long-term operation of the airport.
- 6.1.2 The scale of the programme creates an opportunity to improve the UK's capacity and capability to deliver large infrastructure projects. The construction period is anticipated to continue until 2060 but the largest requirement for a construction workforce is anticipated to be up to the late 2030s. The length of the construction programme will support more sustained employment over time. It will also help partners plan training and support progression, including where roles and skills change as new technologies and ways of working develop.
- 6.1.3 The ANPS (2018) has identified employment and skills as a key opportunity of airport expansion. Paragraph 4.4 states that the Examining Authority and the Secretary of State will consider, "**potential benefits, including the facilitation of economic development (including job creation)**" in considering any proposed development. The importance of employment and skills is reiterated in the draft HENPS (2026), which includes a requirement for Heathrow to submit a Youth Employment and Skills Plan as part of the DCO application.
- 6.1.4 Heathrow recognises that a skilled and agile workforce will require a step change in employment and training delivery. This will require collaboration with our stakeholders, including employers, training providers, educational institutions, public authorities and the community, with Heathrow playing the leadership role in drawing all partners together.
- 6.1.5 This chapter sets out 'what Heathrow via the Heathrow Academy does now' and then considers intervention under each of the following themes:
 - **Education**, outlining how Heathrow, through the Heathrow Academy works with schools, colleges, universities, and other partners to support careers awareness, work experience and pathways into employment and apprenticeships. This includes activities aimed at young people in education or looking for employment and training opportunities and groups who may face barriers, with targeted support for learners with special education needs and disabilities (SEND).
 - **Employment and skills**, describing how Heathrow will build on the work delivered through the Heathrow Academy to ensure that people understand different routes into work and provide targeted support for people who face additional barriers to work.
 - **Apprenticeships**, setting out our approach to delivering apprenticeships, including existing delivery and the framework for future provision. This includes six building blocks that underpin our apprenticeship delivery plan.

- **Skills partnerships and collaborations**, detailing how Heathrow will work with partners to help shape and deliver employment, skills and apprenticeship activity and prepare for Heathrow expansion.

6.1.6 The actions related to education, employment and skills have been developed taking into account feedback from the 2019 AEC Consultation and engagement with stakeholders, including but not limited to local authorities and the Heathrow Local Growth Taskforce.

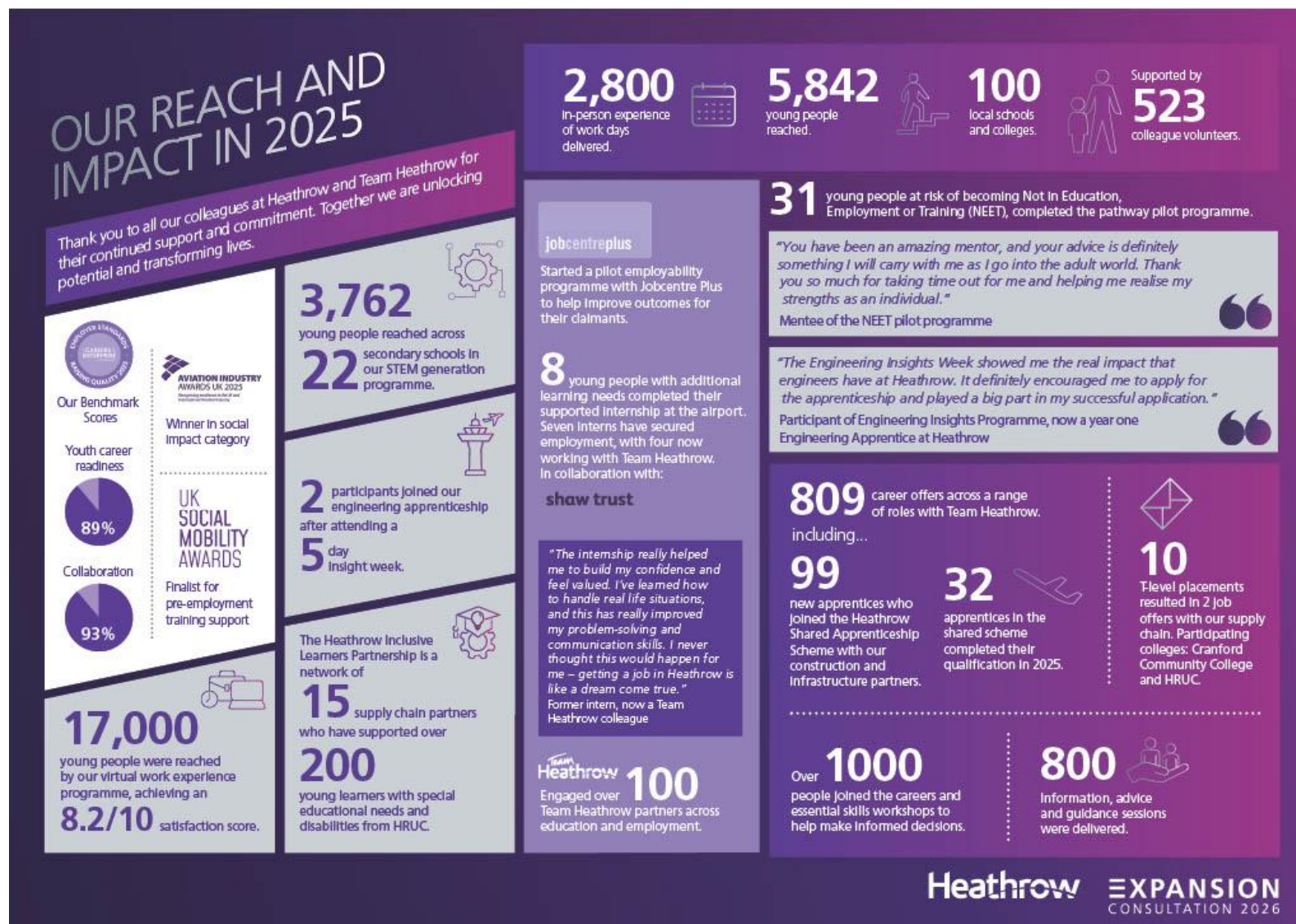
6.2 What Heathrow does now (business as usual)

6.2.1 Heathrow already delivers employment and skills support through established programmes, focused on helping people access job and training opportunities and progress at Heathrow and with employers based at the airport. The **Heathrow Academy** is the main delivery platform for this activity, which includes Heathrow's **World of Work Programme** and **Apprenticeship** activity.

The Heathrow Academy

- 6.2.2 The **Heathrow Academy** supports employers operating at Heathrow to recruit and develop their workforce, while helping people from local communities access jobs, training and progression opportunities linked to the airport.
- 6.2.3 The ANPS (2018) recognises the role of the Academy. Paragraph 5.262 states: **“The Government notes that Heathrow Airport already makes a significant contribution to local employment and already has a number of skills and employment initiatives designed to support the business needs of the airport. The Heathrow Academy, established in 2004, supports recruitment and retention of local residents across the retail, construction, aviation and logistics sectors, and includes apprenticeships as a part of the package.”**
- 6.2.4 The Heathrow Academy supports employers through an end-to-end recruitment and employability offer, which includes vacancy promotion, candidate screening and matching and co-ordinating recruitment and interview days.
- 6.2.5 For candidates, the Academy focuses on work readiness. This includes pre-employment and essential skills support through workshops and tailored help, alongside information, advice and guidance. This helps people understand what employers are looking for and how the recruitment process works, including any interview and assessment preparation required.
- 6.2.6 The figure below demonstrates the reach of the Academy in 2025.

Figure 6.1: Impact of Heathrow Employment and Skills Academy in 2025



- 6.2.7 The Heathrow Academy also provides targeted initiatives for people who may require additional support to access opportunity. This includes:
- The **Supported Internship Scheme**, which supports young people with SEND as they finish education, including job brokerage support.
 - **Collaboration with DWP through Sector based Work Academy Programme (SWAP) activity**, where unemployed candidates take part in a 10-day programme supported by the Academy, including employability and essential skills support, information, advice and guidance and support linked to employment outcomes.

Heathrow World of Work

- 6.2.8 The **Heathrow World of Work** programme supports young people to explore career opportunities associated with Heathrow and to develop the skills, confidence and awareness needed to progress into further learning, training or employment. It is delivered in collaboration with employers operating at Heathrow. It focuses on four core aims:
- Exciting and inspiring young people about careers at Heathrow.
 - Raising awareness of career opportunities and facilitating pathways into employment.
 - Focusing on providing an ‘experience of work’.
 - Developing essential skills such as communication, creative problem solving, team working and self-management.
- 6.2.9 Delivery includes both broad activity and targeted support. Targeted activity focuses on the communities closest to Heathrow and groups who may face barriers to accessing opportunities, including learners with SEND and young people who are at risk of leaving education without further employment or training prospects.
- 6.2.10 Heathrow World of Work activity is kept under review to help ensure it remains relevant to labour market conditions and employer needs, and to maintain alignment with Heathrow’s wider employment, skills and apprenticeship provision. Delivery models have evolved over time and will continue to adapt as workforce requirements change.
- 6.2.11 The programme currently works with a range of education providers and delivery partners on a flexible basis, rather than through a fixed partnership model, allowing activity to respond to local needs, policy changes and available delivery capacity. The programme of activity includes:
- Sustainability-themed primary school challenges
 - STEM-themed secondary school challenges
 - Essential skills masterclasses
 - Engineering insight weeks

- Services insight days
- Virtual work experience
- T Level placements
- A pathways programme for young people who are NEET or learners with SEND
- A supported internship scheme
- Heathrow Inclusive Learners Partnership (HILP) – a network of supply chain partners providing experience of work activities to young learners with SEND

Apprenticeships

- 6.2.12 Heathrow supports apprenticeship delivery through a combination of established programmes and partner provision. This includes supporting employers to recruit and manage apprentices, as well as facilitating delivery models that enable access to apprenticeships across a range of roles and disciplines.
- 6.2.13 The national apprenticeship system has been through significant change in recent years, including reforms to funding and delivery requirements. These changes have required employers and providers to adapt and to have contributed to variation in apprenticeship volumes as the system has adjusted. Against this backdrop, the priority is not only increasing starts, but maintaining quality and using delivery models that work for a wide range of employers.
- 6.2.14 Heathrow's current apprenticeship offer includes three main elements: engineering apprenticeships, a shared apprenticeship scheme and use of the Growth and Skills Levy.
- 6.2.15 **Engineering apprenticeships** provide a core route into technical roles, supporting workforce renewal in critical disciplines.
- 6.2.16 The **shared apprenticeship scheme** supports apprenticeships across multiple host employers and roles. This helps widen access, particularly where individual employers may not have the volume or capacity to offer a full apprenticeship independently.
- 6.2.17 The shared apprenticeship scheme currently supports 172 apprentices on the programme, with 82 apprentices having completed their apprenticeships to date. The profile of apprentices on the scheme reflects its role in widening access: 68% are from ethnic minority backgrounds, 31% are women and 57% live in areas within the 50% most deprived nationally. In addition, 75% of apprentices were previously unemployed or in minimum wage employment prior to starting on the scheme.
- 6.2.18 Apprenticeship opportunities are also supported through use of the **Growth and Skills Levy** to upskill colleagues through apprenticeships across a range of roles and levels, reflecting that apprenticeships are not limited to entry-level routes.

6.2.19 Additionally, our apprenticeship activity also includes:

- Linking apprenticeships to early careers activity (including Heathrow World of Work with schools, colleges and T Level students) to support understanding of routes into apprenticeships and employment.
- Continuing engagement with national and sector bodies, including the Aviation Industry Skills Board, chaired by Heathrow.
- Improving how apprenticeship information is collected and reported, so monitoring is more consistent and proportionate.

6.3 Education

6.3.1 Given the long-term nature of the Heathrow expansion, our education activity provides an important foundation for supporting future workforce needs across different sectors and skill levels. Many of those who will work on expansion in the future are at school today.

Feedback

6.3.2 The key feedback from AEC 2019 consultation with regard to education was:

- The need to support vulnerable young people into training opportunities.
- The need to ensure that people from all backgrounds can access training opportunities.
- The need to engage with the education institutions, including schools and further and higher education providers to ensure that curriculums can be aligned and to engage with learners.
- A desire to see an expanded World of Work Programme.
- A need for work experience and work placements.

6.3.3 Heathrow has also been engaging with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year. The key feedback with regard to education was:

- Improve clarity and accessibility of information on job opportunities, skills pathways and longer-term career progression, to support informed engagement and aspiration raising (particularly for under-represented groups).
- Target communications at parents as well as students, so families understand the opportunities available to children and young people. This should include a variety of ways of communicating with parents of vulnerable learners.
- Provide education and engagement activity across affected boroughs, alongside a central offer, to ensure both consistency and targeted local delivery.
- Build on existing work experience to improve engagement with young people (including under-18s), including in-person work experience.

- Set and publish annual targets for work experience places, alongside the existing 2030 target, to provide clear and measurable delivery milestones.
- Work in partnership with local schools on careers advice and awareness-raising to support a long-term pipeline of opportunities over the duration of the expansion programme.
- Include consideration of English for speakers of other languages (ESOL) learners.
- Deepen collaboration between businesses, further and higher education and schools to align curriculum (through the Local Skills Improvement Plans), qualification pathways, and training with real workforce needs.
- Consider expanding the Inclusive Learning Partnership – a network of supply chain partners providing experience of work activities to young learners with SEND. That has been successful to date.

Heathrow expansion proposals

- 6.3.4 In the context of Heathrow expansion, the World of Work activity will be updated and refined to reflect future workforce requirements, as well as the scale of the project. It will support clear progression routes into employment, training, apprenticeships or pre-employment provision.
- 6.3.5 The update will ensure the programme content reflects roles expected to come forward at an expanded Heathrow, including construction, engineering and logistics. It will also incorporate transferable skills, including data, digital, artificial intelligence, and project management skills.
- 6.3.6 Heathrow will set out an approach to education and outreach linked to expansion and clearly communicate information with partners (including education providers) so that Heathrow can proactively support their planning. This will explain the types of opportunities expected over time and how Heathrow will raise awareness in local communities.
- 6.3.7 Outreach will include parents as well as students. As above, this has been an important lesson learnt through feedback with stakeholders. This approach will involve working with schools and delivery partners to share careers information through established routes, such as parents' evenings, so that families can understand potential pathways and how to access them.
- 6.3.8 Delivery will continue to be embedded across the Core Study Area, with targeted interventions shaped by local demographics and needs. Heathrow will deliver the activities in collaboration with education and employment organisations to help ensure appropriate reach, consistency and impact in areas of greatest need.
- 6.3.9 Alongside this, Heathrow will seek to improve the clarity and accessibility of information about careers across the airport. This could include career discovery sessions with Team Heathrow partners and clearer signposting on routes into roles, using online channels and partner networks to help widen reach.

6.3.10 Engagement will continue to be designed to support inclusion and remove barriers. This includes using a diverse range of colleague role models and case studies, so young people can see different routes into work and training demonstrated by people of different backgrounds.

6.3.11 Proposed measures are structured around the following target groups:

Table 6.1: Proposed education activity at Heathrow expansion

Target groups	Proposed measures
Primary schools	• Engagement with primary schools will continue through age-appropriate sustainability and STEM-themed challenges designed to build early awareness of the world of work. • Activity will focus on aspiration, teamwork and essential skills, while introducing broad concepts related to infrastructure, engineering, sustainability and future careers associated with Heathrow.
Secondary schools, further education and higher education	• Heathrow World of Work delivery will focus on strengthening understanding of career pathways and progression routes. This will include STEM themed challenges, essential skills masterclasses and insight days, as well as in-person and virtual work experience. • Content will be updated to reflect roles expected at an expanded Heathrow (and will continue to be updated as these change over time). • Heathrow will also explore the feasibility of enhanced in-person work experience aligned to modern work experience guidelines set by the Government. • Heathrow will consider appropriate annual targets for work experience places and communicate these and any progress to stakeholders. • Heathrow will also continue career discovery sessions with Team Heathrow partners to show the range of roles across Heathrow and how to access them. • Heathrow will deliver annual careers activities, delivered with Team Heathrow partners to show the breadth of opportunities linked to Heathrow. This will build on our experience of delivering similar activities in the past and will include both exposure to potential job opportunities but also to the support that the Heathrow Academy and other stakeholders can provide. • Heathrow will work with FE, HE and other training providers to help inform and co-design curricula, where opportunities exist, and to ensure they remain relevant to industry needs.
Learners with Special Educational Needs and Disabilities (SEND)	• Targeted pathways will continue and be enhanced as relevant, including the NEET/SEND Pathways programme, the Supported Internship Scheme, and the Inclusive Learning Partner. • Targeted support for ESOL learners. • Heathrow will explore whether delivery can be extended with more Team Heathrow employers to increase reach and opportunity.

Target groups	Proposed measures
Young people not in education, employment or training (NEET)	- For young people who are NEET, Heathrow World of Work activity will align with wider employment and skills support delivered through job brokerage by the Heathrow Academy. Heathrow will seek to increase activity as expansion develops. - This will include clearer routes into pre-employment support and support to address barriers to sustained work (including cross-partner working to ensure a joined-up approach to support).
Teachers and parents	- Recognising the role of teachers and parents in influencing career choices, Heathrow World of Work activity will also seek to improve access to clear and consistent information on career pathways at Heathrow. - Heathrow will also seek to work with education delivery partners to provide careers information through schools (including via parents' evenings). - Heathrow will consider ways of interacting with parents of vulnerable young people.

6.3.12 Overall, these measures will be designed to help young people understand the opportunities associated with expansion and Heathrow's long-term growth, build confidence and readiness and access clearer routes into training, apprenticeships and employment over time.

6.4 Employment and skills

Feedback

6.4.1 The key feedback from AEC 2019 consultation with regard to employment was:

- The need to ensure that people from all backgrounds can access employment opportunities.
- The need to support vulnerable young people and adults into employment opportunities.
- A desire for the work of the Heathrow Academy to be expanded.

6.4.2 Heathrow has also been engaging with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year. The key feedback with regard to employment and skills was:

- Maintain commitment to the BAU work and employment skills plan.
- Provide greater clarity on the types of roles, sectors and skills pathways expected to be supported through expansion, including the nature of opportunities at different stages of the programme.
- Seek to adopt an inclusive but targeted approach to workforce development, including action to widen participation in STEM and engineering roles, particularly for women and people with SEND.

- Encouraging flexible and part-time opportunities where these can widen access.
- Support efforts to improve awareness and perceptions of employment opportunities at Heathrow, including through partnership working and trusted intermediaries.
- Reinforce fair pay expectations with suppliers and Team Heathrow.
- Consider satellite hubs in town centres around the airport to improve awareness of, and access to, opportunities.
- Take account of wider regional labour market conditions, including other major developments and construction activity, when considering workforce needs and potential pressures on skills supply.
- Consider how AI may affect future job availability and skills needs, and incorporate this into long-term workforce planning.

Heathrow expansion proposals

- 6.4.3 Building on established delivery, the Heathrow Academy will remain the main platform for expansion-related education, employment and skills activity.
- 6.4.4 The approach will be to maintain continuity with business-as-usual delivery, while integrating future expansion-related activity as this becomes available.
- 6.4.5 As our proposals develop, the Academy will focus on three key priorities:
 - Helping people get ready for work
 - Widening access to opportunities
 - Making routes into roles clearer as the expansion workforce profile is refined
- 6.4.6 This will be delivered through an integrated offer anchored in business-as-usual provision, with partner engagement used to help ensure fair access to opportunities, inclusive support (including for learners with SEND) and clear information on roles and pathways.
- 6.4.7 As Heathrow expansion progresses the additional activities could include:
 - **Targeting opportunities fairly across the boroughs.** Heathrow will continue scaling support for people who face barriers to work, including increasing support for SEND learners, while working with partners to increase reach over time. Youth Careers Collective have been commissioned to develop an employer framework that supports young learners with SEND to receive relevant support, and for employers to understand what good practice looks like in creating access to opportunity. This framework complements the practical support being provided, such as insight days, work experience and skills workshops.
 - **Encouraging flexible and part-time opportunities where these can widen access.** Heathrow will explore the feasibility of offering part-time opportunities directly and encourage Team Heathrow and supply chain partners to do the same.

- **Improving awareness and perceptions of Heathrow employment opportunities through clear, consistent communications.** Heathrow will continue to advertise opportunities on the Heathrow Academy website and will work with partners to help ensure that employment opportunities are communicated to local communities through trusted local channels.
- **Using local access points where this improves reach.** The Academy currently has a local presence in Spelthorne and at West Thames College every two weeks. Heathrow will work with local partners to explore additional measures to improve engagement. This will include how the Academy interacts with Youth Employment Hubs, and interventions supported by the local authorities and by DWP.
- **Aligning skills planning.** Heathrow will share our skills needs with local education and training partners so that training remains relevant. This will include construction and operation (including cargo, logistics and freight handling where relevant)
- **Sharing forward visibility where Heathrow has evidence.** Heathrow will share the construction labour profile over a five- to 10-year period and the main capability and skills gaps that it can identify. There may be more limited forward visibility for Team Heathrow employers, but Heathrow will work with partners to share wider workforce trends where this is practical.
- **Keeping long-term planning responsive to change.** Heathrow will take account of how new technology, including AI, may affect roles and skills needs where relevant evidence is available, and work with education and training partners to identify how to effectively upskill for future skill needs.
- **Engaging with relevant skills initiatives that may support transferability and recognition of skills, including Skills England and its proposed Skills Passport.** Heathrow will seek to work with Skills England to help inform the development of their proposed skills passport to help ensure that the benefits of Heathrow expansion are supported by a skills system that improves transferability and recognition of skills.
- **Reinforcing fair pay expectations within our control.** Heathrow is a London Living Wage employer and requires our supply chain to pay the London Living Wage. Heathrow cannot require this outside our supply chain, but Heathrow will continue encouraging Team Heathrow partners to follow good practice.

6.4.8 Overall, this approach is intended to maintain continuity of delivery while integrating expansion-related activity through the Heathrow Academy. Partner engagement will also support fair access, inclusion and clearer information on roles and routes into work, as well as skills planning as the evidence base develops. This will include reviewing the Skills Plans of local authorities, as well as the Local Skills Improvement Plans (LSIPs), which form an important part of how colleges in England plan courses and training provision. Heathrow also acknowledges the need for information sharing to allow for effective planning.

6.5 Apprenticeships

Context of the ANPS and draft HENPS

- 6.5.1 Paragraph 5.268 of the ANPS (2018) sets out the target for 10,000 apprenticeships at an expanded airport: **“The Secretary of State will consider whether Heathrow Airport has set out a credible plan to implement its commitment to deliver a total of 10,000 apprenticeships at an expanded airport.”**
- 6.5.2 The position set out in the ANPS (2018) is the current policy position. Heathrow does, however, note that a material change to this position is currently proposed within the draft HENPS (2026). In particular, paragraph 5.268 includes the requirement to: **“Support the delivery of 5,000 youth apprenticeships, traineeships and other recognised entry-level pathways.”**
- 6.5.3 This widens the target to include traineeships and other recognised entry-level pathways and narrows it to focus on youth apprenticeships. It also proposes to reduce the overall figure from the current 10,000 to 5,000.
- 6.5.4 In considering any details submitted by Heathrow, the ANPS (2018) states at paragraphs 5.268 and 5.269 that:

“The Secretary of State will consider whether Heathrow Airport has set out a credible plan to implement its commitment to deliver a total of 10,000 apprenticeships at an expanded airport.

“The Secretary of State will consider how these provisions are secured, and how they will be operated.”

 The draft HENPS (2026) includes a similar proposed requirement when considering any Youth Employment and Skills Plan submitted by Heathrow at Paragraph 5.371: **“The Secretary of State will consider whether the applicant has set out a Youth Employment and Skills Plan which provides credible, deliverable and appropriately secured commitments to deliver apprenticeships and skills development at an expanded airport. The Secretary of State will consider how these provisions are secured, and how they will be operated. They may consider the use of requirements or obligations to ensure delivery.”**
- 6.5.5 Heathrow supports the change in approach in the draft HENPS (2026) set out above. Heathrow recognises that the change reflects that the Government’s approach to skills delivery has moved on and the amended requirements better reflect the Government’s priorities and the current skills landscape.
- 6.5.6 As the ANPS (2018) remains the policy position, Heathrow will continue to develop its apprenticeship plan to meet the ANPS requirement for a credible plan for 10,000 apprenticeships, while also working on the requirements of the draft HENPS (noting that this is still subject to change). Heathrow will continue to work with the Government and Skills England to develop its approach to skills and apprenticeships ahead of the DCO application.

Feedback

6.5.7 The key feedback on apprenticeships from the 2019 Airport Expansion Consultation was:

- Provide further details on the plan for apprenticeship delivery
- Consider how apprenticeship delivery will be accessible to underrepresented groups

6.5.8 Heathrow has also been engaging with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year. The key feedback on apprenticeships was:

- Improve awareness and understanding of levy transfer arrangements among employers, so that businesses understand how the system works and how transferred levy funding can be used to support apprenticeship take-up.
- Improve clarity and visibility of apprenticeship opportunities associated with Heathrow expansion, including how these opportunities fit within broader employment and skills pathways.
- Use existing Heathrow and partner resources to coordinate apprenticeship delivery, for example, West End College Logistics and Skills Hub. Build on existing apprenticeship schemes and local delivery services rather than creating entirely new structures.
- Coordinate apprenticeship opportunities with other live construction and infrastructure projects for continuity.
- Support Tier 1 and Tier 2 contractors to deliver apprenticeships and work experience as an integrated part of workforce and supply chain planning.
- Explore opportunities to support entry-level and pre-apprenticeship pathways, including foundation programmes that prepare people for later apprenticeship and employment opportunities.
- Consider how apprenticeship provision can support inclusive access.

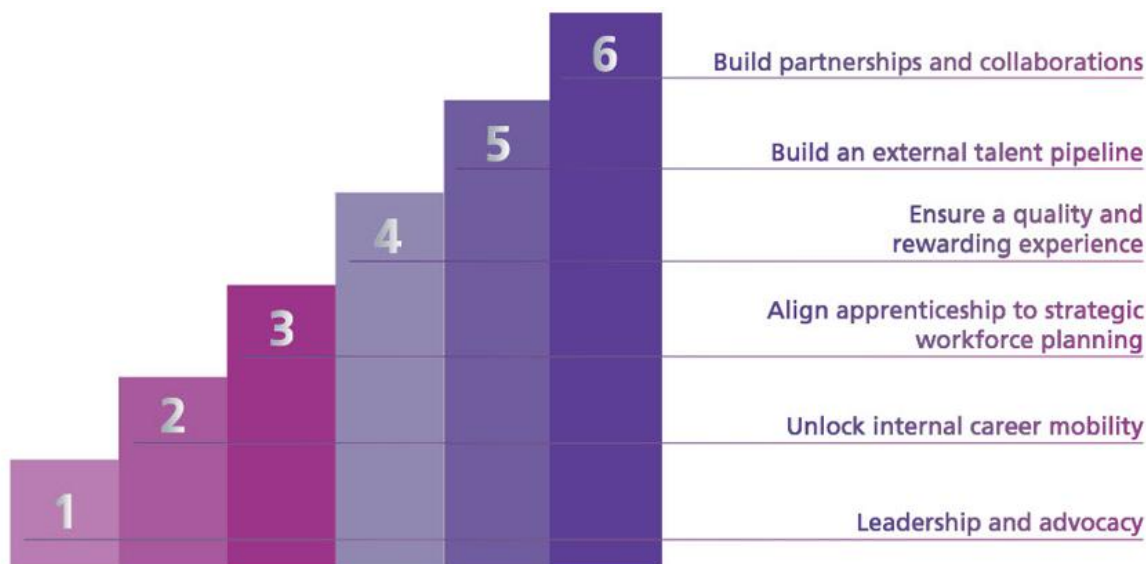
Heathrow expansion proposals

6.5.9 Heathrow's ambition is to be a leading apprenticeship employer, creating clear and accessible pathways into sustained and fulfilling careers across Heathrow and Team Heathrow (the other businesses that operate at the airport).

6.5.10 Delivering apprenticeships at scale can be challenging. Common issues include time needed for off-the-job learning, operational pressures, the availability of suitable standards and variation in training provider performance and delivery model. These factors influence how quickly delivery can grow and where additional support is needed.

- 6.5.11 As our proposals develop, apprenticeships will play a bigger role in building the skills Heathrow and the supply chain need across demolition, construction and operation. They support progression for colleagues and widen access to skilled roles for local communities.
- 6.5.12 Our approach is built around six linked priorities. These priorities are drawn from our wider apprenticeship planning and are intended to keep delivery clear, consistent and focused on quality as well as scale:
- **Leadership and advocacy** – making apprenticeships visible and valued.
 - **Internal career mobility** – using apprenticeships to support progression for colleagues.
 - **Workforce planning alignment** – linking apprenticeships to future skills needs, including construction and infrastructure roles.
 - **Quality and experience** – supporting strong outcomes for apprentices and employers.
 - **External talent pipeline** – improving access for local communities and new entrants.
 - **Partnerships and collaboration** – working with employers across Heathrow, the supply chain and skills partners to deliver at scale.

Figure 6.2: Six building blocks for apprenticeships delivery at Heathrow



- 6.5.13 Heathrow's approach to apprenticeship delivery is to move towards a coherent, strategically aligned model that is embedded within leadership culture, underpinned by workforce planning and capable of delivering at scale. Delivery will build on existing programmes, partnerships and networks, with ongoing engagement with employers, skills bodies and delivery partners used to keep apprenticeship provision, skills needs and target job roles under regular review and aligned to demand.

- 6.5.14 For Heathrow expansion, apprenticeship delivery will focus on practical arrangements that connect workforce needs to apprenticeship routes across Heathrow, the supply chain and (where practicable) Team Heathrow partners. For reporting, apprenticeship starts provide the most consistent measure across different employers, alongside wider measures of quality and progression where data is available.
- 6.5.15 As the Heathrow expansion programme develops, skills requirements will be mapped to available apprenticeships and shared with education and training partners. This will help improve the visibility of apprenticeship opportunities and how they fit within wider employment and skills pathways.
- 6.5.16 In working with the supply chain, Heathrow recognises that it cannot mandate apprenticeship take-up across all organisations. Engagement with procurement teams and the supply chain will help to identify how contracting processes can be effectively used to support delivery of a diverse range of apprenticeships. Heathrow will continue to support Tier 1 and Tier 2 contractors to deliver apprenticeships, alongside continued support (where appropriate and feasible) for Tier 2 and 3 suppliers.
- 6.5.17 To widen participation and strengthen progression, Heathrow will work with supply chain and Team Heathrow partners to identify foundation-level apprenticeship opportunities and to develop an inclusive plan that supports access for under-represented groups, including consideration of Levels 3 to 4 provision and part-time and flexible roles where feasible.
- 6.5.18 Heathrow will continue to coordinate delivery through established networks and collaborations and we welcome opportunities to share and learn good practice, including through existing supplier working groups and forums with Team Heathrow partners. Heathrow will also continue promoting opportunities through our established channels, including the Heathrow Academy website.
- 6.5.19 Delivery will be kept under review as phasing, standards and policy evolve. Detail will be firmed up through the EDS, informed by consultation feedback and the finalisation of the draft HENPS.

6.6 Skills partnerships and collaborations

Feedback

- 6.6.1 The key feedback from the 2019 Airport Expansion Consultation and our engagement with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year with regard to skills partnerships and governance was:
 - A need for clear reporting metrics on the commitments that will be made in the Economic Development Strategy and how those will be monitored and reported.
 - A need for information sharing to support coordinated planning and to identify any gaps in provision and/or labour supply.

- A need to coordinate employment, apprenticeships and other training opportunities with other live construction and planned infrastructure projects.
- A need to building existing structure and relationships before creating new structures.

What Heathrow does now (business as usual)

- 6.6.2 Skills and employment outcomes cannot be delivered by a single organisation alone. Heathrow works with employers, education and training providers and local partners to understand what skills are needed and to provide clear communication and support on how people can access opportunities.
- 6.6.3 Engagement with partners is used to test what is working well and where more work is needed. This helps us focus on practical actions and keep our approach aligned with wider skills priorities.
- 6.6.4 Skills and employment activity is shaped through structured engagement with partners, led through the Heathrow Local Growth Taskforce, chaired by Lord Blunkett. The taskforce brings together Heathrow, local authorities, education and training providers and business organisations. It provides oversight and challenge and helps ensure priorities reflect local needs.
- 6.6.5 Delivery is supported through task and finish groups focused on key themes, including employment, education and skills, local supply chain and surface access. Task and finish groups meet on a regular basis to develop practical recommendations, review progress and identify where additional intervention or coordination is required, reporting back to the taskforce to inform wider decision-making and priorities.
- 6.6.6 Partnership working includes ongoing engagement with Skills England, with whom we have an established relationship at senior level, including with leads responsible for apprenticeships and infrastructure. This supports alignment with national skills priorities and helps ensure that emerging Heathrow expansion needs are considered in the context of wider workforce and training policy direction.
- 6.6.7 Engagement also takes place with Government partners involved in employment and skills delivery. This includes the DWP and links with the DfE and the DfT.
- 6.6.8 Heathrow will work with other major projects so that our approach reflects the wider labour market context and, where appropriate, draw on relevant delivery learning, especially where projects are competing for similar skills or where collaboration could support more sustained employment and skills outcomes. We are actively engaging with other major infrastructure projects on skills planning and delivery and contribute to or chair a number of relevant forums including the West London Employment Board, the Aviation Industry Skills Board and the People Leadership Forum.
- 6.6.9 Supply chain engagement forms part of our skills partnership approach. Established relationships are in place with construction and infrastructure partners, providing a platform for shared planning and joint delivery where appropriate.

- 6.6.10 Through existing supplier management approaches, including the Balanced Scorecard (further detail on this is set out in the next Section), our key suppliers are asked to contribute to social value goals, which includes local recruitment and provision of apprenticeships, work experience and T Level placements. This helps embed expectations across delivery partners and creates a consistent basis for discussion about how skills and employment outcomes are supported through the supply chain.
- 6.6.11 We also work with a broad range of local and sub-regional organisations involved in skills and employment. This includes colleges and universities, local authorities, chambers of commerce, careers organisations and Jobcentre Plus, alongside employers and supply chain partners operating at Heathrow.
- 6.6.12 As Heathrow expansion proposals develop, we will consider and develop an appropriate governance framework to support delivery of targets and monitoring arrangements. This will build on existing structures, ensuring roles and responsibilities remain clear and proportionate.

Heathrow expansion proposals

- 6.6.13 Heathrow expansion provides an opportunity to build on the partnerships described above and coordinate skills and employment activity more effectively. Heathrow will use the Heathrow Local Growth Taskforce and other established forums to share workforce evidence, agree priority roles and shape training and employability support with partners.
- 6.6.14 In advance of, and as Heathrow expansion progresses, our approach to partnerships and collaboration could include:
 - **Sharing workforce evidence to support coordinated planning.** We will share relevant findings through the Heathrow Local Growth Taskforce and with local authorities, education and employment/supply chain partners. This will support local skills planning and a shared understanding of priority roles and skills gaps.
 - **Working with providers to address gaps in provision and readiness.** We will work with education and training partners to identify where current curriculum and training provision does not yet match emerging demand and explore options to address gaps. This could include practical pre-employment or skills support for priority roles where needed.
 - **Building on established relationships before creating new structures.** We recognise the value of supply chain participation in shaping workforce development and will continue to build on existing platforms and partnerships with Tier 1 contractors, supply chain partners and organisations linked to Local Skills Improvement Plans, before setting up any new activity.
 - **Connecting to existing employment and support programmes.** We will continue working with the DWP and other partners where established referral routes help people who face barriers to work access opportunities as they arise.

- **Coordinating opportunity delivery with access and travel planning.** We will work collaboratively across Heathrow teams so that skills and employment planning can inform the travel strategy and help ensure that access considerations are reflected alongside opportunity delivery.
- **Developing a Team Heathrow (including supply chain) engagement strategy.** This will support the delivery of the proposed plan, including education activities and access to a wide range of jobs, apprenticeships and careers across the airport.

6.6.15 Overall, our approach focuses on partnership working to coordinate skills and employment activity as Heathrow expansion develops. The detailed delivery and monitoring arrangements will be set out in the subsequent EDS or equivalent document.

7. Business, supply chain and innovation

7.1 Introduction

- 7.1.1 Heathrow expansion presents a significant opportunity to strengthen the local, regional and national business base that supports Heathrow and the benefits from the increased connectivity, further supporting trade and tourism.
- 7.1.2 This first section considers how Heathrow works with its supply chain. It begins with what Heathrow does now and is then split into the following key themes:
 - Supplier readiness and SME capability
 - Tier 1 and wider supply chain engagement
 - Market engagement, partnerships and collaboration
 - Innovation
- 7.1.3 It reflects Heathrow's ambitions to go beyond the current supply chain related activities by strengthening supplier readiness, increasing innovation and supporting more inclusive participation across the supply chain through tailored market engagement and partnerships.
- 7.1.4 The final sections then consider:
 - Inward investment – trade, Foreign Direct Investment (FDI) and tourism
 - Land use planning
 - Managing adverse effects on businesses

7.2 What Heathrow does now (business as usual)

The SME Academy

- 7.2.1 A core component of the current approach is the **SME Academy**, launched in 2025. It helps SMEs understand Heathrow's procurement expectations, improve organisational capability and partner more effectively with larger organisations across the supply chain.
- 7.2.2 Since its launch, delivery through the SME Academy has included more than 250 SMEs supported through workshops and related engagement activity. Ten SMEs were supported through the first cohort of the Mentor Support Programme, providing more focused, tailored, one-to-one support.
- 7.2.3 The SME Academy focuses on building capability in areas that are critical to successful participation in the Heathrow supply chain. This includes health and safety, carbon reporting, data and cyber security and bidding skills, among others.

The Lift Off programme

- 7.2.4 Heathrow prides itself on working with suppliers to encourage innovation and continuous improvement. This includes creating opportunities for SMEs to engage directly with Heathrow and its Tier 1 suppliers, test ideas and solutions, and, where appropriate, move from trials into delivery.
- 7.2.5 A key mechanism for this activity is the **Lift Off programme**, which was launched in March 2023. Lift Off provides a structured forum through which innovative SMEs can pitch directly to Heathrow and Tier 1 suppliers. The programme has generated tangible outcomes, including trial opportunities, tendering opportunities and contract awards. The Lift Off programme has been received very positively by stakeholders (feedback from the Local Growth Taskforce).
- 7.2.6 Since launch, Lift Off has achieved the following: :
- **12 Lift Off events** have been delivered
 - **86 SMEs** have participated
 - **9 SME proposals** have progressed to trials
 - **4 contracts** have been secured
- 7.2.7 In 2024, Heathrow also launched the **Lift Off Learner's Challenge**. This supports college students, including SEND learners, to engage with real-world innovation challenges linked to the airport environment.

The Balanced Scorecard

- 7.2.8 The Heathrow Partner **Balanced Scorecard** is used to align strategic directions and expectations with suppliers and to support continuous improvement. The scorecard covers areas such as net zero aviation, being a great place to live and work, including health and safety, zero waste, nature positive outcomes, SME opportunity, community impact, experience of work and equality, diversity and inclusion.
- 7.2.9 The Balanced Scorecard is used to measure value delivery and benchmark relevant year-on-year progress, with a structured cycle of supplier engagement and annual data gathering. In 2023 and 2024, the scorecard approach captured 1,450+ supplier data points and supporting information, backed by 20 supplier relationship management leads. More than 30 strategic suppliers took improvement action because of the scorecard.
- 7.2.10 In the past four years, the Balanced Scorecard has driven measurable action across Tier 1 suppliers, including increased use of renewable energy, improved carbon reporting and clearer alignment between Heathrow's priorities and supplier delivery. This ongoing engagement and reporting through the scorecard enables Heathrow to reinforce expectations, monitor performance and maintain alignment with strategic objectives through supplier relationship management.

CompeteFor

- 7.2.11 Heathrow use the CompeteFor platform to promote upcoming procurement opportunities. We also encourage Tier 1 suppliers to use it to increase visibility of opportunities within their supply chains. In 2024, opportunities posted on the Heathrow CompeteFor microsite has led to the spending of around £94 million. Twelve Tier 1 suppliers used Heathrow's dedicated CompeteFor microsite.

Business summits and supplier engagement events

- 7.2.12 Business summits are held annually as a route for SMEs to understand procurement pathways, upcoming opportunities and Heathrow's requirements. The 27th Heathrow Business Summit in 2025 hosted around 950 delegates, bringing together SMEs, Tier 1 suppliers and Heathrow procurement teams.
- 7.2.13 Feedback from the Heathrow Local Growth Taskforce is that the business summits are effective and the most recently held event was particularly successful in engaging the supply chain.

Local and regional partnership working

- 7.2.14 Heathrow works with local authorities, chambers of commerce, Growth Hubs, the Federation of Small Businesses (FSB), universities and trade bodies to widen reach. Heathrow also supports SME engagement activity delivered through these partners. In 2025, Heathrow Procurement attended 14 SME engagement events through local and regional networks and reached around 850 SMEs.

7.3 Supplier readiness and SME capability

- 7.3.1 A strong, capable and resilient supply chain is fundamental to delivering Heathrow expansion. Businesses of all sizes, particularly SMEs, play an important role in delivering expansion and securing wider benefits for communities and the UK economy.
- 7.3.2 Supplier readiness is not only about improved and clear access to contracts, but also about creating the conditions for businesses to compete fairly, build capability, adopt new approaches and deliver higher-value outcomes.
- 7.3.3 In practice, this means working in partnership with suppliers and using clear performance expectations and continuous improvement to drive better outcomes over time, including social value.

Feedback

- 7.3.4 The key feedback from our engagement with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year with regard to supplier readiness and SME capability includes:

- Maintain the SME Academy as a key delivery vehicle throughout expansion and build on early-stage business support programmes to improve supplier readiness.
- Strengthen the perception of Heathrow as a place to do business, including clearer messaging on routes into airport-related work and the benefits of engaging with the airport supply chain.
- Improve the visibility and accessibility of pipeline and opportunities for SMEs, including through clearer and more consistent communication and the use of plain language.
- Place clearer expectations on Tier 1 suppliers to engage with and support SMEs from an early stage.
- Deliver supplier engagement activity locally and online, including shorter and more accessible formats that are easier for SMEs to attend.
- Set out clearer commitments on social value, local sourcing and local spend as part of Heathrow's SME engagement approach. Establish clear targets, metrics and key performance indicators for SME engagement and participation, including by business size (micro, small and medium), supported by feedback mechanisms and SME experience measures.

Heathrow expansion proposals

7.3.5 Heathrow expansion provides an opportunity to build on existing activity and strengthen supplier-readiness support. The focus will be on ensuring support is in place before opportunities come to market and that it is relevant to both construction and operational needs as our proposals develop.

7.3.6 In advance of, and as Heathrow expansion progresses, this could include:

- **Continuing to develop the SME Academy**, focusing on building supplier capability, compliance and readiness aligned with anticipated expansion demand, including systems, policies, accreditation, technology and bidding requirements.
- **Improving how SMEs find and understand opportunities** using clearer communications, plain language and more accessible formats, including meet-the-buyer activity delivered locally and online.
- **Working with Tier 1 suppliers to align supplier development activity**, to help ensure expectations placed on SMEs are clear and consistent across packages.
- **Increasing collaboration with local and regional partners and business representative organisations**, including local authorities, chambers of commerce and the Federation of Small Businesses to jointly deliver support to the SME community and improve readiness, accessibility and awareness of forthcoming supply-chain opportunities ahead of Heathrow expansion.

- **Using early engagement to build understanding and confidence in the supply market.** Heathrow will provide clear forward visibility of programme plans and structured engagement to help suppliers prepare, build capability and respond effectively to future opportunities.
- **Agreeing an approach to data, monitoring and feedback.** The EDS (or equivalent document) will consider what information and feedback mechanisms are proportionate and useful for tracking progress and improving delivery over time.

7.3.7 This approach is intended to ensure that supplier readiness activity supports inclusive participation, sustained SME involvement and consistent delivery throughout Heathrow expansion, with detailed delivery arrangements to be confirmed through the EDS.

7.4 Innovation

- 7.4.1 Innovation is a critical enabler of effective and sustainable delivery at Heathrow. We recognise that innovation is not limited to new technology alone, but includes new ways of working, new delivery models and the adoption of proven solutions at scale.
- 7.4.2 We recognise that innovation goes beyond what happens onsite and that innovation is a driver for good growth across the local areas and into the wider regional and national economies. Heathrow participates in the London West Innovation Network, which seeks to build the innovation capacity and capabilities of businesses in West London. The size of Heathrow's supply chain combined with programmes, such as Lift Off and working with partners, creates an opportunity to drive innovation growth.

Feedback

- 7.4.3 The key feedback from our engagement with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year with regard to Innovation includes:
- Expand and localise the Lift Off programme so it reaches a wider pool of local businesses, colleges and students, including consideration of education- or student-focused strands.
 - Recognise the importance of clear routes for students and suppliers, particularly SMEs to test ideas and understand how innovation can move from early trials to wider use.
 - Strengthen collaboration with universities, colleges, research bodies, local businesses, investors and students to develop practical solutions to real industry challenges.
 - Improve the visibility and accessibility of innovation opportunities through stronger communications, multi-channel promotion and a clear contact/support route for businesses and partners seeking information.

- Explore establishing an innovation and incubation hub or district with an aviation focus.
- Support SMEs at an early stage through incubation, Lift Off-style support and locally accessible satellite or outreach versions of innovation programmes

7.5 Heathrow expansion proposals

- 7.5.1 In the context of Heathrow expansion, innovation activity will increasingly be shaped around future delivery needs, including productivity improvements, digital solutions, sustainable construction methods and low-carbon materials.
- 7.5.2 The pre-delivery period provides an opportunity to test and refine solutions in advance, helping to reduce delivery risk and support earlier adoption at scale.
- 7.5.3 Heathrow will use the pre-expansion, as well as construction and operational phases, to shape innovation activity around relevant expansion priorities. This could include:
- **Using Lift Off to explore expansion-related innovation opportunities**, including sustainable materials, low-carbon construction approaches and productivity-enhancing technologies.
 - **Widening the reach.** Heathrow will review how Lift Off can be expanded and localised to reach more local businesses, businesses at an early stage, colleges and students where appropriate and share information on lessons learnt with local colleges.
 - **Supporting pilots and trials to create clearer, more structured innovation pathways for SMEs**, allowing solutions to be tested and evidenced.
 - **Working with Tier 1 suppliers to scale innovation.** Heathrow will use Lift Off and related forums to shape innovation challenges, support trials and scale proven solutions through Tier 1 supply chains.
 - **Using early market engagement to build capability.** Heathrow will use market-management approaches, including early pipeline signalling, supplier engagement and targeted trials, to improve readiness for new approaches and reduce delivery risk.
 - **Working with local partners.** Heathrow will continue shaping innovation activity through engagement with boroughs and local partners, so activity reflects local priorities where appropriate.
- 7.5.4 Our approach reflects stakeholder feedback on the need for innovation activity that is practical, delivery-focused and linked to real opportunities. It is intended to support a resilient supply chain, reduce delivery risk and ensure that innovation contributes meaningfully to the priorities of Heathrow expansion.
- 7.5.5 Reporting and monitoring metrics to track innovation outcomes will be developed through the EDS.

7.6 Tier 1 and wider supply chain engagement

- 7.6.1 Tier 1 suppliers play a central role in shaping how accessible, transparent and inclusive the wider supply chain is in practice. The way Tier 1 contractors structure packages, communicate requirements and engage with SMEs has a significant influence on whether opportunities are realistically accessible and whether supplier-readiness and innovation activity translates into delivery outcomes in practice.
- 7.6.2 In the context of Heathrow expansion, effective Tier 1 engagement is critical to delivering value, supporting SME participation and maintaining consistent standards across packages over time.

Feedback

- 7.6.3 The key feedback from our engagement with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year with regard to Tier 1 and Wider Supply Chain Engagement suggests a need for:
- Clearer expectations for Tier 1 suppliers to engage and support SMEs from an early stage, with delivery monitored against agreed measures to ensure commitments translate into outcomes.
 - The use of Lift Off, the SME Academy and mentor support as a joined-up progression route from initial engagement and pitching through to procurement, contract award and delivery. Tier 1 suppliers need to be actively involved in this process.
 - Support for Tier 1 suppliers and the wider supply chain so that they can be more actively involved in skills provision and delivery.

7.7 Heathrow expansion proposals

- 7.7.1 Heathrow expansion provides an opportunity to build on our established engagement with Tier 1 suppliers and to strengthen the role of strategic suppliers in supporting supply chains that are accessible and inclusive for SMEs. This could include:
- **Expanding Tier 1 involvement in the SME Academy and Lift Off programmes**, supporting a more joined-up progression route for SMEs from early engagement and pitching through to procurement and delivery.
 - **Dedicated routes for SME engagement with strategic suppliers.** Heathrow will support building closer connections between Tier 1 suppliers and local stakeholders and use dedicated SME engagement forums to improve awareness and uptake of opportunities in Tier 1 supply chains.
 - **Applying clear and consistent Tier 1 supplier requirements across expansion packages**, using the Balanced Scorecard and supplier relationship management processes to embed expectations in live delivery.

- **Ongoing input and feedback as plans develop.** Heathrow will engage the supply chain across all tiers to gather input and refine approaches as expansion proposals develop.
- **Using established mechanisms to reinforce delivery behaviours** across sustainability, innovation and continuous improvement, aligned with Heathrow's strategic priorities.

7.7.2 We have also listened to stakeholder feedback requesting **clearer expectations for Tier 1 suppliers and consistent and clear monitoring of outcomes**. The EDS (or equivalent document) will consider how expectations for Tier 1 suppliers to engage with and support SMEs could be introduced and, where appropriate, how delivery will be monitored to ensure commitments translate into outcomes.

7.8 Market engagement, partnerships and collaborations

- 7.8.1 Effective market engagement and partnership working are essential to ensuring that businesses are aware of opportunities associated with Heathrow expansion.
- 7.8.2 Heathrow recognises that market engagement needs to be clear, consistent and accessible, and that different types of businesses engage in different ways. This requires a coordinated approach that combines digital platforms, local and regional engagement forums and partnership working with trusted third-party intermediaries such as local Chambers of Commerce and other partners.

Feedback

- 7.8.3 The key feedback from our engagement with stakeholders including local authorities and the Heathrow Local Growth Taskforce over the last year with regard to market engagement, partnerships and collaborations suggests a need to :
- Make better use of local business networks and representative organisations (including chambers of commerce, the Federation of Small Businesses and similar bodies) to communicate opportunities to SMEs and widen reach.
 - Increase participation in local supplier events so that engagement is not reliant on SMEs attending a limited number of larger or less accessible forums.

Heathrow expansion proposals

- 7.8.4 Heathrow expansion provides an opportunity to build on existing market engagement activity and strengthen how it is coordinated, targeted and sustained over the programme's lifetime. Heathrow's approach will focus on improving early access, visibility and readiness for businesses, particularly SMEs, while maintaining open and competitive routes to market.
- 7.8.5 In advance of, and as Heathrow expansion progresses, this could include:

- **Setting out a clear expansion market narrative.** Heathrow will explain how BAU activity, the H8 Business Plan (2027–2031) and Heathrow expansion fit together, so businesses understand how, when and where to engage and how opportunities may come to market.
- **Improving early access and readiness.** Heathrow will use the period before procurement to raise awareness and support readiness, particularly for local and regional SMEs.
- **Targeted engagement through trusted networks.** Heathrow will continue to work through chambers of commerce, Growth Hubs, trade bodies and other regional networks to reach businesses beyond Heathrow’s existing supplier base.
- **Improving how SMEs find and understand opportunities.** Heathrow will take a more proactive and targeted approach to reaching SMEs, combining stronger use of local and sector networks, clearer routes to market and more structured engagement approaches.
- **Market engagement events that explain how to get involved.** Heathrow will scale up engagement on procurement, commercial arrangements and how businesses can take part, as part of our market-management approach. This would include providing regular updates at programme and package level to support business planning and investment decisions.
- **Improving digital engagement tools and channels.** Heathrow will build on existing digital platforms to provide clearer information and help suppliers prepare for procurement requirements. Heathrow will also improve coordination between partners’ digital channels and platforms to increase visibility, accessibility and consistency of information for SMEs throughout expansion delivery.

7.8.6 Overall, this approach is intended to improve how businesses find and understand opportunities linked to Heathrow expansion. It focuses on providing clear, consistent and coordinated engagement, so that businesses can prepare and respond as opportunities come forward.

7.9 Inward investment – trade, FDI and tourism

Preliminary assessment of the national trade and tourism effects

- 7.9.1 There are significant opportunities to capture wider catalytic employment through inward investment. Catalytic benefits arise from increased connectivity created by the additional flights enabled by the third runway. Employment growth is created through increased trade and Foreign Direct Investment (FDI) and through additional tourism expenditure.
- 7.9.2 The Modern Industrial Strategy (2025) is clear about the need for connectivity and the importance of trade for the economy: **“The UK will continue to be a champion of free and fair markets, as the best route to prosperity. Businesses benefit from our connectivity, openness, and agency on the world stage, which open up possibilities to enter new markets and attract international capital. The**

changing world is creating new opportunities, with greater diversity of markets in emerging and developing economies and our partners increasingly looking for deeper collaboration.”

- 7.9.3 Additional direct connections result in shorter journey times (avoiding the need to connect via other hub airports) and more destinations and therefore an increase in passenger numbers. An increase in business passengers results in increased trade and FDI, and therefore productivity and GDP. At the same time an increase in leisure passengers results in increased tourism and spending, and therefore an increase in GDP and employment.
- 7.9.4 By 2055, the effects of the increased trade and investment as a result of the increased connectivity due to DCO Project are about £2bn to £4bn a year to the UK economy and support around 17,900 to 34,000 jobs. These figures do not include the effects of increased tourism although the net effect of increased tourism is likely to be small in comparison, nor do they include the capital spending on the project itself, the passenger benefits, or productivity benefits. Previous analysis [3] by Heathrow shows that the whole economy benefits could be as high as £17bn per year.

The ANPS and the draft HENPS

- 7.9.5 Paragraph 2.1 of the ANPS (2018) sets out the importance of aviation to the UK economy – with a focus on trade and investment: **“International connectivity, underpinned by strong airports and airlines, is important to the success of the UK economy. It is essential to allow domestic and foreign companies to access existing and new markets, and to help deliver trade and investment, linking us to valuable international markets and ensuring that the UK is open for business. It facilitates trade in goods and services, enables the movement of workers and tourists, and drives business innovation and investment, being particularly important for many of the fastest growing sectors of the economy.”** This paragraph is unchanged in the draft HENPS (2026).
- 7.9.6 The draft HENPS (2026) proposes to update the strategic and economic case for Heathrow expansion including the economic analysis. As above, the draft HENPS (2026) makes a clear strategic case for Heathrow expansion, recognising the importance of Heathrow in supporting UK growth, trade and international competitiveness. However, the economic analysis presented in the draft HENPS (2026) does not fully capture the benefits of expansion (particularly with regard to additionality of benefits and the benefits of trade and agglomeration).
- 7.9.7 The draft HENPS (2026) requires Heathrow to produce an Economic Growth Strategy to demonstrate how the scheme will positively impact on economic growth. Heathrow will produce an Economic Growth Strategy that will be submitted as part of the DCO and will align with the requirements of the HENPS, once finalised and adopted.

Recognising and maximising the benefits locally

- 7.9.8 At a more local level there are significant location advantages of proximity to Heathrow which apply to a number of sectors, including those priority sectors that are identified in the Modern Industrial Strategy.
- 7.9.9 These include life sciences, space and satellite and gaming. There are also advantages for the internationally important screen, film, TV, broadcasting and wider creative industries cluster centred on West London and North Surrey, which relies on access to Heathrow to underpin its international competitiveness and collaboration.
- 7.9.10 In addition, we recognise that there are opportunities in relation to in-bound tourism both in the local area and across London and the South-East.
- 7.9.11 The opportunity to capture catalytic benefits will result, in the main, from the connectivity benefits that expansion will bring and the wider decisions of policy makers including the local plans of the authorities close to the airport.
- 7.9.12 Heathrow would:
- Work with our local partners to support relevant potential inward investment initiatives This will include chambers of commerce and other business or sector representative groups. It could include marketing initiatives or sectoral based initiatives including tourism or sectors that cluster close to the airport or are otherwise operationally linked to the airport.
 - Support the local authorities' efforts to cluster/create agglomeration in sectors related to the Modern Industrial Strategy and that benefit from clustering close to the airport.
 - Share information with local and regional authorities to inform their planning process, to support growth of key clusters or to inform land use planning (see below).
- 7.9.13 The ANPS (2018, Paragraph 5.248) and the draft HENPS (2026, Paragraph 5.349) sets out: **"Expansion at Heathrow Airport is likely to increase the amount of locally collected business rates in the area. The Government will consider how authorities can benefit from this through a business rate retention scheme and the opportunities for authorities to work together to share the benefits. Heathrow Airport is consistently one of the highest single-site business rates payers in the UK."**
- 7.9.14 The distribution of business rates and the approach to business rate retention was raised during AEC Consultation. Overall, Heathrow supports the Government's commitment to considering a business rate retention scheme and the opportunities for authorities to work together to share the benefits of growth. We are actively engaged with local authority partners in exploring the potential for establishing a Heathrow Economic Activity Zone and will work with Government, the Mayor of London and our neighbouring local authorities as necessary and appropriate to progress this.

7.10 Land use planning

- 7.10.1 The expansion of the airport will have impacts on businesses and demand for business floorspace outside of the airport boundary. Heathrow has been working with local authorities to produce evidence that will help local authorities in the Core Study Area identify and plan for this growth.
- 7.10.2 This has already included studies considering the future demand for commercial floorspace including warehouse, industrial and logistics, offices, hotels and other related uses. The need to ensure there is sufficient industrial and logistics space was raised as part of feedback from the AEC Consultation.
- 7.10.3 Expansion is taking place in the context of an area that is rapidly growing and also has high housing delivery targets. Increased housing could contribute to labour force growth, including those who work at Heathrow.
- 7.10.4 The local authorities will need to make strategic decisions as to how much of the potential commercial growth they wish to capture and in which locations. We will work with local authorities to make sure they have the information they need to actively plan for that growth.

7.11 Managing adverse effects on businesses

- 7.11.1 There may be potential adverse effects on some businesses through relocation or on their operations. Heathrow will seek to minimise effects of Heathrow expansion on business through our property and land acquisition and compensation policies.
- 7.11.2 Heathrow will seek to minimise the effects on businesses through its **Property and Land Acquisition and Compensation Policies**. We have prepared these interim policies to help those whose properties are potentially within the area most affected by the proposed expansion to understand Heathrow's offers of compensation and support. These interim policies explain Heathrow's general approach to buying properties and land and set out the enhanced compensation offers for eligible properties (in addition to the statutory requirement to compensate for the compulsory acquisition of land).
- 7.11.3 **The draft policy for commercial property** sets out the approach for larger commercial interests as well as our offer for those with small business interests.
- 7.11.4 Heathrow recognises that it is important that affected businesses can plan their relocations with sufficient notice to enable the smooth transition of operations from one location to another. We will provide an agency service to monitor the property market and identify current and anticipated availability to assist those businesses that will be affected by the compulsory acquisition.
- 7.11.5 We will retain a property agent active in the local market to work with landlords and occupiers to proactively introduce opportunities, which are either immediately available or due to become available.
- 7.11.6 It is also our intention to protect the most vulnerable and we have established an **Interim Property Hardship Scheme** ("the PHS"). This will enable small business

owners with a compelling need to move to apply to Heathrow to purchase their property early.

- 7.11.7 We recognise that until the runway opens disruption may be experienced by businesses who operate locally due to the impacts of construction and the acquisition of residential properties by Heathrow.
- 7.11.8 We have therefore established a policy for eligible small businesses to apply for compensation to cover financial loss or damages, which they can demonstrate they have been suffered as a direct consequence of the Project while under construction.
- 7.11.9 The **draft policy for agricultural land and property** sets out the approach that can be taken by owners of agricultural land and associated farmhouses.
- 7.11.10 The EDS will set out how we will seek to minimise the effects on displaced businesses.

8. Governance, leadership and delivery

8.1 Overview

- 8.1.1 Responses to the proposals set out in this consultation document will be considered alongside ongoing engagement with partners to inform the preparation of the EDS (or equivalent document). This will set out the final approach to delivery and monitoring.
- 8.1.2 Delivery of the EDS will rely on partnership working with a wide range of stakeholders. This includes employers at Heathrow, supply chain partners, education and training providers, local authorities, chambers of commerce and other delivery organisations. These partners will be involved in shaping and delivering activity through a combination of structured engagement and day-to-day working arrangements.
- 8.1.3 Heathrow will continue to work with, and report to the Heathrow Local Growth Taskforce, which provides strategic oversight and challenge, as well as a forum for collaboration with stakeholders.
- 8.1.4 Heathrow will also continue to contribute and collaborate with other boards and initiatives across the region. These are summarised in **Table 8.1**.

Table 8.1: Existing collaborations and partnerships

Collaborations and Partnerships	
Aviation Industry Skills Board	Chairing the Aviation Industry Skills Board , an employer-led membership organisation focused on building skills needed for today and the future. The objectives focus on influencing skills policy to ensure industry relevance, identify skills gaps and develop solutions, and design a careers education, advice and guidance programme for educators to promote industry careers to future generations
The West London Skills and Employment Board (WLSEB)	Representation on the board of the West London Skills and Employment Board (WLSEB) , which brings together senior representatives from across the skills ecosystem – including local authorities, training providers, and employers – to help residents and businesses develop the right skills for growth. The board oversees the delivery of priorities set out in the London Skills Improvement Plan (LSIP) and its West London annex, and a range of other activities seeking to advance priorities in West London.
Construction Training Excellence Centre (CTEC)	These are being established by DfE to boost construction skills. There will be 10 colleges across the country. Heathrow will play a leading role in the West London Construction College and with the appointed CTEC for other areas within its local communities.
Major Projects Association	A community focused on sharing knowledge and experience to improve delivery of major projects in the UK.

Collaborations and Partnerships	
Other key collaborations supporting people who experience barriers to work	Youth Employment UK, Youth Futures Foundation Careers & Enterprise Company, Skills Builder Partnership, Lightyear Foundation, Springpod, Jobcentre Plus (DWP) and the Shaw Trust.

- 8.1.5 Feedback from the airport expansion consultation in 2019 makes it clear that the EDS (or equivalent document) will need to have metrics across all relevant measures and there will need to be clear reporting, monitoring and evaluation of those metrics.
- 8.1.6 Governance and delivery arrangements for the EDS (or equivalent) will be kept under review as the project progresses. This will allow structures, partnership arrangements and reporting mechanisms to evolve in response to consultation feedback, policy requirements and the phasing of expansion activity, ensuring that delivery remains effective, proportionate and responsive to changing circumstances.
- 8.1.7 It will also include the monitoring and reporting arrangements – what metrics will be monitored and how these will be reported. The current expectation is to use the existing governance arrangements with the Heathrow Local Growth Taskforce acting as the forum for collaboration on economic development issues, and with the final reporting to be to the Council for the Independent Scrutiny of Heathrow Airport (CISHA).

9. References

1. Greater London Authority (2021) The London Plan (March 2021). Available at: <https://www.london.gov.uk/programmes-strategies/planning/london-plan/london-plan-2021> (Accessed: 1 June 2026)
2. Greater London Authority (2026) Draft London Plan (July 2026). Available at: <https://www.london.gov.uk/programmes-strategies/planning/london-plan/next-london-plan/draft-london-plan-consultation/draft-london-plan-consultation-resources/draft-london-plan> (Accessed: 30 July 2026)
3. Frontier Economics, Heathrow Expansion CBA (August 2025) Available at: <https://www.frontier-economics.com/media/uelp153a/heathrow-expansion-cost-benefit-analysis.pdf> (Accessed: 30 July 2026)

