

Heathrow

HEATHROW'S SUSTAINABILITY REPORT 2024

CONNECTING PEOPLE AND PLANET

PUBLISHED IN MARCH 2025



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SUSTAINABILITY AT HEATHROW

Aviation is a force for good in the world. But those benefits cannot come at any cost.

Our sustainability strategy, Connecting People and Planet, will help to ensure that Heathrow is fit for the future. It will drive a better, more successful and more sustainable business for our colleagues, our customers and our communities.

The strategy focuses on two key pillars: working towards Net Zero Aviation and making Heathrow A Great Place to Live and Work.

Climate change is an existential threat to aviation, to the planet and to us all personally. To protect the benefits of aviation for the future, we must take the carbon out of flying and reach net zero emissions by 2050 as we work towards our vision of sustainable aviation at Heathrow and across our industry.

Heathrow must also be a great place to live near, work in and travel through. From reducing noise levels and protecting the local environment to providing quality long-term employment, we aim to improve quality of life for our neighbours and colleagues. And we invest in our communities to make a positive impact – to be a force for good.

The strategy is built on Responsible Business Foundations that underpin Heathrow's ability to deliver a vibrant, efficient and sustainable airport.

GROWING HEATHROW

In January 2025, we welcomed the UK Chancellor's support for the critical role Heathrow plays as the UK's Gateway to Growth. This is the bold, responsible vision the UK needs to thrive in the 21st century and the Chancellor's announcement has given us confidence to restart and accelerate our plans.

We will submit our plans for a third runway to Government this summer. A third runway and the infrastructure that comes with it would unlock billions of pounds of private money to stimulate the UK supply chain during construction. Once built, it would create jobs and drive trade, tourism and inward investment to every part of the country. It would also give airlines and passengers the competitive, resilient hub airport they expect while putting the UK back on the map at the heart of the global economy. With strict environmental

safeguards, it would demonstrate that by growing our economy responsibly we can ensure our commitments to future generations are delivered.

Ahead of this, as part of a phased expansion programme and supported by the Government's clear backing, we have announced privately-funded multi-billion-pound investment plans that will upgrade our terminal buildings, enhance passenger experience, and improve resilience and sustainability. New infrastructure will have improved environmental credentials and will use more sustainable sources of power, supporting the ambitious targets set out in Heathrow's Connecting People and Planet sustainability strategy.



SUSTAINABILITY AT HEATHROW (CONT.)

TRANSPARENT REPORTING ON PROGRESS AND CHALLENGES IN 2024

This report focuses on our performance up to the end of 2024.

We have been making good progress overall on our goals for 2030, and we refreshed our sustainability strategy in 2024 to strengthen our ambitions in many areas while revising our approach in others to help drive progress more effectively. Our sustainability strategy will continue to evolve to integrate planned growth of the airport in the future.

In this report, we outline our latest sustainability goals and targets, how we are working towards these and the challenges we face along the way. We report transparently on the progress we have made by stating clearly whether we are on track or have more work to do to achieve each target. And we showcase how we are putting the strategy into action connecting people and planet.

We also provide information on our Responsible Business Foundations and sustainability governance, and disclose detailed performance data on material environmental, social and governance (ESG) topics. These material topics were identified

through a double materiality assessment based on their potential impact on the business (including financial impact) and the potential impact we can have on society and the environment ([see page 92](#)).

INDEPENDENT SCRUTINY

Our sustainability strategy and reporting are subject to independent scrutiny from the Council for the Independent Scrutiny of Heathrow Airport (CISHA). CISHA has operational independence and allocation of funding is decided by the Chair in accordance with the terms of reference which have been set and agreed upon by CISHA.

Selected sustainability performance metrics were subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance, see PwC's assurance report on [page 113](#) as well as the methodology ('reporting criteria') to which it relates. See Heathrow's previous sustainability reports on our [website](#) for information on assurance of past years' data.

SCOPE OF REPORTING

Unless otherwise stated, data in this report covers all Heathrow Airport Limited (HAL) operations – referred to in this report as 'Heathrow' – for our financial year from 1 January to 31 December 2024. References to 'carbon' refer to greenhouse gas emissions.

TELL US WHAT YOU THINK

We welcome feedback on our plans and performance.

Contact us at sustainability@heathrow.com

FIND OUT MORE

Visit our [website](#) to view reports and further reading related to sustainability at Heathrow, including our Annual Report, our sustainability strategy, and detailed plans and reporting on specific topics.

 Follow us on LinkedIn for updates through the year



WELCOME FROM OUR CEO



THOMAS WOLDBYE
Chief Executive Officer

“

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

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

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

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

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



JOAN MACNAUGHTON

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

“

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



TRACEY WALTHO

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

“

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

OUR BUSINESS

Our company is Heathrow Airport Limited ('Heathrow').

We own and run London's Heathrow Airport.

To operate the airport, we work closely with partners on site – including airlines, retailers, suppliers, ground handlers, UK Government immigration officials and air traffic control. This wider airport community is known as Team Heathrow.

Heathrow is the UK's largest port by value, only international hub airport and biggest single-site employer. We facilitate vital international trade and industry, enable people to have new adventures and explore different cultures, and unite friends and families from around the world.

Our purpose is making every journey better. For everyone the business touches, be it passengers, customers, colleagues, communities or investors. And for all types of journey, from passenger flights and colleague careers to our net zero pathway.

Updated in 2024, our business strategy sets a clear direction for how we will grow, deliver our purpose and achieve our vision to

be an extraordinary airport, fit for the future (see graphic on the following page).

Six beacons will help drive progress and three foundations underpin our approach. Our sustainability strategy ([see page 8](#)) directly supports two of these beacons, People and Planet and Winning Team, with a roadmap of goals and targets for connecting people and planet. It is also an important enabler for delivery of the other beacons and foundations.

We embed sustainability into our business, including our long-term capacity planning, through robust governance, clear policies, sustainability-linked financing and incentive schemes, leadership training and colleague engagement. [See page 93](#) for more on embedding sustainability.

To enable progress, we have included £250m of investment in carbon and sustainability improvements in our business plan as part of our settlement with the Civil Aviation Authority (CAA) for

the H7 regulatory period from 2022 to 2026. Further investment will be sought as part of our plans for the H8 regulatory period from 2027 to 2031.

We will submit our plans for a third runway to Government this summer. Ahead of this, as part of a phased modernisation programme and supported by the Government's clear backing, we have announced multi-billion-pound investment plans, 100% privately funded, to upgrade our terminal buildings, enhance passenger experience, and improve resilience and sustainability.

HEATHROW AT A GLANCE IN 2024



8,286 Heathrow colleagues



230 destinations across almost 90 countries



83.9m passengers (up 6% from 2023)



World's most connected airport for second year running²



Over 80,000 Team Heathrow colleagues

£3,559M

Revenue (4% decrease from 2023)

£2,035M

Adjusted EBITDA¹ (9% decrease from 2023)

¹ Earnings before interest, taxes, depreciation and amortisation

² OAG Megahubs 2024 report

OUR BUSINESS STRATEGY



OUR PURPOSE

Making every journey better

OUR VISION

To be an extraordinary airport, fit for the future

OUR BEACONS



Winning Team



Focus to go Faster



Value for Customers



Digital Future



People and Planet



Creating Capacity

OUR FOUNDATIONS



Safety, Security and Compliance



Service and Operations



Governance and Financial Resilience

ENABLERS AND ACTIVITY

Activity that sits under each beacon and foundation backed up by functional execution plans

OUR VALUES



DOING THE RIGHT THING



KEEPING EVERYONE SAFE



WORKING TOGETHER



TREATING EVERYONE WITH RESPECT



GIVING EXCELLENT SERVICE



IMPROVING EVERY DAY

OUR SUSTAINABILITY STRATEGY

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

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

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

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

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

The strategy is informed by a materiality assessment, with input from internal and external stakeholders, that identified sustainability priorities for our business ([see page 92](#)). We have also reframed our Responsible Business Foundations to ensure they cover the material topics that are most important to our stakeholders.



“

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

NIGEL MILTON

Chief Communications and Sustainability Officer

OUR SUSTAINABILITY STRATEGY (CONT.)



MORE ON OUR SUSTAINABILITY STRATEGY

Our sustainability strategy is available in full on our website, together with accompanying strategies on specific topics.



[Connecting People and Planet: Our Sustainability Strategy](#)



[Net Zero Plan](#)



[Surface Access Strategy](#)



[Noise Action Plan](#)



[Nature Positive Plan](#)



[Giving Back Programme](#)

HIGHLIGHTS IN 2024

NET ZERO AVIATION



NET ZERO IN THE AIR

Significant progress in promoting uptake of sustainable aviation fuels through our airline incentive programme and support for Government mandate.

New role co-funded at Cranfield University to research infrastructure to enable zero-carbon emissions flights.

A GREAT PLACE TO LIVE AND WORK



CLEAN AIR AT AND AROUND THE AIRPORT

More passengers took public transport to and from the airport (45.22%) and fewer colleagues commuted in single-occupancy cars (52.18%).

Heathrow Airwatch website relaunched to enhance public access to real-time data on air quality.



QUIETER NIGHTS, QUIETER FLIGHTS

Nights without flights¹ increased to 189 (from 144 in 2023) in Heathrow's busiest ever year, following engagement with airlines.

Residential insulation scheme launched for around 20,000 homes most affected by airport noise.

¹ Between 23:30 and 04:30.



NATURE POSITIVE AIRPORT

Nature Positive Plan published to support the global transition to a nature positive future.

Biodiversity Benchmark Award retained for Heathrow biodiversity sites for the 16th consecutive year.



ZERO WASTE AIRPORT

Reusable coffee cups introduced at Heathrow's main office, saving around 8,700 single-use cups a month.

New solutions trialled with Team Heathrow partners to support recycling of airport terminal waste.



NET ZERO ON THE GROUND

Twelve ultra-rapid charging hubs installed to support the switch to electric airside vehicles.

Carbon management standard introduced to track, manage and reduce supply chain emissions from infrastructure projects.



THRIVING SUSTAINABLE SUPPLY CHAIN

50 small businesses engaged by the end of 2024 through Lift Off events that connect them to opportunities in our supply chain.

Gold standard achieved by 93% of strategic suppliers against our Balanced Scorecard on sustainability.



BETTER QUALITY OF LIFE IN HEATHROW'S NEIGHBOURING COMMUNITIES

123,896 people benefitted from our Giving Back Programme.

4,193 hours volunteered by colleagues to support community activities.



INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT

66% of colleagues agreed that Heathrow is inclusive for all colleagues and we set a target to increase this to 80%.

Training on diversity and inclusion completed by more than 6,750 colleagues and 116 senior leaders.



ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW

The Heathrow Employment and Skills Academy celebrated 20 years of support for local young people.

7,700 career opportunities provided with us or brokered with Team Heathrow partners since 2022.

NET ZERO AVIATION

As a globally recognised brand and one of the busiest airports in the world, we strive to lead the way to net zero aviation. We are working to take the carbon out of flying by cutting emissions in the air and on the ground.

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INTRODUCTION

Climate change threatens people, the planet and our business. To avoid the worst effects, we must get to net zero as quickly as possible. This means reducing global greenhouse gas emissions to as close to zero as possible and removing any residual emissions.

Aviation, together with every other industry, must play its part and the global aviation sector has committed to reach net zero by 2050.¹ Our Net Zero Plan sets out Heathrow's own pathway to 2050. It includes goals to deliver significant reductions in emissions by 2030, both in the air and on the ground.²

We intend to make 2019 the year of peak carbon at Heathrow. This means cutting carbon even as we enable more passengers to make the most of the economic and social benefits of flying – from supporting trade, tourism and the global economy to connecting with family, friends and cultures.

As we develop and evolve our Net Zero Plan in future, we will take into account the carbon impact of both existing operations and planned growth at Heathrow (see adjacent).

CONTRIBUTING TO THE UK'S PLANS

As the country's only hub airport and largest port by value, Heathrow has an important role to play in the UK's economy, growth and national net zero plan.

The multi-billion-pound investment programme we announced in early 2025 includes plans to further improve bus and coach connections to encourage sustainable and active travel options. New infrastructure will have improved environmental credentials and will use more sustainable sources of power, supporting our ambitious sustainability targets.

Our business is regulated by the Civil Aviation Authority (CAA) and we submit investment plans for consecutive five-year periods. Our Net Zero Plan and commitments

for the current H7 regulatory period from 2022 to 2026 include investing £250m in carbon and sustainability improvements.

We will publish an updated Net Zero Plan in preparation for the H8 regulatory period from 2027 to 2031. It will set out our estimates of the total investment we will need to make to deliver the energy transition at the airport, including what is required in H8. The updated plan will also reflect the UK Climate Change Committee's Seventh Carbon Budget and the Government's updated net zero plan for the UK economy.

NET ZERO PLAN

Our detailed plan sets out our pathway to net zero, and the goals and actions we are taking to get there.

[View our Net Zero Plan.](#)

¹ Net zero 2050 air industry commitment.

² In the air emissions include emissions from aircraft during landing and take-off, and cruising emissions from flights departing from Heathrow in line with the requirements of the Airport Carbon Accreditation Level 4+ standard.



NET ZERO AVIATION (CONT.)

TOWARDS NET ZERO

Our Net Zero Plan sets a carbon reduction trajectory to 2050 with goals to cut carbon emissions both in the air and on the ground. It is supported by near-term science-based targets validated by the Science Based Targets initiative (SBTi) and in line with a 1.5°C pathway – the first SBTi-approved targets of this kind for an airport.

Over 99% of our carbon footprint comes from Scope 3 emissions outside of our direct control (see chart to the right) so we must work closely with airlines, Team Heathrow partners, suppliers and other stakeholders to achieve our net zero goals¹.

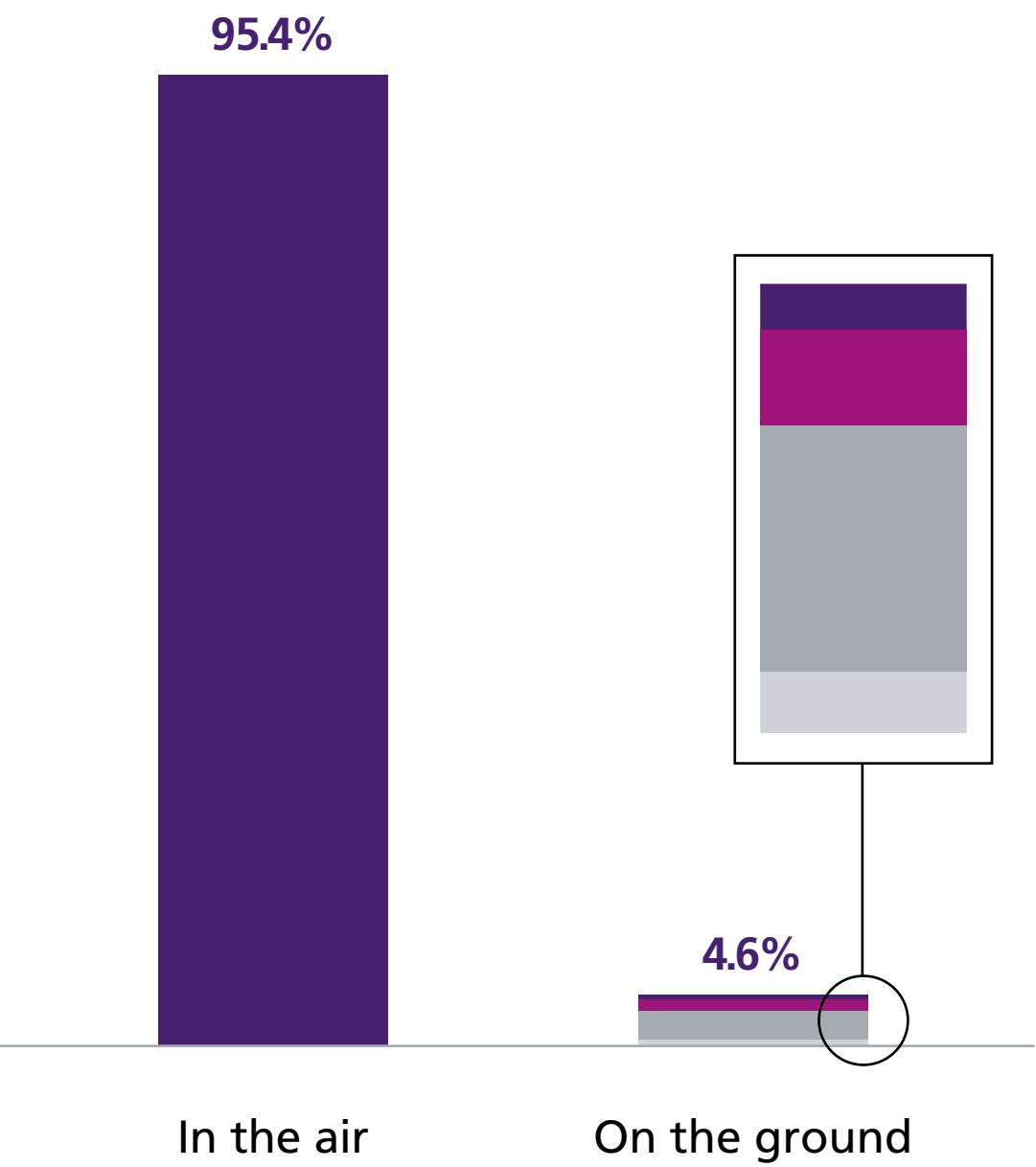
We use our influence to help reduce these emissions across our value chain. We offer financial incentives, such as our first-of-its-kind programme to incentivise use of sustainable aviation fuel (SAF). We set standards, including requirements to minimise plane taxiing. And we invest in infrastructure, such as electric vehicle charging hubs.

[See page 107](#) for more detailed data on our carbon footprint, as well as the methodologies and assumptions we use to calculate it.

Advocacy is also central to our approach. An enabling policy environment will be pivotal in driving progress towards net zero aviation and the UK Government's new mandate on SAF and planned revenue certainty mechanism marks a big step forward ([see page 18](#)).

We reinforce our commitment to achieving our net zero goals through sustainability-linked financing and incentive plans for executives and colleagues ([see page 93](#)).

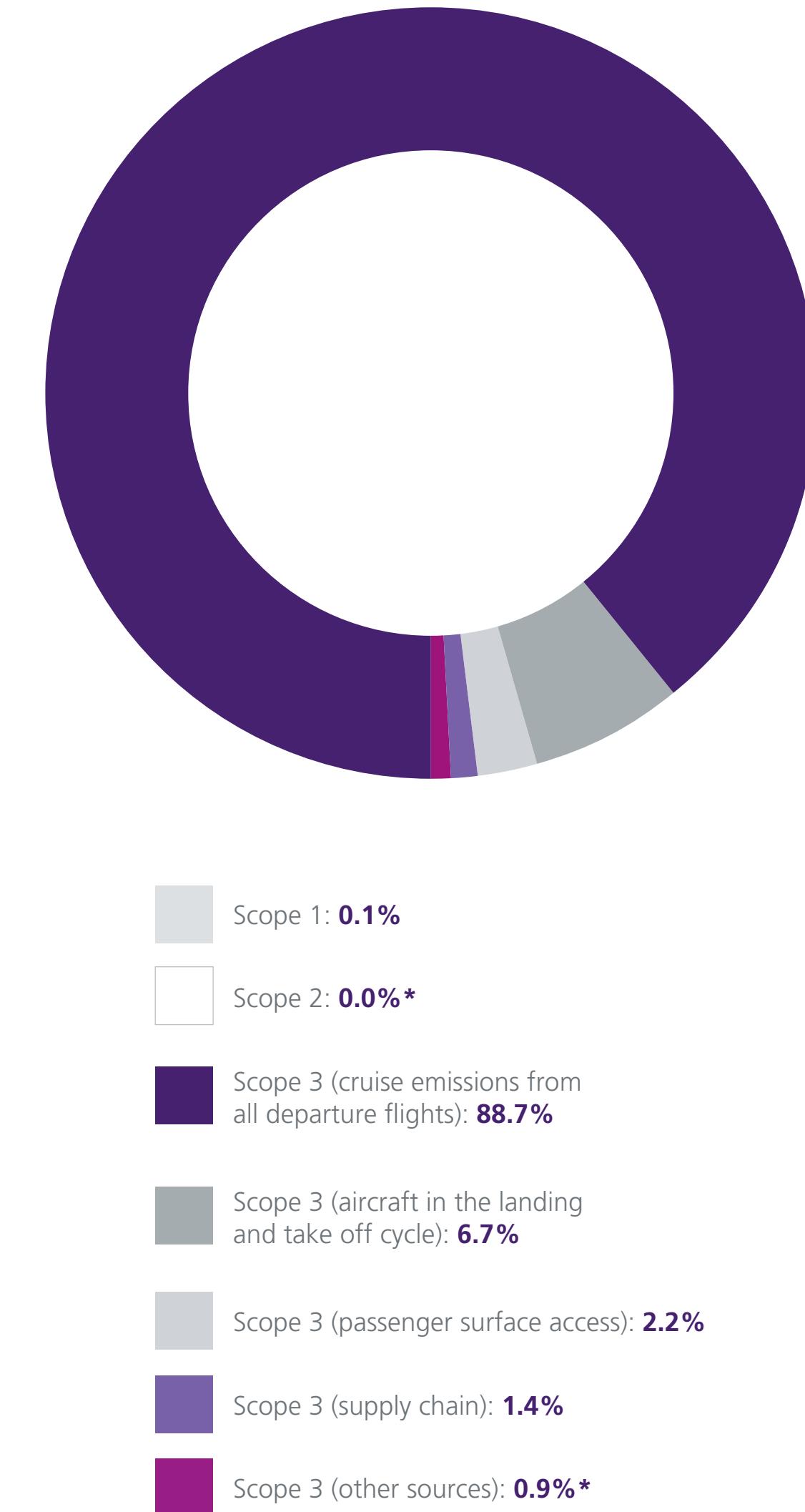
Carbon emissions in the air and on the ground*



Key (On the ground only):*

	Supply chain 1.4% (Scope 3)
	Passenger surface access 2.2% (Scope 3)
	Other Scope 3* 0.9%
	Scope 1 0.1%

Our carbon footprint*



¹ Reported emissions are market-based.

* Heathrow, in line with the requirements of the Airport Carbon Accreditation level 4+ standard. On the ground emissions include emissions from our supply chain, buildings and energy use, Heathrow-owned vehicles, Team Heathrow airside vehicles and surface access (colleague and passenger ground transport to and from the airport). Reported emissions are market-based.

NET ZERO AVIATION (CONT.)

NET ZERO IN THE AIR

Emissions from aircraft cruising, landing and take-off account for the vast majority (95%) of our footprint. The first goal of our Net Zero Plan is to cut carbon emissions in the air by up to 15% by 2030 (from 2019).

We are working closely with airlines to reduce in the air emissions by supporting uptake of SAF and research into zero-carbon emissions flights (ZEF). We are also contributing to efforts to improve the efficiency of conventional aircraft, modernise UK airspace and reduce fuel use by planes at the airport.

NET ZERO ON THE GROUND

The second goal of our Net Zero Plan is to cut carbon emissions on the ground by at least 45% by 2030 (from 2019). These include Scope 3 emissions from our supply chain, Team Heathrow airport vehicles, and surface access transport to and from the airport for passengers and colleagues – as well as Scope 1 and 2 emissions from our own operations, vehicles and energy use, over which we have more control.

We are working with suppliers, partners at the airport and our own engineering and infrastructure teams to achieve this.

Efforts to support a net zero supply chain include a new standard designed to reduce carbon from construction projects at the airport. We are also investing in charging infrastructure to enable the transition to zero-emission electric airside vehicles, and promoting more sustainable transport to and from the airport for passengers and colleagues.

Electricity sourced from the grid for buildings and infrastructure in our operational control is backed by Renewable Guarantees of Origin Certificates, which cuts our Scope 2 emissions to zero,¹ and we are taking steps to generate more of our own renewable power on site. We are also working to decarbonise heating and cooling of our buildings to reduce Scope 1 emissions.

REMOVING RESIDUAL EMISSIONS

Removing residual carbon emissions from the atmosphere will be essential to achieve net zero once we have reduced our footprint as far as possible. This will involve a shift away from purchasing offsetting credits through the voluntary carbon market to investing directly in projects designed to remove carbon in line with net zero.

We are a leading investor in UK nature-based carbon projects that will deliver future carbon removals.

In the meantime, we continue to purchase international Verified Carbon Standard offsetting credits that support projects to avoid or reduce carbon emissions². These credits cover residual Scope 1 and 2 emissions and Scope 3 emissions from business travel to maintain carbon neutrality to Level 4+ of the Airport Council International's Airport Carbon Accreditation Scheme.

INVESTING IN UK PROJECTS TO REMOVE CARBON AND NURTURE NATURE

We continue to play a leading role in supporting nature-based UK carbon removal projects, investing approximately £2m since 2018 in projects that restore natural carbon sinks.

The UK Committee on Climate Change estimates that, with significant investment, the country's peatlands, woodlands and farming soils could help save 43 million tonnes of carbon annually by 2050. We are helping to kick-start this investment as one of the most

significant contributors to nature-based carbon projects across the country.

We claim credit for carbon removals from the atmosphere only once they have been delivered. The projects we select also offer additional environmental benefits, such as enhancing habitats for wildlife or reducing risks related to fire or floods. Examples include restoring peatland, reinstating native forests and planting new diverse woodlands that support biodiversity.

¹ Market-based.

² These carbon credits are not included in our carbon footprint.

NET ZERO AVIATION (CONT.)

ADAPTING TO CLIMATE CHANGE

Climate change is a principal risk for Heathrow's business and we disclose climate-related financial risks on [page 111](#).

Cutting our carbon footprint helps us mitigate transition risks – including the potential impact on passenger demand of Government policies to accelerate progress towards net zero. At the same time, adapting to climate change that is happening now is crucial, with several extreme weather events over the last few years testing our operational resilience.

Our latest climate change adaptation report, submitted to the Government in December 2024, outlines the results of our most recent risk assessment together with the actions we are taking to mitigate these risks. Priority risks to our operations from climate change include extreme heat,

storm events and flooding from extreme rainfall. In each case, we model the potential impacts to help us improve resilience.

We are already building climate adaptation into our plans to replace or upgrade infrastructure around the airport. For example, the proposed new heating hubs ([see page 25](#)) to decarbonise our heating and cooling systems will be designed to operate in or be able to adapt to future climate extremes. Our next focus will be to develop and implement a detailed climate adaptation strategy.

We have also mapped interdependency risks – the potential for climate risks to other organisations, such as power providers, to impact our operations – and plan to engage with key organisations to address these during 2025.

CLIMATE-RELATED FINANCIAL DISCLOSURES

We describe our climate governance, strategy (including scenario analysis), risk management, metrics and targets (including our science-based targets) in our Climate-related Financial Disclosures ('CFD') on [pages 111-112](#) of this report.

Our CFD meet mandatory requirements under the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022, which closely align with the recommendations of the Taskforce on Climate-related Financial Disclosures ('TCFD'). We continue to align our climate risk analysis and disclosures to comply with these requirements.



NET ZERO IN THE AIR

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

GOAL

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

Status



On track

Progress in 2024

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

TARGETS



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



More work to do

Progress in 2024

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



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



On track

Progress in 2024

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



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



On track

Progress in 2024

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

NET ZERO IN THE AIR (CONT.)

CASE STUDY

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

Raising awareness of biofuels with the Fly Up breakfast

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

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

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

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

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

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

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

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

with SAF for planes ([see page 18](#)) and on the ground with biodiesel for airside vehicles ([see page 24](#)) – and in reducing the footprint of airlines such as United (see quote below) that are participating in our SAF incentive programme.

“

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

CARLOS SANTOS

Head Chef, The Perfectionists' Café

“

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

KAROLIEN DE HERTOGH

Director Sales UK and Ireland, United Airlines



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

¹ Sustainable Aviation.

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

NET ZERO IN THE AIR (CONT.)

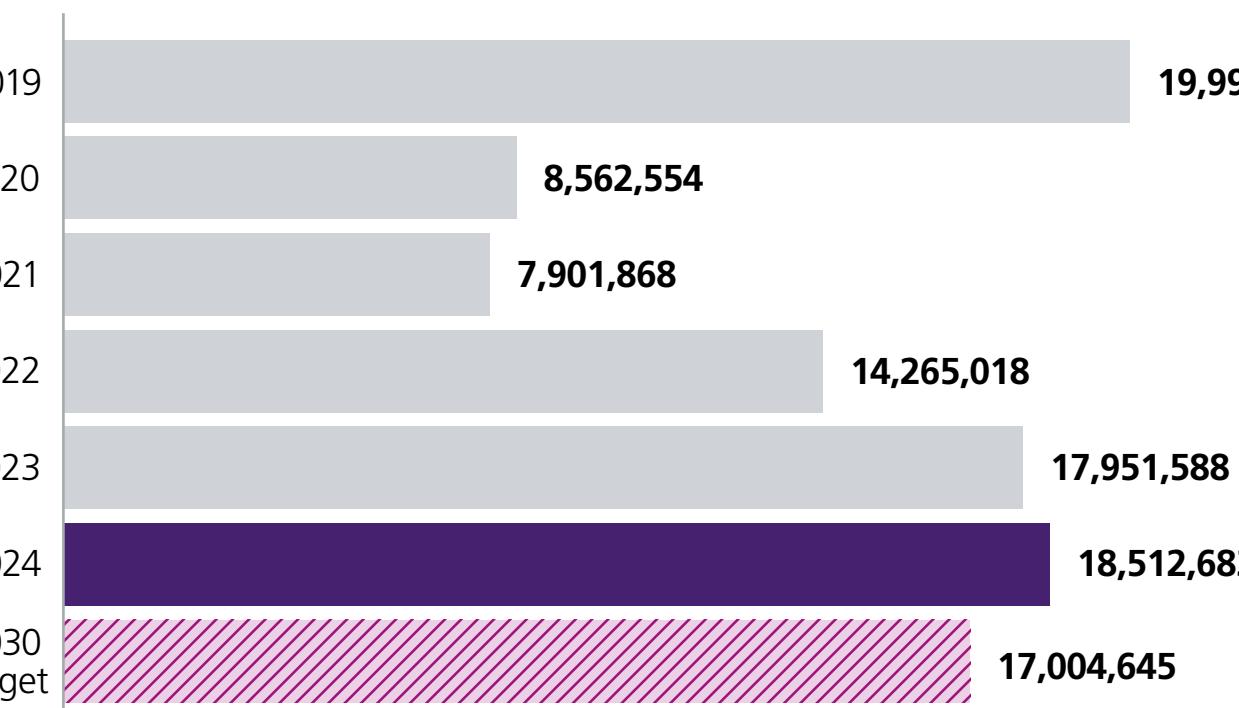
PROGRESS IN 2024

CUTTING CARBON EMISSIONS IN THE AIR

We are making progress towards our goal to cut emissions in the air by up to 15% by 2030. Even with the recovery of passenger numbers to pre-pandemic levels, we have achieved a reduction of 7.5% in 2024 from the 2019 baseline. This reduction has been driven by airlines retiring old planes and transitioning to more efficient aircraft.

We cannot reach our goal alone and we continued to work closely with the Government and industry to address key challenges in 2024, with marked progress on efforts to support increased uplift of SAF.

In the air emissions*
(tonnes CO₂-equivalent)



* In the air emissions include emissions from aircraft during landing and take-off, and cruising emissions from flights departing from Heathrow, in line with the requirements of the Airport Carbon Accreditation level 4+ standard.

DRIVING UPTAKE OF SUSTAINABLE AVIATION FUELS (SAF)

SAF has a crucial role to play in decarbonising aviation. This airline fuel alternative can cut lifecycle carbon emissions by an average of 70%¹ compared with conventional fossil-based aviation fuel.

Heathrow has led the way in driving adoption of SAF in the UK. In 2021, we became the first major airport in the country to integrate SAF into our fuel distribution. And in 2022, we introduced a first-of-its-kind incentive programme for airlines that helps to lower the price premium associated with SAF.

In 2024, a pot of £71m, raised through airport charges, was made available to airlines to incentivise the use of SAF at Heathrow, targeting 2.5% of total fuel uplifted. Approximately 180,000 tonnes of SAF was uplifted at Heathrow in 2024 – equating to a reduction of over 630,000 tonnes of carbon emissions from flights. SAF uplifted at Heathrow delivered lifecycle carbon savings of 92% on average.

We aim to progressively increase uplift of SAF to make up to 11% of fuel uplifted at Heathrow by 2030, going beyond the new Government mandate of 10% across the UK by 2030.

We advocate the widespread adoption of SAF and welcome the introduction of the UK Government's new mandate (see pull-out to the right). In addition to engaging with industry and the Government to drive adoption, we ran an awareness campaign in 2024 to educate the public on the sustainability benefits of SAF ([see page 17](#)).

SUPPORTING UK POLICY ON SAF

Through new legislation passed in 2024, the UK Government has mandated that SAF must make up 2% of total jet fuel uplifted in the UK in 2025, rising to 10% by 2030.

As a vocal advocate of SAF, Heathrow has been actively engaged, alongside industry partners, in the development of this policy through our formal response to the Government consultation, participation in parliamentary events, and engagement through industry consortiums such as Sustainable Aviation. We also chaired the Jet Zero Council SAF sub-group.

We established proof of concept at Heathrow by integrating SAF into our fuel supply early and incentivising uptake by airlines. This helped demonstrate to the Government that SAF is a viable solution to help decarbonise aviation that needs a supportive policy framework.

Investment in domestic production is essential to help secure a supply of SAF and the Government has proposed a revenue certainty mechanism designed to stimulate investment in UK production by giving investors confidence in their returns. Heathrow is a founding member of Rise, a coalition of leading airlines, airports, manufacturers, producers, engineers and industry associations advocating development of a strong domestic SAF industry.

We also convened a forum in 2024 that brought together representatives of the aviation industry, fuel producers, standard-setting bodies, NGOs and academics to promote frank discussions and help build consensus on the way forward.

¹ Sustainable aviation fuel initiatives - GOV.UK (www.gov.uk)

NET ZERO IN THE AIR (CONT.)

RESEARCHING ZERO-CARBON EMISSION FLIGHTS (ZEF)

SAF has a critical role to play in cutting carbon from conventional aircraft, but new technology will be required to achieve ZEF. Aircraft fuelled by hydrogen are in development. The aviation industry needs to get the right infrastructure in place on the ground ready to support these next generation aircraft when they arrive.

We chaired the Jet Zero Council ZEF Delivery Group Infrastructure Subgroup that brought together key stakeholders in the industry to discuss the technology, infrastructure and regulations that need to be put in place at airports to support ZEF. Heathrow is also part of the Liquid Hydrogen Gas Turbine (LH2GT) project, led by Rolls Royce, to develop technologies that will enable aircraft engines to operate on liquid hydrogen.

Through our longstanding partnership with Cranfield University's Digital Aviation Research and Technology Centre, we are co-funding the newly appointed role of Associate Professor of Airport Decarbonisation to support research in this area (see quote opposite). We are also exploring the potential to create a hub for research and development at Heathrow to test out innovative low and zero carbon technologies, including solutions to support ZEF.



DR THOMAS BUDD

Associate Professor of Airport Decarbonisation,
Cranfield University

“

Hydrogen is widely acknowledged to be the only viable zero carbon fuel for air transport. But there's a lot that we still need to understand about how to handle hydrogen at an airport to make zero-carbon emissions flights a reality. The collaboration between Heathrow and Cranfield University is enabling us to develop and test solutions by applying research from the laboratory in a live operational environment at one of the biggest airports in the world. This is an exciting opportunity for academia and industry to collaborate to address some of the challenges we face in decarbonising aviation.”



NET ZERO IN THE AIR (CONT.)

IMPROVING EFFICIENCY OF AIRCRAFT, AIRPORT AND AIRSPACE

We incentivise use of lower-carbon aircraft through our landing charges and our Fly Quieter and Greener league table for airlines. In 2024, we commissioned a study on anticipated improvements in aircraft efficiency and we have incorporated the findings into our carbon forecasts as we continue to seek improvements in this area.

Through our conditions of use, we set out our expectations for airlines to perform reduced or single engine taxi movements where feasible to cut emissions by reducing fuel burn on the airfield. We also require airlines to use fixed electrical ground power and pre-conditioned air, where available, when planes are parked at a stand instead of using planes' auxiliary power units that run on aviation fuel. In 2024, we began a project to expand provision of pre-conditioned air at the airport and developed training to encourage airlines and ground handlers to use it.

Heathrow is fully supportive of efforts to modernise UK airspace to promote resilience and carbon reductions, progressing into stage 3 ('consult') of the airspace change process. We continued to engage in the complex multistakeholder consultation process to redesign UK airspace, led by the Civil Aviation Authority and the Department for Transport. We are advocating for a bold timeline that can deliver initial benefits in London by 2030.

UNDERSTANDING RADIATIVE FORCING EFFECTS OF NON-CO₂ EMISSIONS

Our carbon reporting aligns with factors published by the Department for Energy Security and Net Zero that cover the main greenhouse gas emissions that contribute to climate change, in line with the Kyoto Protocol.¹

There is currently significant uncertainty around how to quantify the other non-CO₂ radiative forcing effects of aviation, which include contrails, nitrous oxides and water vapour. But the consensus is that these are substantial, with

estimates suggesting they may account for an additional 70% of warming emissions.

Enhancing understanding of these effects is critical to support mitigation efforts and reduce aviation's impact on climate change. Alongside monitoring developments, we recognise the importance of collaboration in addressing non-CO₂ emissions and are engaging on this with industry groups, such as Sustainable Aviation and the Air Transport Action

Group (ATAG). Their recent work in this area is helping to shape our approach, and we welcome further guidance on how to report and manage the warming impacts of radiative forcing.

The actions we are taking towards our net zero in the air goals are expected to help mitigate this impact, with the majority of relevant research suggesting that SAF can reduce emissions that contribute to radiative forcing.

¹ There are seven main greenhouse gas emissions that contribute to climate change, as covered by the Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃).



NET ZERO ON THE GROUND

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

GOAL

45%

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

Status



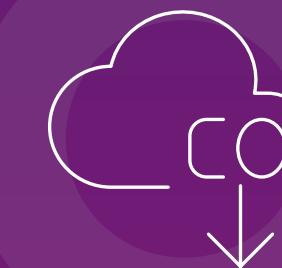
More work to do

Progress in 2024

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

* Market-based footprint

TARGETS



Halve surface access carbon emissions by 2030 (from 2019)



More work to do

Progress in 2024

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



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



On track

Progress in 2024

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



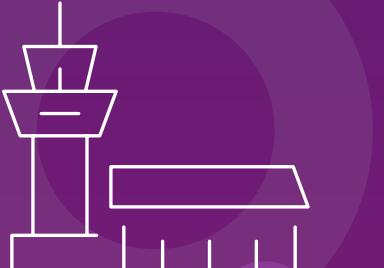
Cut supply-chain carbon emissions by 35%¹ by 2030 (from 2019)



More work to do

Progress in 2024

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



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



On track

Progress in 2024

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

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

NET ZERO ON THE GROUND (CONT.)

CASE STUDY

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

Powering the transition to electric vehicles

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

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

We plan to roll out seven more ultra-rapid charging hubs at strategic points across the airport over the next three years. Our commitment to a five-year programme of investment to increase charging capacity supports the transition to electric vehicles¹.

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

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

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

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

“

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

JORDAN BRYANT

Manager – Property Operations,
Virgin Atlantic Airways Ltd



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

NET ZERO ON THE GROUND (CONT.)

PROGRESS IN 2024

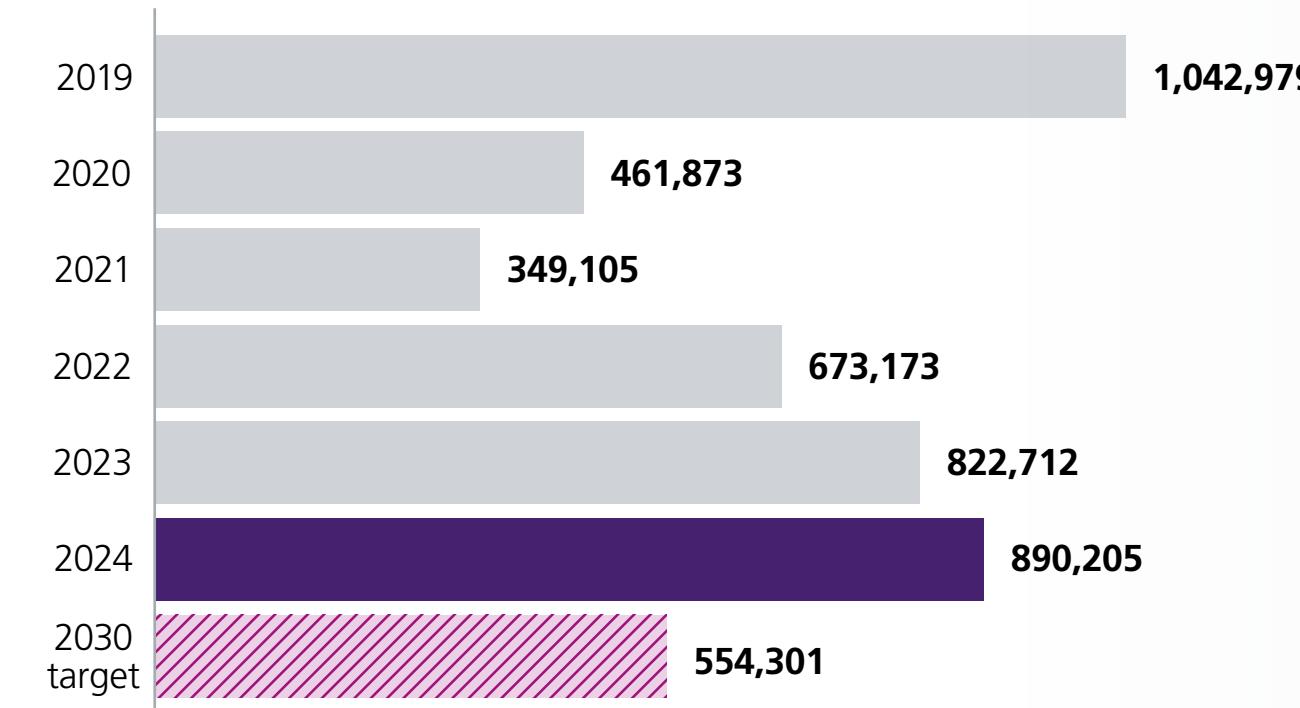
CUTTING CARBON EMISSIONS ON THE GROUND

We are investing in infrastructure and engaging with Team Heathrow partners, passengers, colleagues and suppliers to cut carbon emissions on the ground. While there has been an increase compared to 2023, due to higher supply chain capital expenditure, our emissions remain significantly lower than our 2019 baseline, by 15%, showing progress towards our 45% reduction goal by 2030.

Our efforts to cut carbon emissions from airport vehicles and surface access transport to and from the airport are closely aligned with our work to improve air quality by reducing other types of emissions ([see page 30](#)).

On the ground emissions*

(tonnes CO₂-equivalent)



*On the ground emissions include emissions from our supply chain, buildings and energy use, Heathrow-owned vehicles, Team Heathrow airside vehicles and surface access (colleague and passenger ground transport to and from the airport). Reported emissions are market-based.

PROMOTING SUSTAINABLE TRANSPORT TO AND FROM THE AIRPORT

Colleague commuting and passenger transport to and from the airport – what we call surface access – makes up 63% of our carbon footprint on the ground. We aim to halve carbon emissions from surface access by 2030 compared with 2019 and we are already halfway towards this target.

In 2024, we continued to improve and promote use of public transport to help cut carbon emissions as well as reducing air pollutants that affect local air quality. [See page 30](#) for more on our progress, including trends in colleague modes of commuting and passenger use of public transport.



View our [website](#) for our Surface Access Strategy and our latest Sustainable Travel Report.

NET ZERO ON THE GROUND (CONT.)

SWITCHING TO ZERO OR LOWER-EMISSIONS AIRPORT VEHICLES

Airlines, ground handlers and our own fleet are continuing to transition to zero-emissions electric vehicles or lower-carbon biodiesel. As a result, emissions from airport vehicles have decreased by 47% from 2019, well on our way towards our targeted 87% reduction by 2030.

Electric vehicles made up around 23% of airport vehicles by the end of 2024 (up from 20% in 2023) and we are investing in charging infrastructure to support the switch to electric vehicles across the airport. In 2024, we installed a hub of 12 ultra-rapid charging bays to serve airside electric vehicles and six rapid charging bays installed at the end of 2023 came into use ([see page 22](#)). Further ultra-rapid charging hubs will be rolled out over the next three years.

Ground handling agent Cobalt showcased the use of electric vehicles in 2024 with its first all-electric turnaround at Heathrow – for a KLM Amsterdam flight. All the ground service equipment used was electric, including baggage tractors, belt-loaders and a new pushback tug.

The transition to all electric airport vehicles will take time due to the significant investment required in charging infrastructure as well as limited availability of suitable electric vehicles. In the meantime, biodiesel made from HVO offers a lower-carbon alternative to fossil-based fuel that can be used in existing diesel vehicles.

The 50,000-litre tank we installed in the central terminal area at the end of 2023 supports easy access to HVO for airside vehicles. We are supporting use of HVO from responsible sources by working with Airport Energy Services, a major fuel supplier at Heathrow, to source HVO accredited by the Renewable Fuels Assurance Scheme (RFAS). Team Heathrow partners using the RFAS-accredited HVO receive a quarterly certificate explaining where the fuel is from, what it's made of and associated carbon savings.

Uptake of HVO at Heathrow has grown by 57% in 2024, driven by British Airways' switch to the lower-carbon fuel for much of its diesel airside equipment alongside its investment in electric vehicles ([see case study adjacent](#)).

To further reduce emissions from airport vehicles, we are developing a clean vehicle policy and will introduce an airside ultra-low emissions zone by 1 January 2026. This will also support improvements in air quality ([see page 30](#)). In addition, we engage ground handlers and airlines through our twice-yearly Clean Vehicle Partnership event on ways to cut emissions, such as avoiding unnecessary engine idling.

CASE STUDY

Supporting British Airways' switch to biodiesel

British Airways announced in 2024 that more than 90% of its vehicles and ground equipment at Heathrow are now zero emissions when being used or driven, hybrid or fuelled on HVO biodiesel.

The airline has invested heavily in electric vehicles, including 135 new electric baggage tugs as well as hybrid electric alternatives to diesel-powered vehicles that support loading and unloading of cargo containers.

More than 750 pieces of British Airways' airside equipment – from aircraft de-icing vehicles to baggage loading equipment – are now fuelled with HVO.



“

At British Airways, we are committed to reaching net zero emissions by 2050 or sooner and our focus isn't just about reducing emissions in the air, but on the ground too. This major investment into our vehicles at Heathrow is our largest investment in more sustainable airport ground operations to date and is part of our wider environmental objective to minimise emissions from our airside ground operation. We're proud of the work we are doing in this space and are excited to continue improving the running of our ground operations at Heathrow.”

TOM MORAN

Director of Heathrow, British Airways

NET ZERO ON THE GROUND (CONT.)

PARTNERING TO CUT CARBON IN OUR SUPPLY CHAIN

We have continued to engage with suppliers to support progress towards our target to cut emissions from our supply chain by 35% from 2019. We are also working to improve data on our supply chain emissions. However, the total emissions from our supply chain are 14% higher in 2024 than the 2019 baseline due to increased capital expenditure.

In 2024, we continued to engage strategic suppliers on carbon and sustainability through the Heathrow Supply Chain Centre of Excellence and supplier leadership forums. We are also promoting best practices through our Balanced Scorecard process and introducing requirements as part of our new supplier qualification process ([see page 54](#)).

Building carbon criteria into our capital programmes, such as construction projects at the airport, was a key focus in 2024. We introduced a new carbon management standard for capital projects to track, manage and reduce supply chain emissions associated with all stages of delivery. Informed by pilot projects with suppliers, the standard is

aligned with the global PAS 2080 standard for carbon management in infrastructure, encompassing the PAS 2080 hierarchy to avoid, switch and improve.

Each capital programme in the current H7 regulatory period (2022-26) at Heathrow now has a carbon budget to help drive accountability and we are exploring ways to highlight carbon reduction opportunities early in the project lifecycle to incentivise low-carbon investment decisions.

The choice of materials for construction projects can make a big difference and we are developing a database of low-carbon materials to support their use. We have also signed up to [Five Client Carbon Commitments](#) launched by the Construction Leadership Council in 2024. In 2025, we will build baseline data to improve carbon management and work to update technical standards for lower carbon materials.

As investment plans mature, we will assess which areas within our supply chain will produce high levels of carbon emissions. This forecast will help us decide which materials to prioritise for reducing carbon emissions in our future infrastructure contracts.

DECARBONISING OUR BUILDINGS AND INFRASTRUCTURE

We are working to complete the transition from fossil-based to renewable energy to run our buildings and infrastructure.

The internal energy strategy we have developed to help us get there is based on our forecasted future energy needs – and includes a significant increase in electricity demand across Heathrow as more airport vehicles and operations switch to electric to support our Net Zero Plan. We intend to invest in our electricity network and supply to handle our future power needs and we will begin design work in 2025.

All the electricity to power the airport is either sourced from the grid and backed by Renewable Energy Guarantees of Origin or comes from our own renewable sources. We are investing in on-site solar installations to enable us to generate more of our own renewable power, including installing solar arrays on two airport buildings.

Heating and hot water across the airport are mainly generated using fossil-based natural gas. Decarbonising this thermal energy is challenging due to significant

investment and space requirements for new infrastructure, as well as the complexity of continuing to heat airport terminals and other buildings during the transition to a new system.

In 2024, we finalised a strategy to achieve this transition that will be included in our net zero investment planning for the next CAA regulatory period from 2027 to 2031. Zero carbon heating hubs, based on large-scale heat pumps, will drive this strategy. They will deliver a step-change reduction in emissions and eventually replace fossil-based heating and cooling across the airport.

Regulatory approval, design and construction of these hubs will take a number of years. In the meantime, we continue to explore opportunities to reduce emissions from heating our buildings and

infrastructure by improving energy efficiency. We also maintain a biomass boiler that provides some lower-carbon heat for Terminals 2 and 5.

Regulatory approval, design and construction of these hubs will take a number of years. In the meantime, we continue to explore opportunities to reduce emissions from heating our buildings and infrastructure by improving energy efficiency. We also maintain a biomass boiler that provides some lower-carbon heat for Terminals 2 and 5.



A GREAT PLACE TO LIVE AND WORK

Heathrow impacts the daily lives of many thousands of people in both positive and negative ways. We strive to be a good neighbour and an inclusive employer of choice by listening to and working with colleagues, communities and partners to make the airport a great place to live and work.

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INTRODUCTION

Heathrow is Europe's busiest airport and the UK's biggest single site of employment.

The airport delivers huge economic benefits, both locally by providing jobs and services and for the country by boosting GDP, connectivity, productivity, trade and tourism (see box adjacent). In 2024, over 80,000 colleagues helped us keep the airport running smoothly – with over 8,200 employed directly by us and the rest by Team Heathrow partners. Many of them live nearby.

Our plans to expand Heathrow – in consultation with communities and other stakeholders – will enable us to further enhance these benefits by unlocking investment to stimulate the supply chain during construction and by creating more jobs at the airport and beyond. According to the most recent study from Frontier Economics, a third runway could increase UK GDP by 0.43% by 2050. The project is supported by over 30 Chambers of Commerce, business groups and trade unions up and down the country.

At the same time, we recognise these social and economic benefits also create noise, traffic congestion and other negative impacts that proximity to a major global airport brings.

Heathrow's purpose of making every journey better extends to our communities and colleagues. We want our presence to be as positive as possible and recognise that the best way to achieve this is by listening to people and understanding their needs.

That is why we are prioritising the issues our colleagues and neighbours tell us matter most to them – cleaner air, quieter nights, support for local small businesses, jobs and skills development for people from all backgrounds, and a better quality of life. We also work to address environmental issues by nurturing nature, targeting zero avoidable waste and partnering with suppliers to enhance sustainability.

Our commitment to make Heathrow a great place to live and work – the second of the two pillars of our sustainability strategy – brings together our goals in all these areas to improve the quality of life of our colleagues and our neighbours.

In our latest Pulse survey in November 2024, 67% of colleagues agreed that Heathrow is a great place to work. For our neighbours, we want the communities around Heathrow to be great places to live and grow up in because of the airport, not in spite of it.

This pillar of our sustainability strategy is critical to maintain our licence to operate and plays an important role in building trust with colleagues, communities and other stakeholders. The accompanying goals and targets contribute directly to both the People & Planet and Winning Team beacons of our business strategy ([see page 6](#)).



HEATHROW'S ECONOMIC AND SOCIAL IMPACT

We commissioned Oxford Economics to assess the social and economic impact of Heathrow airport in 2024, based on 2023 data.¹

Team Heathrow organisations across the airport employed over 80,000 people in 2023, directly generating an estimated £6.36bn of gross value added to the UK's national GDP. Including indirect and induced employment through the supply chain, the airport supported 105,000 jobs across nine neighbouring local authorities – equivalent to 10% of their economic activity. Many people who work at the airport are from ethnically diverse backgrounds and over a third are under 35.

The connectivity provided by Heathrow also has wider benefits to the UK economy and is expected to boost the country's long-term productivity by an estimated 1.49%. Across the UK, the airport facilitates an estimated 231,900 jobs in tourism and 168,200 jobs in distribution of goods.

¹ Figures cited in this case study are calculated by Oxford Economics for the study we commissioned.

A GREAT PLACE TO LIVE AND WORK (CONT.)

RESPONDING TO LOCAL AND GLOBAL CHALLENGES

Our focus on creating a great place to live and work addresses both local and global challenges in our own operations and our supply chain.

We aim to have a positive impact for those working at and living around the airport by making Heathrow an inclusive employer of choice, providing a pipeline to good jobs through skills training and work experience for local people, and investing in schools and community projects. (See the 'What We Mean By Local' pullout adjacent).

Some of our goals support both people and planet by improving air quality, reducing noise and creating spaces for nature. We also connect people and planet through a strong focus on local environmental activities in our community investments and colleague volunteering activities. Our goals for partnering with suppliers aim to enhance sustainability in our value chain.

These goals complement and support our efforts to help address the global climate crisis through our focus on Net Zero Aviation, the other pillar of our sustainability strategy ([see page 11](#)).

WHAT WE MEAN BY LOCAL

The way we define local communities varies for different aspects of our sustainability strategy depending on the impact we have and the focus of our goals.

NEIGHBOURING COMMUNITIES

We target support for the communities immediately surrounding the airport through our Community Rangers, Community Take Off Fund, local schools partnership, colleague volunteering, residential noise scheme and biodiversity sites



- Communities currently involved in activities in the Giving Back Programme
- Communities targeted for future involvement in the Giving Back Programme

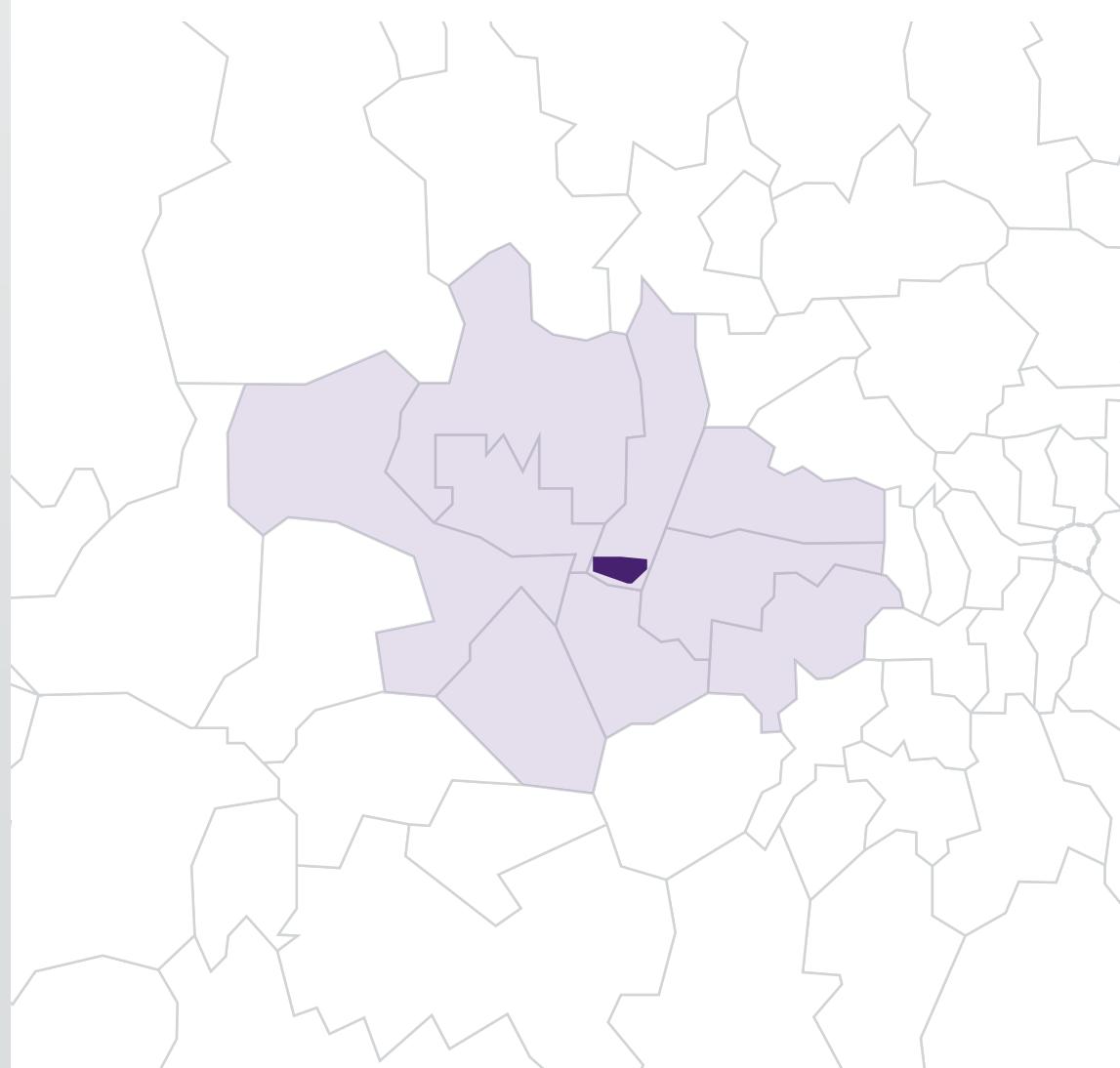
REGION

The nine boroughs in the region around Heathrow are the focus of our Sustainable Travel Zone, the Heathrow Community Trust, provision of local jobs and education programmes, support for local small businesses, and engagement on sustainable economic growth, noise and air quality impacts.



BROADER AREA

We engage communities in this broader area on specific issues, for example in relation to noise from aircraft flying overhead.



- Heathrow
- Heathrow region

A GREAT PLACE TO LIVE AND WORK (CONT.)



EXPANDING OUR AMBITIONS AND IMPACT

As part of our sustainability strategy refresh in 2024, we have strengthened our goals in many of the focus areas under A Great Place to Live and Work, including on air quality, noise management, biodiversity loss, inclusive culture and colleague volunteering. The updated targets and associated activities are outlined in the topic-specific sections of the report that follow.

Our goals in several areas are accompanied by standalone strategies to guide our efforts and drive progress. These include our Surface Access Strategy, Noise Action Plan, Nature Positive Plan and Giving Back Programme.

PARTNERING FOR PROGRESS

Delivering on our ambitious agenda will take a lot of hard work and will only be possible by engaging and partnering with others. The Council for the Independent Scrutiny of Heathrow Airport (CISHA) provides independent and transparent oversight of the way we engage with stakeholders.

We are committed to building long-term, productive relationships with our colleagues and communities, suppliers, local authorities, non-profit partners and technical experts to put our strategy into practice. We partner to develop solutions that improve people's lives in tangible ways, strengthen our own operations, and offer insights into best practices for the wider aviation and infrastructure industries.

Our community forums support our partnership approach on a variety of issues ([see page 90](#)). These include the Heathrow Sustainable Economic Growth Taskforce, which brings together stakeholders such as community groups and chambers of commerce to plan how the airport can create new, long-term opportunities to grow the local economy, empower its neighbours and help build a future workforce.

We also listen to our colleagues to help us tailor our strategy and activities to meet their needs, including through our regular Pulse surveys ([see page 87](#)).

Together, we can make Heathrow a truly great place to live and work.

CLEAN AIR AT AND AROUND THE AIRPORT

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

GOAL



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

Status



New goal



More work to do

Progress in 2023-2024¹

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

TARGETS



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



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



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



Target replaced



New target



More work to do



New target



On track

Progress in 2023-2024¹

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

Progress in 2023-2024¹

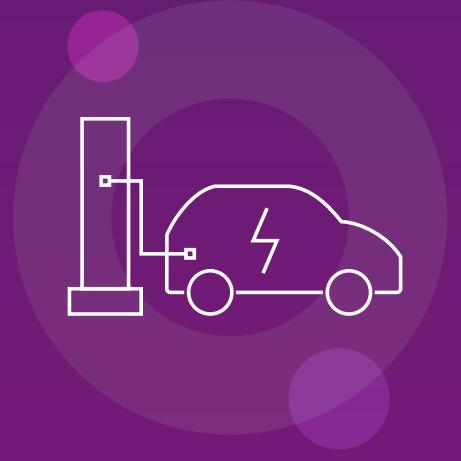
Ground-level aircraft nitrogen oxide (NOx) emissions in 2023 (the latest year of available data) were 2.4% lower than 2019.

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

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

CLEAN AIR AT AND AROUND THE AIRPORT (CONT.)

TARGETS (CONT.)

 <p>89% of aircraft¹ to meet the latest international emissions standards (CAEP/8²) by 2030</p> <p>+ ✓ New target On track</p> <p>Progress in 2023-2024³ In 2023, the latest year of available data, 60% of aircraft at Heathrow were compliant with the latest CAEP/8 emissions standards.</p>	 <p>At least 45% of passengers will use public transport by 2026</p> <p>✓ On track</p> <p>Progress in 2024³ 45.22% of passengers used public transport in 2024, up from 43.3% in 2023, as we continue to invest in our Sustainable Travel Zone.</p>	 <p>No more than 57% colleague single occupancy vehicle trip mode share by 2026</p> <p>✓ On track</p> <p>Progress in 2024³ 52.18% of Team Heathrow colleagues drove to work alone in 2024 (down from 62% in our last colleague travel survey in 2017⁴), already below our target of no more than 57% for 2026.</p>	 <p>Bring 25% more people within a 1.5 hour, and 12% more within a 3 hour, public transport journey time of Heathrow by 2026</p> <p>✓ On track</p> <p>Progress in 2024³ The opening of the Elizabeth Line to Heathrow in 2023, together with our Sustainable Travel Zone, has increased the number of people located within 1.5 hours of Heathrow by public transport by 36% since 2019, exceeding our 25% target. The number of people within three hours has increased by 9% from 2019.</p>	 <p>All airport vehicles to be zero-emissions or use biofuels by 2030</p> <p>✓ On track</p> <p>Progress in 2024³ In 2024, 95% of the airport vehicles we own or operate ourselves – and 54% of all airport vehicles – were zero emission or used biofuels, and we are investing in infrastructure to support their use.</p>	 <p>Airside ultra-low emission zone (ULEZ) introduced by 1 January 2026</p> <p>✓ On track</p> <p>Progress in 2024³ We conducted a feasibility study and engaged with Team Heathrow partners in 2024 to support the introduction of an airside ULEZ by 1 January 2026.</p>
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¹ Measured based on air traffic movements.

² International Civil Aviation Organization (ICAO) Committee on Aviation Environmental Protection (CAEP).

³ Full year data for 2024 for some air quality metrics will not be available until later in 2025.

⁴ Based on Heathrow Profiler Survey data.

CLEAN AIR AT AND AROUND THE AIRPORT (CONT.)

CASE STUDY

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

Contributing to communities on Clean Air Day

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

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

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

Our project team walked different routes to Town Farm School during the morning rush hour to measure road traffic – a significant contributor to air pollution – and emissions. As they walked, sensors attached to their backpacks recorded levels of nitrogen dioxide (NO₂) and particulates (PM10 and PM2.5) – three pollutants linked to health concerns.

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

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

“

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

IDRIS OLOYEDE

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



CLEAN AIR DAY

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

CLEAN AIR AT AND AROUND THE AIRPORT (CONT.)

PROGRESS IN 2024

The last decade has seen significant reductions in key pollutants of local concern, namely nitrogen dioxide (NO_2) and particulates (PM10 particles of 10 microns or less, and PM2.5 particles of 2.5 microns or less). This welcome trend has been driven by the transition to zero or lower-emission vehicles – both at the airport and in the wider community – as well as advances in aircraft technology.

Full compliance with regulatory limits on these emissions was maintained across all 22 monitoring stations around Heathrow in 2023 and we will report on 2024 once data for the year has been analysed.

Airport activity is one of many factors that contribute to local air quality around Heathrow, including emissions from London's urban activities, nearby roads, industries and housing. Based on our extensive monitoring data, road traffic is the primary source of ambient pollutant concentrations in the local area, so this is our main focus. In addition, we are working to reduce aircraft-related emissions.

Our latest [annual report on air quality](#), based on 2023 data, found that average concentrations of nitrogen oxide (NO), NO_2 , PM10, PM2.5 and ozone (O_3) at the monitoring sites around Heathrow were generally comparable to those measured at urban background air pollution monitoring sites in London.

Taking action to improve local air quality for our communities and colleagues has been an important part of Heathrow's sustainability strategy for many years. We are committed to reducing emissions from airport activities that contribute to air pollution, as well as engaging with partners to support wider efforts to improve local air quality.

TARGETING FURTHER IMPROVEMENTS

In 2024, we strengthened our goals on air quality, and we will publish a detailed Air Quality Strategy and Action Plan in 2025 to support progress. The plan will be informed by emissions monitoring data, modelling of future scenarios and recommendations from the Council for the Independent Scrutiny of Heathrow Airport (CISHA) based on feedback from communities ([see page 35](#)).

By 2030, we are targeting an 18% reduction in ground-level aircraft nitrogen oxide (NOx) emissions compared with 2019 and a 60% reduction in non-aircraft emissions of air pollutants from airside operations. Based on latest available data, we had already achieved reductions of 2.4% and 23% respectively by the end of 2023. We have also maintained existing targets to reduce emissions from road traffic, the main contributor to air pollution in communities near Heathrow.

Our strategy on air quality is closely aligned with our Net Zero Plan ([see page 11](#)) as many of our initiatives to cut carbon emissions by reducing use of fossil fuels also help lower emissions that affect local air quality.



CLEAN AIR AT AND AROUND THE AIRPORT (CONT.)

INCENTIVISING CLEANER FLIGHTS

Heathrow was the first UK airport to link landing charges to aircraft NOx emissions and we continue to do so two decades later. NOx emissions are also one of the criteria in our [Fly Quieter and Greener](#) league table for airlines, which we relaunched in 2024 ([see page 39](#)).

The International Civil Aviation Organization (ICAO) Committee on Aviation Environmental Protection (CAEP) drives up international standards for aircraft noise and emissions. In 2023, the latest year of available data, 60% of aircraft¹ at Heathrow were compliant with the CAEP 8, the latest and most stringent NOx standard.

Driving uptake of sustainable aviation fuels as part of our plan to cut carbon emissions in the air ([see page 18](#)) will also help to improve local air quality by reducing particulates.

TACKLING AIRSIDE POLLUTION ON THE GROUND

We have continued to take steps to reduce air pollution from airport activities. Some of these activities are part of our focus on net zero aviation ([see page 11](#)) as they reduce both carbon emissions that impact climate change and other emissions that contribute to local air pollution.

We are investing in infrastructure to increase use of pre-conditioned air to reduce aircraft fuel use on stand, and to support the transition to airside vehicles that run on electricity or biofuels ([see page 22](#)). In 2024, 95% of airport vehicles owned or operated by Heathrow – and 54% of all airport vehicles operating at Heathrow – were zero emission or used biofuels.

By 1 January 2026, we plan to further reduce emissions by introducing an ultra-low emissions zone (ULEZ) for airside vehicles – a world first for a major airport. In 2024, we laid the groundwork by conducting a study building on experiences of ULEZ in London and other cities, as well as engaging with Team Heathrow partners in the development of our clean vehicle policy and how to implement an effective airside ULEZ.

PROMOTING CLEANER TRANSPORT TO AND FROM THE AIRPORT

We are making progress in reducing air pollution from surface access transport to and from the airport for colleagues and passengers. We introduced our Sustainable Travel Zone in 2022 to deliver multi-modal improvements covering rail, tube, bus and coach services and active travel.

The Elizabeth Line, supports increased access to and use of public transport by opening up new train links to central London and Essex. In 2024, further investment in our Sustainable Travel Zone has improved bus and coach routes, and we worked on projects that will support active travel options (such as cycling) and use of electric vehicles. On top of the 23 new or improved bus services introduced in 2023, improvements were made to a further 19 existing services in 2024.

Awareness and behaviour change are crucial to support the transition to shared or public transport. In 2024, we made public transport the default option on our online journey planner for passengers and began offering a public transport alternative even when users choose a journey by car.

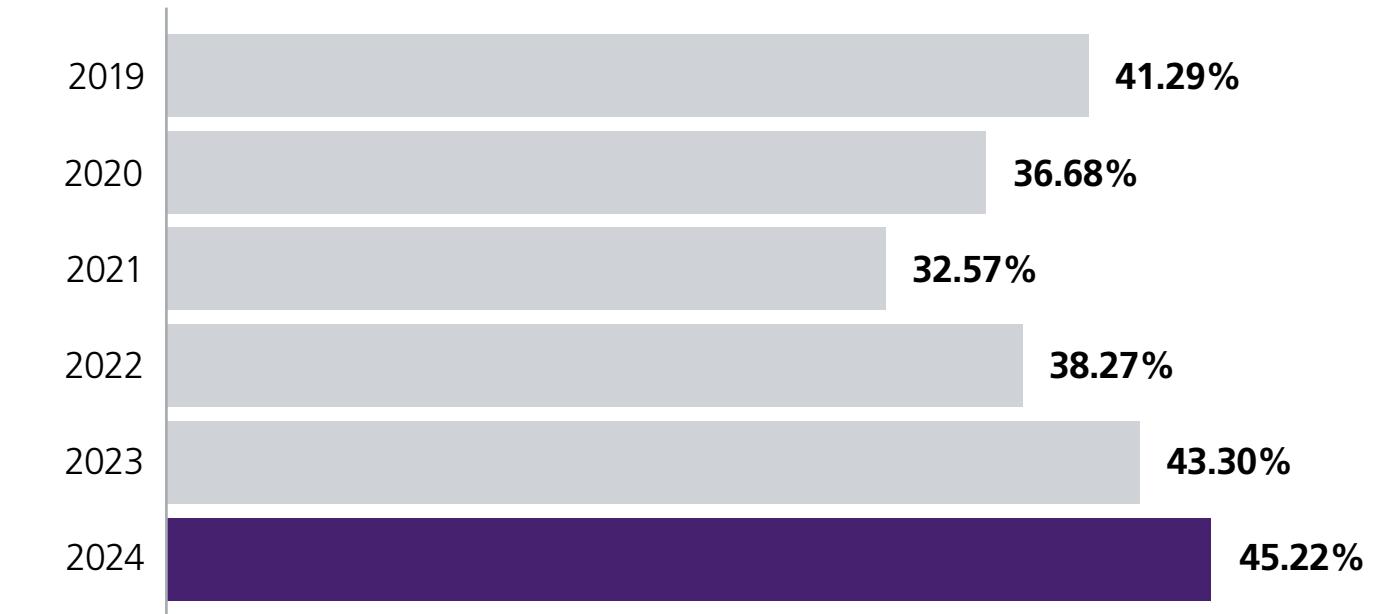
Our Profiler Survey found that 45.22% of passengers used public transport in 2024, up from 43.30% in 2023 (see chart to the right).

We have also continued to promote more sustainable commuting options for Team Heathrow colleagues through leaflets delivered to local communities, monthly roadshows, a refreshed webpage, our car share scheme and our Way2Go app that offers high-street shopping incentives to reward sustainable commuting.

Our latest survey to understand from colleagues how they commute to work found that our efforts to promote more sustainable commuting are also making a difference. The proportion of Team Heathrow colleagues who drive to work alone has decreased by 9.7% from 61.9% in 2017 to 52.18% in 2024. This reduction is due to colleagues making more use of local buses, the Elizabeth Line and Heathrow Express (now free for Heathrow colleagues), or reducing commuting by working remotely (see chart to the right).

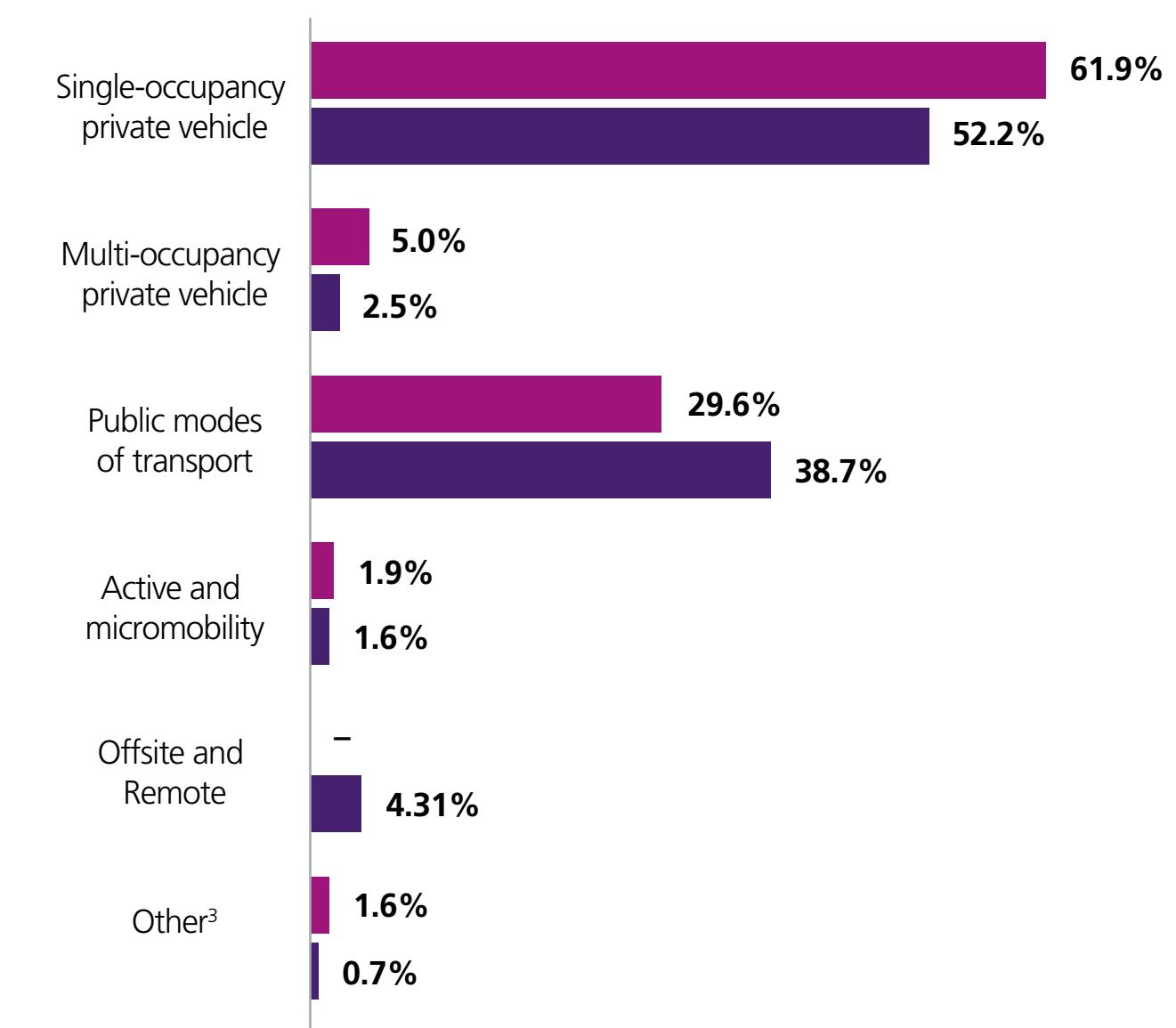
Increasing use of more sustainable transport to and from the airport is also helping to cut carbon emissions on the ground ([see page 23](#)).

% passengers using public transport to get to and from Heathrow²



Team Heathrow colleague commute mode share

(2024 colleague survey compared with previous survey in 2017)



¹ Measured based on air traffic movements.

² Based on Heathrow Profiler Survey data.

³ Includes modes of transport not accounted for by other categories.

CLEAN AIR AT AND AROUND THE AIRPORT (CONT.)

PARTNERING ON LOCAL AIR QUALITY

We work closely with local stakeholders on our approach through the [Heathrow Air Quality Working Group](#) that sits under the umbrella of CISHA. Independently chaired by air quality expert Dr Brian Stacey (see quote adjacent), members include representatives of local councils, UK government agencies and British Airways.

In 2024, we responded to the air quality recommendations made by CISHA based on a review of local communities' views (summarised in the table). CISHA's review and our full response is published on the [CISHA website](#). The Heathrow Air Quality Working Group also helped us choose a project to contribute to communities on Clean Air Day (see page 32).

Responding to CISHA recommendations

CISHA recommendation	What we are doing	What we are planning
Building evidence on the impact of air pollution around Heathrow on public health	<ul style="list-style-type: none"> Monitoring key air pollutants of concern across the Heathrow area Ultrafine particle (UFP) research and monitoring Discussing further joint research with other UK airports to establish more information on UFPs 	<ul style="list-style-type: none"> Review of the current state of knowledge on the impact of UFPs Increased role for the Heathrow Air Quality Working Group in reviewing data with consideration for a dedicated UFP sub-committee Extended UFP monitoring network where feasible and agreed
Expanding the monitoring infrastructure around Heathrow Airport	<ul style="list-style-type: none"> Ongoing monitoring of NOx, PM10, PM2.5, O3, Black Carbon and UFPs The air quality monitoring network around Heathrow is the most extensive of any UK airport – with 13 continuous monitoring stations within 3km of the airport, five of which are owned by Heathrow 	<ul style="list-style-type: none"> Review potential for additional monitoring where modelling shows elevated concentrations Work with local authorities on the development of a low-cost sensor-based monitoring strategy
Improving the way Heathrow Airport displays air quality data and information	<ul style="list-style-type: none"> Heathrow Airwatch website provides real-time data from local monitoring stations The website provides historical data and reports An update to the Airwatch website, informed by CISHA recommendations, was launched during 2024 	<ul style="list-style-type: none"> CISHA will be consulted in any further development and specification of the website
Introducing independent oversight over Heathrow Airport's air quality targets	<ul style="list-style-type: none"> CISHA's scrutiny of Heathrow's sustainability strategy, Connecting People and Planet, helps to ensure we maintain the highest standards in sustainability action and reporting The Heathrow Air Quality Working Group provides feedback on Heathrow's air quality initiatives and monitoring results, and its chairperson reports progress directly to CISHA 	<ul style="list-style-type: none"> A revised Air Quality Action Plan will be published in 2025 We will invite representatives from the Health Security Agency and the Department for Transport to further expand the expertise of the group and bring additional perspectives
Setting air quality targets and expectations for airlines and other airport suppliers	<ul style="list-style-type: none"> Expectations for supply chain partners are set through Heathrow's sustainability strategy, Connecting People and Planet, and delivered through procurement processes Heathrow's capital programme requires the delivery of air quality benefits We utilise our landing charges to incentivise the use of cleaner and quieter aircraft 	<ul style="list-style-type: none"> Suppliers, and other companies operating at the airport, will need to comply with airside ultra-low emissions zone requirements once introduced (planned for 1 January 2026) Heathrow continues to invest in electric vehicle charging infrastructure to enable the transition to zero-emissions vehicles



I welcome the updated targets from Heathrow to improve air quality within their community. Air quality concentrations around the airport have been continuously monitored for over 30 years and the stakeholders within the Heathrow Air Quality Working Group have been instrumental in dramatically expanding the number of stations over the years. I am pleased to note that there hasn't been an exceedance of the annual limit for NO2 since 2019 at any of the sites across the extended Airwatch network. I look forward to driving progress within the Working Group and CISHA to help Heathrow achieve its targets, and using air quality measurements to demonstrate improvements."

BRIAN STACEY

Independent Chair, Heathrow Air Quality Working Group

CLEAN AIR AT AND AROUND THE AIRPORT (CONT.)

ENHANCING UNDERSTANDING OF AIR QUALITY

We have carried out continuous air quality monitoring for over 30 years and we have the largest monitoring network of any airport in the UK. We discuss the results regularly with local stakeholders through the Heathrow Air Quality Working Group.

To enhance transparency, we publish raw data on air quality on our [Heathrow Airwatch](#) website and on the independent [Air Quality England](#) website. In 2024, we relaunched Heathrow Airwatch to make it easier for users to view and understand the data in response to the recommendation from CISHA to improve the way Heathrow Airport displays air quality data and information.

We have also begun publishing data on ultrafine particles (UFPs) for the first time, with an [annual summary](#) available on Heathrow Airwatch. UFPs, mainly generated from combustion processes,

are particulates measuring less than 100 nanometres – around 1,000 times smaller than the width of a human hair. We follow technical standards for measuring UFP concentrations to ensure comparable data sets across the industry.

While there is no consensus on the health implications of UFPs, a growing body of research suggests their impact could be significant as UFPs can penetrate deeply into the lungs, where they can enter the blood stream and move to other organs. There are currently no guidelines or regulations on safe limits for UFPs and the World Health Organization has called for further monitoring and research.

Heathrow has been funding research on UFPs since 2016 and we began continuous monitoring of UFPs at the airport in 2023. Heathrow's UFP monitoring station is one of just five in the UK. We are also partnering with others in our industry, through Sustainable Aviation, to fund a PhD on UFPs to further research in this field.



HEATHROW AIRWATCH

Visit the [Heathrow Airwatch](#) website to find out more about air quality in the Heathrow area. It includes hourly updates from automatic monitoring sites, reports on the latest trends and options to create reports for specific sites.

QUIETER NIGHTS, QUIETER FLIGHTS

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

GOAL



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

Status



Goal revised



On track

Progress in 2023-2024¹

In 2023, the latest year of available data, the number of people exposed to noise above 55 dB L_{den}² over a 24-hour period – the reference metric for measuring annoyance – decreased by 23% from 2019 to 508,300. The number exposed to noise above 50 dB L_{night}³ at night – the reference metric for measuring sleep disturbance – fell by 12% from 2019 to 202,100 in 2023. This means we are aligned with our 10% reduction target on both measures up to 2023 and we aim to maintain this to 2030 even as the airport gets busier.

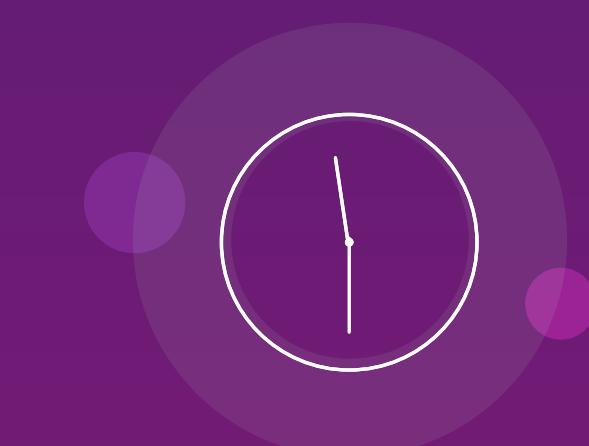
TARGETS



Reduce noise contour areas⁴ compared to 2019



On track



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



On track



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



New target



On track

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

² L_{den} is the A-weighted, equivalent noise level (L_{eq}) over a whole day (24-hour period), weighted to reflect increased sensitivity to noise during the evening (19:00-23:00) and night-time (23:00-07:00). L_{night} is the A-weighted, equivalent noise level (L_{eq}) over the 8-hour night period (23:00-07:00). 55 dB L_{den} and 50 dB L_{night} are the thresholds for noise exposure defined by the EU Environmental Noise Directive.

³ A noise contour is the map line indicating noise exposure in dB for the area in (km²) that it encloses.

QUIETER NIGHTS, QUIETER FLIGHTS (CONT.)

TARGETS (CONT.)



Implement a **voluntary ban on flights** between 00:00 and 04:30 from 2025 (except dispensed operations¹)



More work to do

Progress in 2024²
We continued to engage with airlines and we are planning a trial in 2025 to assess how best to pursue this challenging target that aims to help reduce late night noise disturbance for our neighbours.



Introduce **easterly alternation** by 2028



On track

Progress in 2024²
We have submitted a planning application for the airfield infrastructure works needed to allow us to alternate runway use for easterly operations to provide respite for local communities.



Incentivise the use of **Chapter 14 aircraft to reduce Chapter 4 operations** to less than 2019 levels³



On track

Progress in 2024²
We continue to charge airlines less to land quieter aircraft to support the phase out of noisier Chapter 4 planes in favour of quieter Chapter 14 planes. Chapter 14 aircraft comprised 85.6% of movements in 2024, compared with 82.2% in 2023 and 65.5% in 2019. Meanwhile, Chapter 2 planes have decreased to 14.3% in 2024, compared with 17.7% in 2023 and 34.5% in 2019. Our Fly Quieter and Greener airline league table also promotes use of quieter planes.



Achieve **80% take-up** of eligible households in each area as the residential insulation scheme is rolled out, in line with the plan agreed with the Prioritisation Panel



New target



On track

Progress in 2024²
We launched the first phase of our scheme to provide noise insulation in 20,000 homes during 2024 and set this target to drive take-up by eligible households.

¹ Dispensed operations as defined by the UK Government's [night flight dispensation guidance](#).

² Full year data for 2024 for some noise metrics will not be available until later in 2025.

³ Chapter 14 refers to the most stringent noise certification standard set by the International Civil Aviation Organization (ICAO) under Annex 16, Volume I. Chapter 4 is a previous, less stringent standard.

QUIETER NIGHTS, QUIETER FLIGHTS (CONT.)

CASE STUDY

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

Noise-proofing our neighbours' homes

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

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

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

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

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

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

“

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

MARK IZATT

Independent Chair of Prioritisation Panel
and CISHA Deputy Chair



¹ Total will be adjusted for inflation.

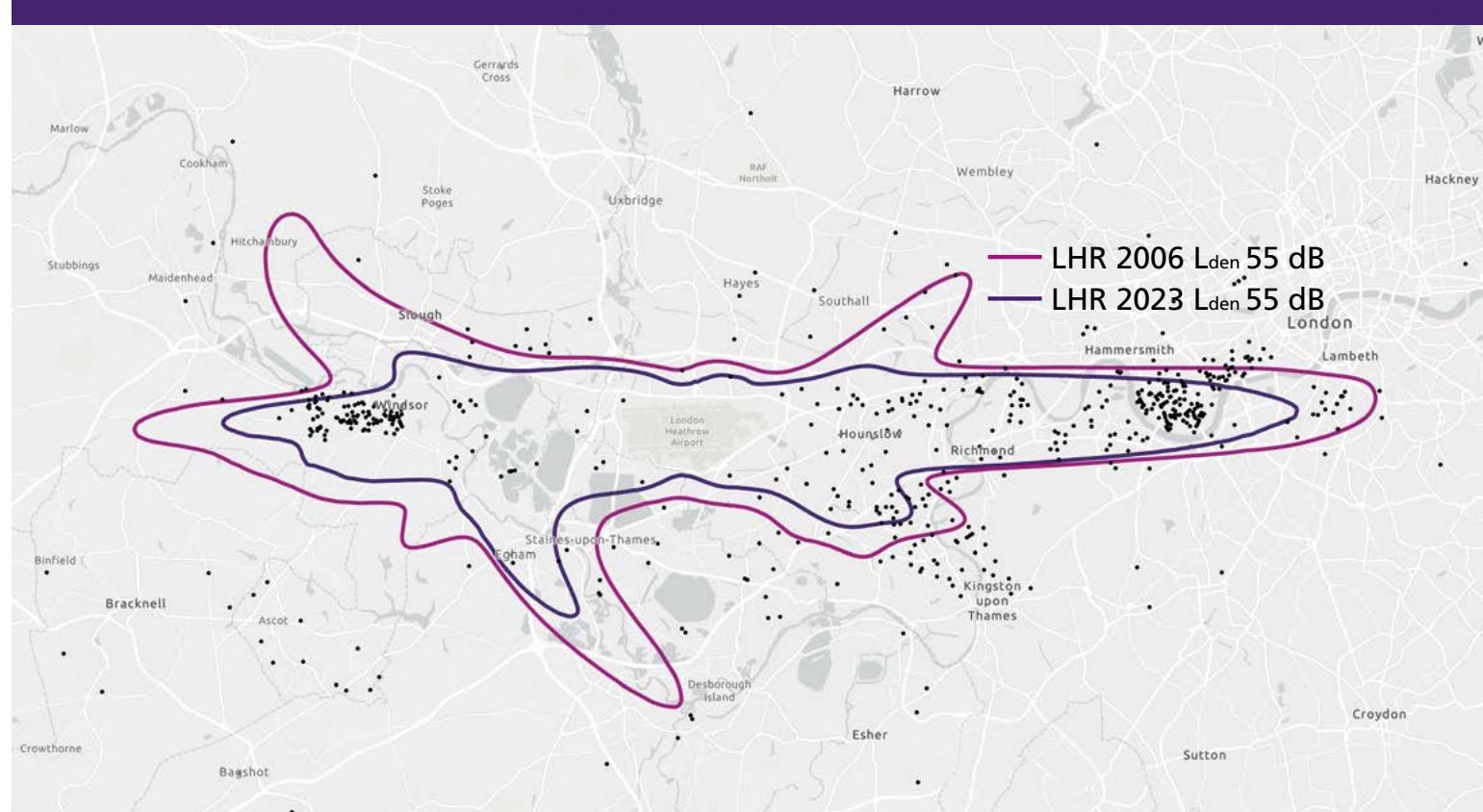
QUIETER NIGHTS, QUIETER FLIGHTS (CONT.)

PROGRESS IN 2024

Managing noise better is central to our objective of making Heathrow a great place to live and work. We are committed to meeting, and exceeding, our national policy obligations in this area.

Our long-term strategy is based on the four pillars of the International Civil Aviation Organization's (ICAO) Balanced Approach. Our latest Noise Action Plan adds two further strategic pillars on working with local communities and supporting research (see visual adjacent).

NOISE CONTOUR AREAS



We have been working for many years to reduce the noise impact of Heathrow's operations, both in the air and on the ground. Our noise contour area, based on noise modelling of the airport's operations, is the area around Heathrow affected by noise above 55 dB L_{den}.¹ By the end of 2023, the latest year of data available, this area was 244.7 km² – an 18% reduction from 2019 and a 41% reduction from 2006 (see map below).

Despite this progress, we recognise that aircraft noise remains a pressing issue for nearby communities and we have integrated new quantifiable targets into our updated sustainability strategy to help tackle negative noise impacts on our neighbours' health and wellbeing. By 2030, we are targeting a 10% reduction in the number of people highly sleep disturbed and highly annoyed compared to 2019.

In 2023, the number of people exposed over a 24-hour period to noise above 55 dB L_{den}¹ – the reference metric for measuring annoyance – decreased by 23.5% from 2019 to 508,300. The number exposed to noise above 50 dB L_{night}¹ at night – the threshold for measuring sleep disturbance – fell by 12% from 2019 to 202,100 in 2023.

DELIVERING MEANINGFUL IMPROVEMENTS THROUGH OUR NOISE ACTION PLAN

We have started implementing our new Noise Action Plan for 2024 to 2028. The plan was formally approved by the UK Department for Environment, Food and Rural Affairs in October 2024, but we got a head start on some actions earlier in the year to help deliver noise benefits as quickly as possible. The new plan sets out how we will work towards our noise reduction goal and targets.

The plan's ambitious commitments (see visual) place Heathrow at the forefront of international efforts to curb noise disturbance from aviation. It includes a strong focus on innovation as well as partnerships with communities, local authorities, airlines, aircraft manufacturers and technical experts. We will report progress annually to the Council for the Independent Scrutiny of Heathrow Airport (CISHA).



¹ L_{den} is the A-weighted, equivalent noise level (L_{eq}) over a whole day (24-hour period), weighted to reflect increased sensitivity to noise during the evening (19:00-23:00) and night-time (23:00-07:00). L_{night} is the A-weighted, equivalent noise level (L_{eq}) over the 8-hour night period (23:00-07:00). 55 dB L_{den} and 50 dB L_{night} are the thresholds for noise exposure defined by the EU Environmental Noise Directive

QUIETER NIGHTS, QUIETER FLIGHTS (CONT.)

PROMOTING USE OF QUIETER PLANES

More than 85% of air traffic movements at Heathrow are now made by planes that meet the latest most stringent Chapter 14 International Civil Aviation Organization (ICAO) certification standard for noise. The chart below shows the increasing use of quieter aircraft over time.

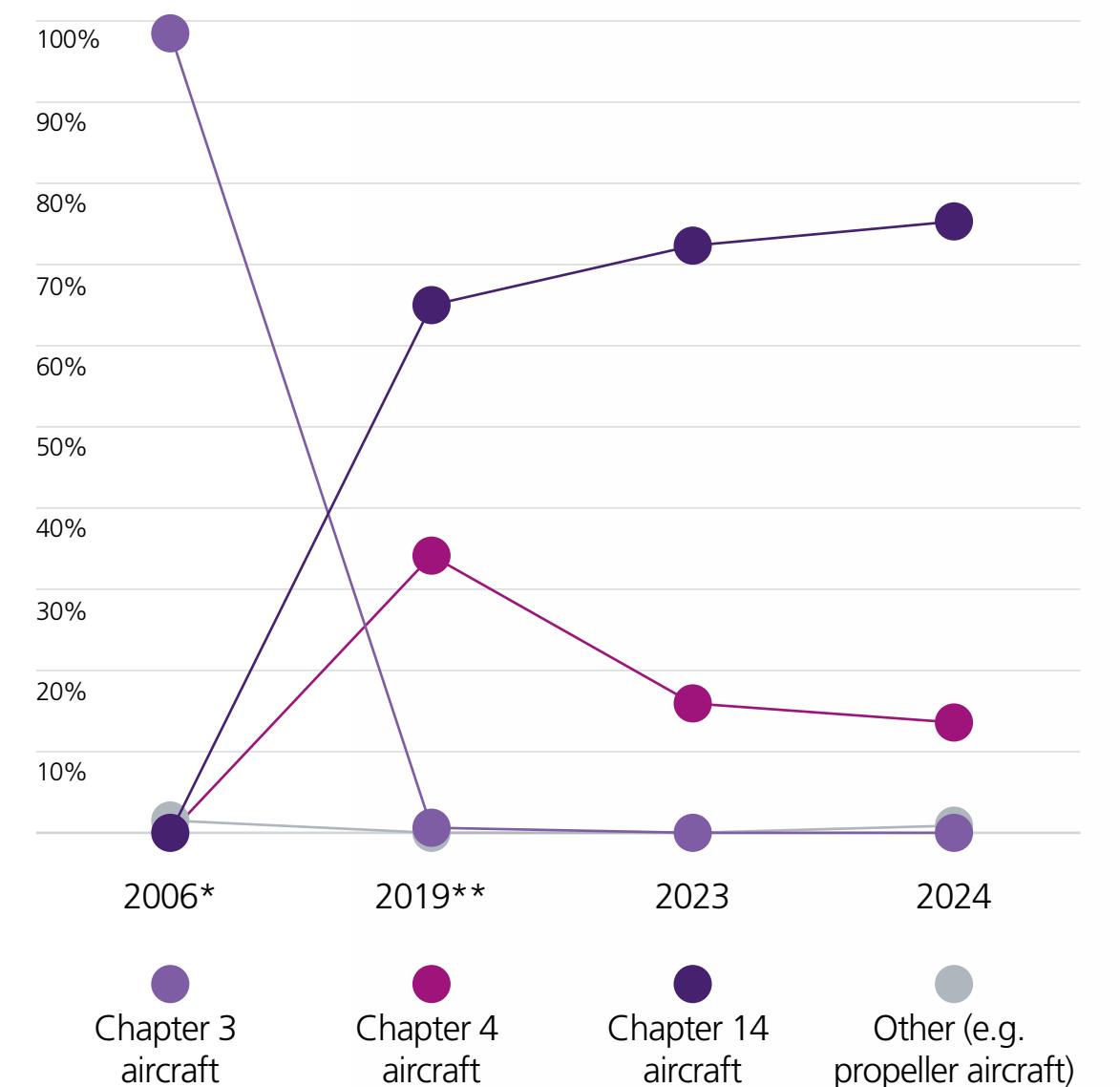
We incentivise airlines to fly quieter aircraft by imposing higher landing charges on older, noisier aircraft (Chapter 3 and Chapter 4 models). In 2024, we engaged with the relevant airlines to encourage them to phase out the remaining noisiest (Chapter 3) planes. We

also relaunched our Fly Quieter and Greener airline league table to encourage friendly competition over noise and other sustainability credentials (see case study on the following page).

Our newly established Fleet Forecasting Forum is working to identify additional opportunities to drive the shift to newer, quieter aircraft and accelerate the phase out of Chapter 4 planes at Heathrow.

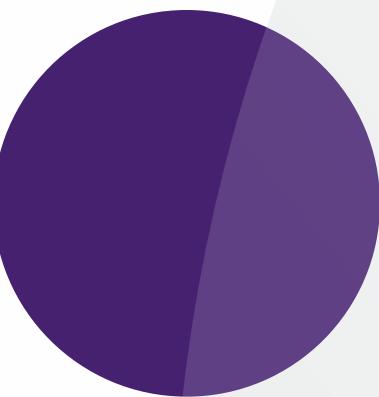
Aircraft fleet mix

(Heathrow Fleet Mix by ICAO Noise Chapter in 2024 - % of movements)



*2006 was the first year we implemented the noise action plan process in accordance with European regulation on the assessment and management of environmental noise.

**2019 is the baseline year for our sustainability strategy noise targets.



QUIETER NIGHTS, QUIETER FLIGHTS (CONT.)

CASE STUDY

Fly Quieter and Greener airline league table relaunched

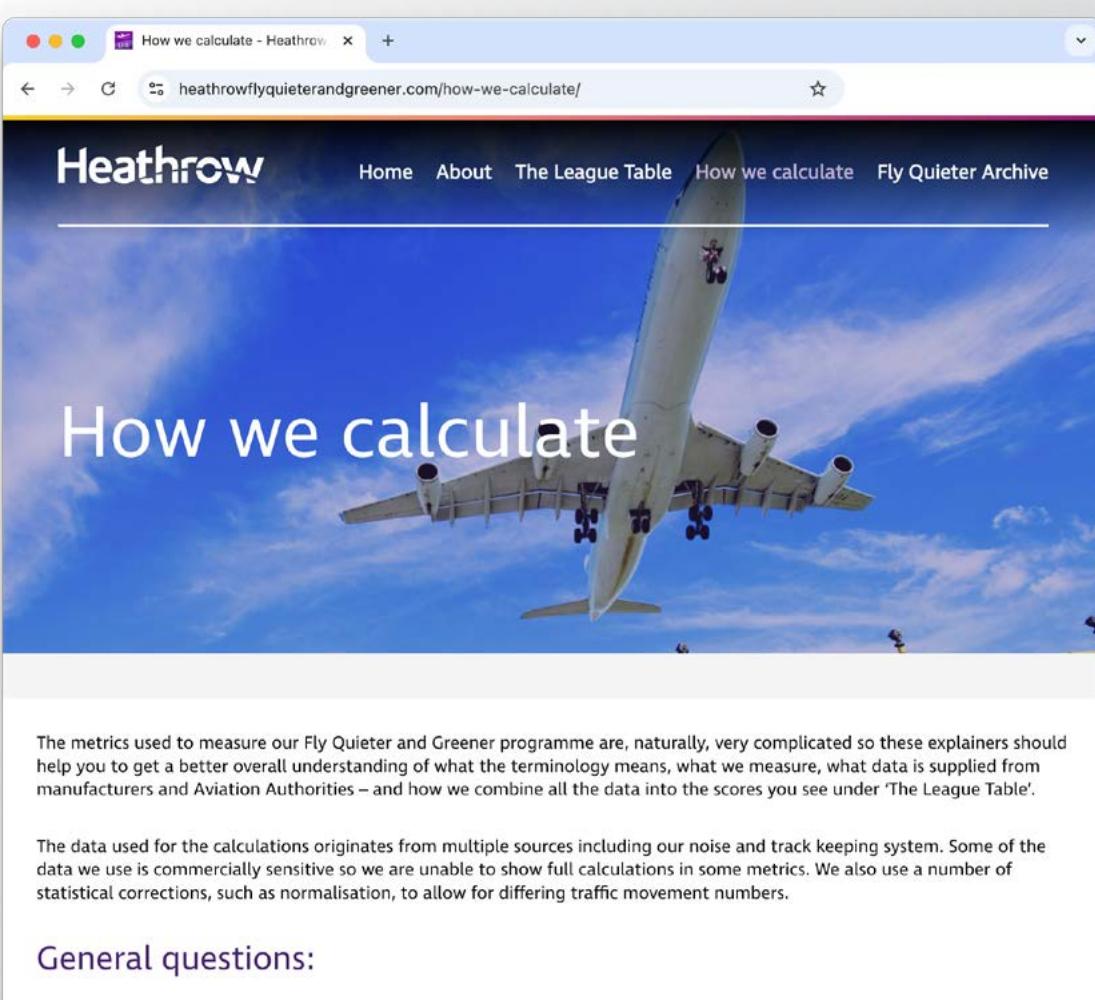
Heathrow was the first airport to publish a league table of airline performance on noise and emissions, back in 2013. We relaunched the ranking scheme in 2024 following a hiatus due to the COVID-19 pandemic.

Every three months, we publish ranking data for the largest 50 airlines using Heathrow, tracking performance based on metrics related to noise, emissions and operational performance. The league table fosters

transparency and incentivises our airline partners to make improvements that support our Noise Action Plan.

Rankings related to carbon emissions and air pollution also support our goals on net zero in the air ([see page 16](#)) and clean air at and around the airport ([see page 30](#)).

See the table and how the rankings are calculated on our [website](#).



LIMITING NIGHT FLIGHTS

Night-time aircraft noise is one of the biggest issues for our neighbours.

We are working with airlines to agree and implement voluntary measures in addition to the night restrictions set by the Department for Transport. In 2024, we collaborated on local procedures for aircraft operations that helped deliver a significant improvement in the number of nights without flights between 23:30 and 04:30 (189 nights) during the airport's busiest ever year.

We have set a new target to maintain a minimum of 150 nights a year without flights after 23:30 from 2025. The separate target to implement a voluntary ban on flights from 00:00 to 04:30 is more challenging and we are planning a trial with airline partners in 2025 to assess how best to approach it together.

¹ Except dispensed operations.

CREATING A QUIETER AIRPORT AND AIRSPACE

In 2024, we established a Technical Engagement Forum where we invited our top 10 airlines to explore operational changes with the potential to reduce aircraft noise for residents and deliver predictable respite, especially at night. To help us understand the effectiveness of our mitigation efforts, the panel will also focus on noise data collection and analysis.

Our plans to distribute aircraft noise more equally and predictably between different local residential areas are also progressing. We submitted a planning application in 2024 to construct the taxiways needed to introduce an easterly alternation that will enable us to switch aircraft activity between west and east of the airport.

We are also committed to developing a management plan that will reduce the impacts on our colleagues and communities of activities that create noise on the ground at Heathrow, such as taxiing aircraft, engine ground runs and the operation of aircraft auxiliary power units. Reducing some of these activities also supports our goals for net zero in the air ([see page 16](#)) and clean air at and around the airport ([see page 30](#)) by reducing emissions from aircraft engines.

WORKING WITH LOCAL COUNCILS AND COMMUNITIES

We work closely with communities to understand and address their concerns about noise. In response to their feedback, we have upgraded and simplified our assistance programmes through our new Quieter Neighbourhood Support programme.

The programme includes measures designed to help improve the wellbeing of people living in the areas most affected by airport noise, including noise insulation, vortex protection and home relocation. In 2024, we launched a new residential insulation scheme and have set a target to achieve 80% take-up by eligible households in each area ([see page 39](#)).

We enable residents to submit noise complaints via email, phone or a form on our website and we commit to answering every complaint, most within five days, unless we reach a point where there is no further relevant information to share. In 2024, we received complaints from 1,385 people, compared with 1,969 in 2023 and 3,232 in 2019.

An assessment of our noise complaints handling process commissioned by CISHA in 2024 scored our handling of sample complaints at 15.5 out of 20 on average and ranked our noise complaints website ahead of comparable urban international airports. The findings of the assessment also provided recommendations for improvement that we are implementing as part of our Noise Action Plan. These include enhancing our online information with better signposting of our complaints policy, links to relevant external bodies and explanations of possible outcomes of complaints.

NATURE POSITIVE AIRPORT

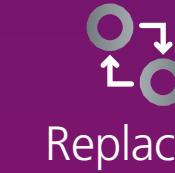
Our new Nature Positive Plan builds on our long history of enhancing biodiversity with goals to protect nature at and around the airport, and at national and global level. We are also the first airport to commit to publish nature-related financial disclosures.

GOAL



Work with partners to support a nature network around Heathrow

Status



Replaced

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



New goal

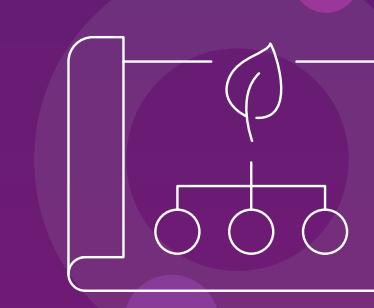
Progress in 2024

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

TARGETS



Develop a **Nature Positive Plan** for Heathrow by 2023



Implement our Nature Positive Plan to reduce our impacts



Complete and publish annual Taskforce on Nature-related Financial Disclosures (TNFD) disclosure from 2025



Retain the Biodiversity Benchmark Award



Maximise de-icer recovery through our Clean Water Programme



Achieved



New target



More work to do



New target On track



On track



More work to do

Progress in 2024

We completed and published our Nature Positive Plan in December 2024. The plan builds on our strong track record of biodiversity management with new commitments for managing our impacts at and around the airport, as well as contributing to national and global efforts to support nature.

Progress in 2024

Our first nature-related disclosure in line with the TNFD recommendations will be included in our annual reporting for 2025, to be published in 2026.

Progress in 2024

We successfully retained the Wildlife Trusts' benchmark award in 2024 for the 16th consecutive year.

Progress in 2024

In 2024, we recovered over 56,300 litres of de-icer. We continue to develop our Clean Water Programme, including working to establish an indicator to track progress against this target.

NATURE POSITIVE AIRPORT (CONT.)

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION: NATURE POSITIVE AIRPORT

Connecting our communities with nature

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

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

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

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

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

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

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

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

“

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

VOLUNTEER

London Wildlife Trust

“

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

PARTICIPANT

Community engagement day



NATURE POSITIVE AIRPORT (CONT.)

PROGRESS IN 2024

Heathrow helps power the UK economy and international connectivity, but it takes water, energy and other natural resources to run the airport – and our runways and buildings occupy a large area of land. All this has an impact on nature.

We are working with Team Heathrow partners to conserve vital resources and minimise negative impacts from our operations on nature. In 2024, we made progress in nurturing and restoring nature on airport land, in our local communities and around the UK.



We also strive to have a wider positive impact by collaborating with other local and national stakeholders, tackling illegal wildlife trafficking and using our influence to reduce impacts on nature through the value chain. We will step up our activity across all these areas as we implement our ambitious new Nature Positive Plan, launched in December 2024.

AIRPORT LEADER ON TNFD

The Taskforce on Nature-related Financial Disclosures (TNFD) supports businesses in integrating nature into their decision-making by providing guidance to help companies assess, report and act on their nature-related dependencies, impacts, risks and opportunities.

**We are
TNFD Adopters**

In January 2024, Heathrow became the first airport to commit to publish disclosures aligned with the TNFD recommendations. We will publish our first annual TNFD disclosure in 2026, covering the 2025 reporting year.

DRIVING CHANGE WITH OUR NATURE POSITIVE PLAN

Urgent action is required to protect nature's many benefits, which range from local – cleaner air and water, pollination and recreation – to global, including absorption of carbon to slow the rate of climate change, helping wildlife and communities to adapt, and supporting the global economy.¹

Our new [Nature Positive Plan](#) is designed to mitigate Heathrow's impact on the natural world and support the global transition to a nature positive future.

The plan builds on our strong track record of biodiversity management with 10 practical goals to reduce impacts and nurture nature at the airport, around the airport, and

at the UK and global level (see graphic on the following page). It seeks to integrate a nature positive approach into the decisions we take across our business and value chain, creating a model for the infrastructure and aviation sectors.

We consulted widely on the plan, including with the Department for Transport, Heathrow Strategic Planning Group, local authorities, NGOs and community groups. We also presented our approach to the UK Business and Biodiversity Forum, and will report regularly on our progress through our sustainability reporting and TNFD nature-related financial disclosures (see box above).



¹ United Nations.

NATURE POSITIVE AIRPORT (CONT.)

NATURE POSITIVE PLAN

Our Nature Positive Plan includes 10 practical goals:

AT THE AIRPORT

- GOAL 1** Identify and reduce nature related impacts at the airport
- GOAL 2** Deliver resource efficiency improvements
- GOAL 3** Use nature-based solutions to solve Heathrow's challenges wherever feasible

AROUND THE AIRPORT

- GOAL 4** Improve the condition of our existing biodiversity areas
- GOAL 5** Expand nature networks to support ecological resilience
- GOAL 6** Provide opportunities for engagement with Heathrow's Nature Positive ambition with colleagues and the community

UK / GLOBAL

- GOAL 7** Identify and reduce impacts in the value chain
- GOAL 8** Play our part in tackling illegal wildlife trafficking
- GOAL 9** Work collaboratively with organisations to reduce negative impacts and increase positive impacts of nature
- GOAL 10** Disclose Heathrow's impacts and dependencies on nature



View our full
Nature Positive
Plan on our
[website](#).

DEFINING OUR NATURE POSITIVE APPROACH

The International Union for Conservation of Nature (IUCN) describes becoming nature positive as halting and reversing the loss of nature from a 2020 baseline, reducing future negative impacts, and restoring and renewing nature to put it measurably on the path to recovery.¹

Making Heathrow a nature positive airport will be a complex and iterative journey. Our Nature Positive Plan is designed to address our most significant impacts and dependencies on the natural world, guided by the TNFD's [Locate Evaluate Assess Prepare \(LEAP\) framework](#).

Our approach aims to:

- achieve a measurable net gain in nature compared to an established baseline
- positively impact all aspects of nature – biodiversity, land, freshwater and marine environments, and the atmosphere
- achieve systemic change in activities across our value chain, driven by integrating nature into day-to-day decision making.

To deliver on our plan, we will need to better understand our impacts on nature throughout our value chain as well as engage with Team Heathrow partners, suppliers and other stakeholders to identify ways of measuring, monitoring and reducing these impacts.

¹ <https://iucn.org/our-work/biodiversity/nature-positive#:~:text=The%20IUCN%20approach%20to%20measuring,society%20and%20the%20private%20sector>

NATURE POSITIVE AIRPORT (CONT.)

NURTURING NATURE

We devote around 10% of the land the airport sits on to nature conservation. Our 13 biodiversity sites across 170 hectares enable species to thrive by providing habitats for wildlife and corridors between the ecologically rich Colne and Crane rivers that sit either side of the airport. The sites include freshwater lakes, reedbeds, grassland and woodland.

The biodiversity management programme we use to manage these sites is audited annually by the Wildlife Trusts and we have achieved their Biodiversity Benchmark Award standard for 16 years running (see box adjacent). The number of species found at our biodiversity sites reached 4,157 in 2024, including 43 that were recorded at these locations for the first time.

We are also working with experts to help us identify where and how we can expand our biodiversity sites and connect them with other conservation areas to maximise benefits for wildlife and climate resilience.



BIODIVERSITY BENCHMARK AWARD HOLDERS FOR 16 YEARS

We have worked closely with the Wildlife Trusts for two decades to preserve and enhance local biodiversity.

In 2024, for the 16th consecutive year, biodiversity sites at Heathrow met the standard's management requirements and received the coveted Biodiversity Benchmark Award – the leading UK standard for biodiversity land management.

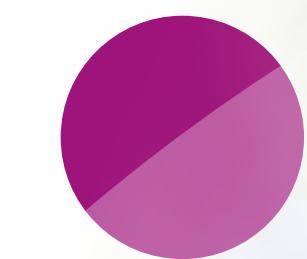
The 10 Heathrow sites that met this standard are: Orchard Farm, Twin Diverted Rivers, Oaks Road, Mayfield Farm, Princes Lakes, Clockhouse Lane Pit, Two Bridges Farm, Cains Lane, Camp 4 and Causeway Nature Reserve.

We also support a nature network around Heathrow by partnering on projects with local authorities, NGOs, community groups, suppliers and airlines. In 2024, we continued our community engagement programme with the London Wildlife Trust and Hillingdon Council ([see page 44](#)) and we are working with the Bumblebee Trust to develop a new project designed to make our sites a haven for bees.

Nature projects are an important part of our Giving Back Programme ([see page 58](#)). Our colleagues get involved as volunteers at our biodiversity sites by helping out with planting, woodland coppicing, hedgerow and reedbed management, and invasive species control (see case study on the following page).

Some initiatives support both the nature positive and net zero goals of our sustainability strategy. For example, we are investing in the regeneration of peatland and woodland across the UK that will provide habitats for wildlife as well as removing carbon from the atmosphere ([see page 14](#)).

At the airport, we are introducing a long-rooted variety of grass that is drought, heat and cold resistant, and absorbs more carbon than other varieties. Our contractor Mace planted 5,000m² of this grass next to runways during 2024 and we have mandated its use for any future reseeding required around the airfield.



NATURE POSITIVE AIRPORT (CONT.)



CASE STUDY

Getting colleagues involved in nature

We sowed the seeds for a wildflower meadow on the airport grounds in 2024 and built a new nursery for growing plants.

Colleagues from our procurement team volunteered to help out, joining our ecology and habitat managers to enhance the Princes Lake biodiversity site. They painted the buildings of the new nursery, and planted flowers and seeds to create an 80m² meadow that will

feature oxeye daisies, corncockles and poppies to provide foraging habitat for bees and other invertebrates. There are three beehives nearby.

We will use the new nursery to grow plants from seeds harvested from across our biodiversity sites, as well as using this peaceful place to host wellbeing events for colleagues.

ENHANCING OUR CLEAN WATER PROGRAMME

We are making infrastructure improvements to maximise recovery of de-icer, used on aircraft and runways in the winter, as part of our pollution control system. In 2024, we recovered over 56,300 litres of de-icer. We aim to maximise recovery through our Clean Water Programme, which we are continuing to develop

including working to establish an indicator to track progress against this target.

Our Nature Positive Plan broadens our efforts to enhance clean water. We will work with local partners to research and monitor water pollution and explore ways to reduce our impacts on local waterways.



ZERO WASTE AIRPORT

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

GOAL



Maximise reuse, recycling and recovery of materials used at Heathrow

Status



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



New goal

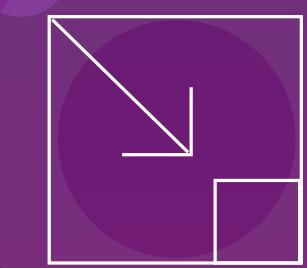


More work to do

Progress in 2024

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

TARGETS



Reduce total waste generated¹ relative to 2019



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



Reduce unaccounted for water



More work to do



Target replaced



Target revised



More work to do

Progress in 2024

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

Progress in 2024

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

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

ZERO WASTE AIRPORT (CONT.)

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION: ZERO WASTE AIRPORT

Reusing takeaway coffee cups at our main office

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

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

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

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

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

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

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

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

“

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

CLAIRE ELDAADAA

Account Director, Eurest,
Compass Group UK & Ireland



ZERO WASTE AIRPORT (CONT.)

PROGRESS IN 2024

Heathrow's growth – achieving record passenger numbers in 2024 – presents a challenge when it comes to cutting waste. We pursue opportunities across our operations to identify resource efficiencies and ways to maximise recycling and recovery.

Our waste data includes all waste managed by our waste contractor Grundon on behalf of Heathrow – from terminals, airside locations (including aircraft cabin waste) and engineering activities.¹

Total waste increased by 1.7% from 2023 to 22,065 tonnes in 2024 as passenger numbers continued to rise. However, this is still 7.8% less than the total generated in 2019, the pre-pandemic baseline year for our waste reduction target. We continued to recycle nearly half of airport waste in 2024 (49.8% in 2024, compared with 49.1% in 2023) and most of the rest was incinerated to generate energy. We maintained zero waste to landfill.

TOWARDS A ZERO WASTE AIRPORT

We plan to finalise our detailed waste strategy in 2025. It will set out actions to support progress towards our 2030 sustainability goal to reduce avoidable material consumption, and maximise reuse, recycling and recovery of materials used at Heathrow.

Achieving absolute zero waste at the airport is not currently possible due to regulations governing the disposal of certain waste types (see box adjacent). Despite this, we are working towards zero avoidable waste by avoiding, reducing, reusing or recycling waste where feasible – and by encouraging our Team Heathrow partners to do the same.

ADDRESSING REGULATORY CHALLENGES TO RECYCLING

Airport waste management is highly regulated. Government regulations require incineration of aircraft cabin waste from all non-domestic flights that is contaminated by the presence of animal by-products, such as meat and dairy, from in-flight meals.

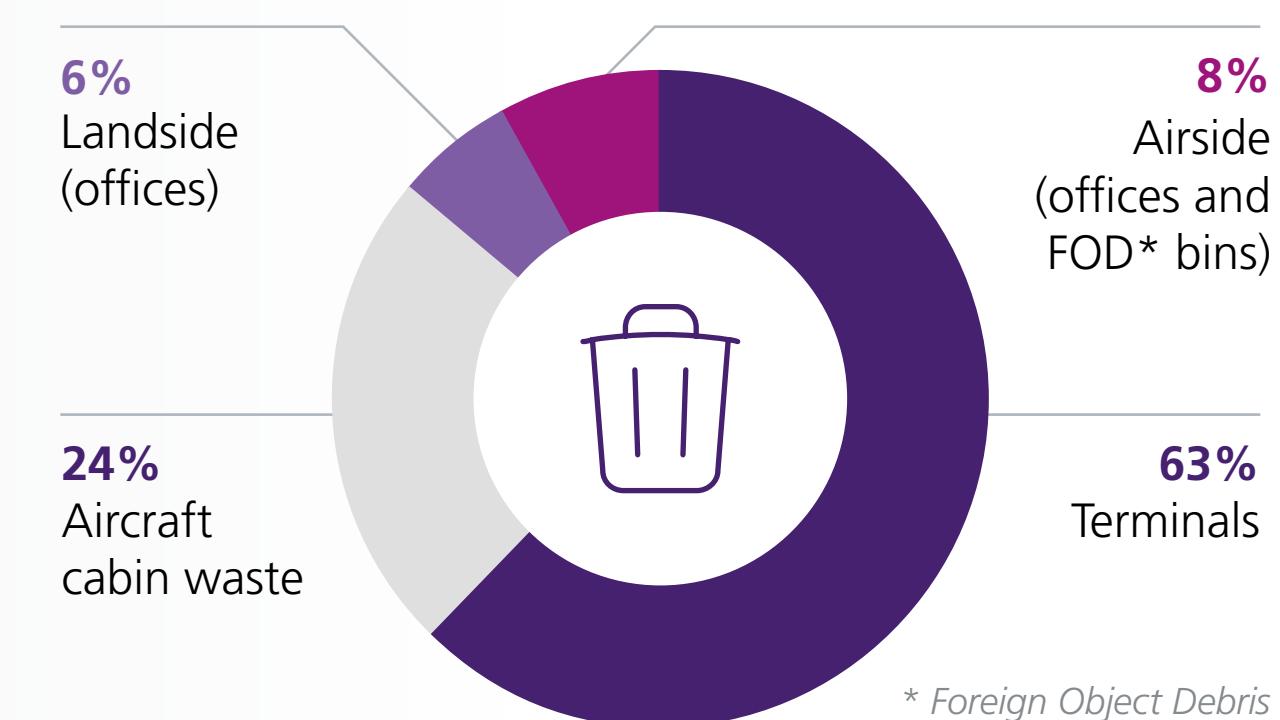
In practice, this means that all aircraft cabin waste is currently incinerated, rather than sorted for recycling. The incinerated waste is used to generate energy.

We are working with government and industry to explore more sustainable methods for managing cabin waste, which makes up 24% of total waste generated at Heathrow. We welcome the development of new guidance on cabin waste by the Department for Transport, expected in early 2025, and we will continue to explore implementation approaches with airlines and regulators.

Airport terminals are the source of nearly two-thirds (63%) of the waste generated at Heathrow and cabin waste from planes makes up another quarter (24%) (see chart below). We work closely with Team Heathrow partners – including airlines, suppliers, retailers, food and drink outlets, transport providers and others – to improve efficiency, trial innovations and harness technology to enhance airport waste management.

Our efforts to use natural resources efficiently and minimise carbon emissions from waste disposal also support our goals to achieve a nature positive airport ([see page 43](#)) and net zero aviation ([see page 11](#)).

Where waste is generated at Heathrow²



¹ Excludes waste from some airport activities where Team Heathrow partners have separate waste management contracts.

² Includes all waste managed by Grundon on behalf of Heathrow – from terminals, airside locations (including aircraft cabin waste) and engineering activities. Excludes waste from some airport activities where Team Heathrow partners have separate waste management contracts.

ZERO WASTE AIRPORT (CONT.)

WORKING TO AVOID, REDUCE, RECYCLE AND RECOVER WASTE

Our waste working group and Heathrow's innovation team engage with our waste contractor Grundon and Team Heathrow partners to identify waste reduction opportunities. In 2024, we worked with airport partners to trial several innovations to support improved waste management.

Fuller's is trialling a system at its restaurant in Terminal 2 to scan and weigh waste before segregating it into barcoded bags by type (such as general waste, food, mixed recycling or glass) to send for recycling or disposal. The system was developed by Trackersack, a local company based in Slough that supplies the recycled plastic bags. Trackersack's app provides data on the bag contents to support correct waste disposal and boost recycling rates.

Other innovations trialled at the airport in 2024 include a passenger app to encourage correct segregation of recyclables and a slurry system from startup Vuala that turns food waste from our Terminal 5 colleague canteen into useful byproducts including fertiliser or biogas ([see page 55](#)).

We also continued to engage colleagues, passengers and Team Heathrow partners in our recycling and reuse efforts. Colleagues have welcomed new reusable coffee cups at our main office ([see page 50](#)) and eight retailers at the airport are now participating in the Too Good to Go food waste initiative (up from five in 2023). Too Good to Go enables passengers to use an app to find discounted food items close to their sell by date at 28 stores across the airport. In 2024, this initiative helped to prevent more than 11,000 meals going to waste, avoiding the equivalent of around 30 tonnes of carbon emissions.



ZERO WASTE AIRPORT (CONT.)

CASE STUDY

Showing colleagues and partners what happens to airport waste

We need everyone at the airport to get on board with our efforts to achieve zero avoidable waste.

Our contractor, Grundon, helps us engage our colleagues and Team Heathrow partners by running tours of their waste management facilities. Around 170 people have taken part in the past 18 months – including representatives of retailers, airlines, lounge operators and transport providers, as well as colleagues from our Compass Centre main office.



The highlight of each three-hour tour is a visit to Grundon's materials recovery facility in nearby Colnbrook where participants learn how materials are processed for recycling and why getting the right waste in the right bin is critical to avoid contamination.

We also invited visiting sustainability teams from other airports to join the tour as a way to share best practices.

IMPROVING WATER MANAGEMENT

We know that a significant amount of water at Heathrow is unaccounted for. We aim to enhance water metering across the airport to help us better understand water use and identify and fix leaks to support more efficient use of water. In 2024, we installed 13 meters at airport terminals in strategic locations such as plant and boiler rooms and cooling stations.



THRIVING SUSTAINABLE SUPPLY CHAIN

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

GOAL



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

Status



On track

Progress in 2024

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

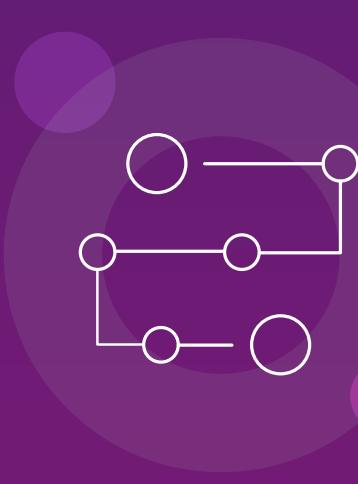
TARGETS



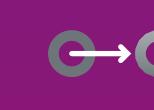
Deliver business opportunities at Heathrow by **growing the proportion of small and medium businesses (SMEs) in our supply chain** (from 40%) and the proportion of local SMEs (from 50%)



Achieved



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



Target revised



On track



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



Target replaced



Provide visibility to SMEs on opportunities to do business at Heathrow



New goal



More work to do

Progress in 2024

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

Progress in 2024

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

THRIVING SUSTAINABLE SUPPLY CHAIN (CONT.)

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION: THRIVING SUSTAINABLE SUPPLY CHAIN

Helping small business innovators achieve lift off

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

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

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

trials with us or one of our strategic suppliers.

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

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



LIFT OFF & VUALA

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

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

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

“

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

ABIEL MA

Co-founder and CEO, Vuala

“

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

RODRIGO ALMEIDA

Stakeholder and Social Value Coordinator, VolkerFitzpatrick

THRIVING SUSTAINABLE SUPPLY CHAIN (CONT.)

PROGRESS IN 2024

Thousands of suppliers support our business. They provide products and services ranging from asset maintenance, facilities management, IT and construction to utilities, transport and food services.

Strict ethical, environmental, labour and human rights standards are included in our contracts with all suppliers as part of our Responsible Business Foundation of building a responsible supply chain ([see page 88](#)).

We are going further to create a thriving sustainable supply chain by working with our top suppliers on sustainability and by supporting economic opportunities in our local region.

DRIVING BEST PRACTICE

Around 30 strategic suppliers account for approximately half our procurement spend. We engage with them to promote and share best practices through our Balanced Scorecard. The annual scorecard assesses how strategic suppliers are helping us deliver our business and sustainability goals, including by cutting carbon emissions, supporting communities and adding social value.

In 2024, the scorecard's second year in action, we saw significant progress across many social and environmental measures. For example, since 2023 the transition to zero emissions vehicles in supplier fleets has increased 28%, hours spent volunteering locally by supplier teams rose from 341 to 4,266, and the number of young people given work experience with suppliers rose from 915 to 1,573.

Overall, 93% of our strategic suppliers achieved gold standard, the highest ranking, on one or more of our 13 measures in 2024 – a significant increase from 37% in 2023.

We use the Balanced Scorecard to champion success stories (see case study adjacent), share best practices and provide detailed feedback to individual suppliers to drive further improvements. We train our procurement teams and suppliers on the scope of data we require for the scorecard's 13 measures.

Based on what we have learned from the scorecard process for strategic suppliers, we are developing qualification criteria that will incorporate minimum requirements for sustainability alongside cost, time and quality in our process for selecting new suppliers (beyond those in scope for the Balanced Scorecard).

We also introduced a new carbon management standard for suppliers in 2024, developed through our Supply Chain Centre of Excellence, that will support our net zero on the ground goal ([see page 25](#)).

CASE STUDY

Suppliers showcasing our gold standard

We rank our strategic suppliers on every measure of our Balanced Scorecard against four levels (entry, bronze, silver and gold). Attaining our gold standard requires them to meet or exceed sustainability best practice on a specific measure, and 93% of them achieved this for at least one measure in 2024.

Suppliers achieving gold standard for environmental measures include CapGemini for powering its IT operations at the airport with 100% renewable biomass energy, DHL for its science-based carbon target validated by the Science Based Targets initiative and its commitment to use at least 30% sustainable aviation fuel by 2030, and SITA UK for recycling 100% of the waste it generates as a network infrastructure supplier for Heathrow.

Examples of suppliers reaching gold standard for social measures include Vanderlande for employing 23 apprentices who live near the airport, and Mace and

VolkerFitzpatrick for contributing 2,134 volunteer hours and 478 volunteer hours respectively to support local communities and the environment – including crafting 60 bird boxes for Heathrow's biodiversity reserves.



THRIVING SUSTAINABLE SUPPLY CHAIN (CONT.)

PARTNERING WITH LOCAL SMALL BUSINESSES

We use our purchasing power to help SMEs and local businesses share in the economic benefits generated by Heathrow.

A report we commissioned in 2024 from Oxford Economics found that the purchase of goods and services by the airport and our Team Heathrow partners generated a supply chain impact of £610 million and supported 10,800 jobs across the nine local authority areas in the region immediately surrounding Heathrow.

Our sustainability strategy commits us to build on this impact by maintaining the proportion of SMEs in our direct supply chain at no less than 55% and the proportion of SMEs in our local direct supply chain at no less than 65% to 2030. We exceeded this target for 2024, with SMEs accounting for 59% of our suppliers and 76% of our local supply chain.

We onboarded 272 new suppliers in 2024 and 53% of them were SMEs. Our spend with SME suppliers made up around 13% of our total purchasing spend in 2024 (up slightly from 12% in 2023).

To help remove barriers to business opportunities for SMEs, we run engagement programmes such as Lift Off ([see page 55](#)) and collaborate with local chambers of commerce (see quote below). We also work with our strategic suppliers to identify opportunities for SMEs to work with them and we made this a focus at the 2024 Heathrow Business Summit (see case study adjacent).

We aim to improve visibility for SMEs on specific opportunities to do business at Heathrow. We launched CompeteFor, an online platform that provides SMEs with access to supply chain contracts at the airport, in 2022. Around 200,000 organisations are now registered on the platform with 75% of contracts going to SMEs. In 2024, suppliers posted 87 opportunities on CompeteFor, up from 54 in 2023.

As the platform is generating fewer opportunities than we expected, we are also exploring additional approaches to support access to business opportunities for SMEs and better connect them to our supply chain. These include the potential to establish a marketplace for SMEs where small suppliers in similar fields can compete for repeat

business, as well as developing capacity building programmes to help local SMEs meet our procurement requirements.



Our partnership with Heathrow has been instrumental in driving growth for local SMEs and strengthening the regional supply chain. With 83 Surrey-based suppliers in Heathrow's network – 60 of which are SMEs – this reflects the success of initiatives like the Heathrow Business Summit and Lift Off, which actively support local businesses in integrating with Heathrow's supply chain. We look forward to continuing this momentum and building even greater collaboration between Heathrow and the thriving SMEs that strengthen our local economy."

LOUISE PUNTER

Chair of Surrey Chamber of Commerce



CASE STUDY

Heathrow Business Summit 2024 Celebrates SMEs

The 26th annual Heathrow Business Summit, attended by over 500 participants and 62 exhibitors, emphasised our support for SMEs and their vital role in the local, regional and UK economy.

The event connected SME suppliers with 37 of our largest direct suppliers to explore opportunities for collaboration, innovation and growth. We showcased how SME

ingenuity helps us drive sustainable innovation at the airport through case studies from our Lift Off programme ([see page 55](#)).

We also recognised suppliers of all sizes for making outstanding contributions to our business success and sustainability goals – including TransDev for introducing 18 electric shuttle buses at the airport in 2024.

BETTER QUALITY OF LIFE IN HEATHROW'S NEIGHBOURING COMMUNITIES

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

GOAL



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

Status



On track

Progress in 2024

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

TARGETS



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



Achieved



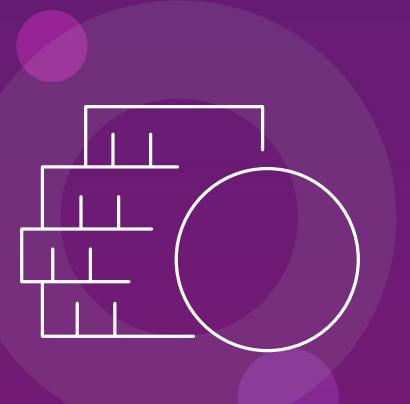
10,000 Heathrow colleague volunteering hours by 2030 (from 2023)



New target



On track



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



On track



Progress in 2024

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

Progress in 2024

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

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

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

CASE STUDY

CONNECTING PEOPLE AND PLANET IN ACTION:

BETTER QUALITY OF LIFE IN HEATHROW'S NEIGHBOURING COMMUNITIES

Passing on leadership skills to pupils

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

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

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

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

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

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

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

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

In 2024, 785 schoolchildren took part in 16 BEE workshops and many more pupils in local boroughs took part in our broader World of Work skills-building sessions ([see page 72](#)).



“

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

ELEESA DOWDING

Headteacher, Harmondsworth Primary School

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

PROGRESS IN 2024

We are committed to being a good neighbour and helping to improve quality of life for the millions of people who live around Heathrow. We know living near an airport can be disruptive, despite our efforts to minimise negative impacts, and we strive to give back by engaging, supporting and connecting local communities. Our Giving Back Programme sets out how.

TOWARDS OUR 1 MILLION PEOPLE PLEDGE

At the heart of our Giving Back Programme, launched in 2023, is our goal to give back to 1 million local people by 2030. In 2024, we estimate that programme activities benefited 123,896 people – bringing the total to date to 218,808 towards our goal.

Measuring benefits for communities is challenging and we are continuing to refine our methodology to better measure the impact of projects. We take into account inputs (such as cash donations or hours volunteered), outputs (such as individuals reached) and impacts (for example, on the quality of life of residents in local boroughs or the quality of the local environment).

The Giving Back Programme includes specific targets to drive progress towards our goal. These focus on connecting communities to the world of work, with their local environment, and with funding and Team Heathrow support for community investment.

The programme includes our Heathrow Community Rangers, Local Schools Partnership Programme and colleague volunteering – as well as support for local charities and community groups through Heathrow Community Trust, whose grants have been changing lives for almost three decades.

We seek input from our neighbours to help us prioritise support where it matters most to them and the Heathrow Local Community Forum includes a working group focused solely on the Giving Back Programme. Feedback from communities will also form part of the methodology we are developing to assess the impact of the programme.



OUR GIVING BACK PROGRAMME

Read more about how we give back by connecting communities to the world of work, the local environment, and funding and Team Heathrow support for community investment.

[View our Giving Back Programme.](#)

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

CONNECTING COMMUNITIES TO THE WORLD OF WORK

We aim to help local people develop skills and experience to connect them with the world of work – starting from school age.

Through our Local Schools Partnership Programme, we support and expand educational opportunities for five primary schools closest to Heathrow. Activities in and beyond the classroom include reading support, interactive skills workshops ([see page 59](#)), gardening projects and creating outdoor spaces for storytelling (see case study adjacent).

We also offer wider programmes for young people across seven boroughs around Heathrow, including our popular STEM Generation challenge to inspire innovation and spark interest in science, maths, engineering and technology (STEM) subjects in secondary schools.

To celebrate International Women's Day in March 2024, members of our Altitude gender equality colleague network led workshops at Pippins Primary School and Cranford College. The workshops explored influential women through history and showcased the diverse job opportunities at Heathrow, with female colleagues sharing their own career journeys.

The Heathrow Employment and Skills Academy also expands horizons for school leavers and college students by connecting them to work experience and apprenticeships with us or our Team Heathrow partners. Additional activities for young adults include airport tours and workshops, as well as virtual experience of work days that introduce them to the range of roles on offer at the airport.

Developing skills and work experience helps to connect young people to the world of work by opening up career pathways and job opportunities at the airport and beyond. [See page 72](#) for more on how we are enabling access for local people to careers at Heathrow.

CASE STUDY

Setting disadvantaged young people on a path to success

Our efforts to broaden young people's horizons and aspirations include a focus on special needs students from our local communities.

In 2024, we provided workshops and airport tours for 14-15 year olds from Marjory Kinnon Secondary School in Feltham, one of the UK's largest schools for special educational needs and disabilities.

Colleagues from Heathrow and Team Heathrow partner SEGRO, an airport cargo property manager, supported workshops facilitated by local youth mentoring charity

SPARK! (see quote). They worked with students to help boost their communications and social skills to prepare for further education, training or employment.

The students also got a guided tour of the airport, including the Heathrow Cargo Centre.



Our collaboration with SEGRO and Heathrow is a testament to the power of partnership in creating a lasting impact. Through this initiative, we're not just investing in the students of Marjory Kinnon School, we're investing in the future and quality of our communities."

EVA BUTTERWORTH

SEND Programme Manager, SPARK!



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

CONNECTING COMMUNITIES WITH THE LOCAL ENVIRONMENT

Our five full-time Heathrow Community Rangers collaborate with local organisations, schools and councils to better connect our neighbours to nature.

They work with local people to improve green spaces and support outdoor community projects in around 20 villages, helping us build strong relationships with our nearest neighbours. Heathrow volunteers also take part in community days run by the Rangers, supporting local residents and projects.



In 2024, our Rangers supported 50 community days, attended by 422 Heathrow colleagues collectively volunteering almost 1,300 hours.

Highlights included:

- Creating a storytelling garden for one of our local partner primary schools (see case study adjacent).
- Installing benches, planters and flowers in the garden at Harlington Hospice to create a peaceful sanctuary for patients and families.
- Leading 15 litter-picking community days with colleague volunteers, supporting the collection of around 1,900 bags of litter from local areas.
- Supporting Harmondsworth village in entering the London in Bloom awards for the second year running (see case study adjacent).

We also work with local schools and partners to connect communities with the local environment. Several of our biodiversity sites at the airport are open to the public. We also organise popular community walks and outdoor engagement days – including through a partnership with the London Wildlife Trust and British Airways that attracted hundreds of local volunteers ([see page 44](#)).

CASE STUDY

Helping our neighbours bloom in gardening awards

Allotment
Gold



Heathrow's Community Rangers provided tips and support to help Harmondsworth village win three of the coveted annual London in Bloom awards that focus on improving community wellbeing and environmental sustainability.

Harmondsworth Allotment & Horticultural Association took home the gold prize for health and wellbeing, as well as silvers for their entries in the small London village and churchyard of the year categories.

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

INVESTING IN OUR COMMUNITIES

We contribute to further local projects by connecting communities to funding and Team Heathrow support.

Heathrow Community Trust is the airport's independent grant-making charity partner (see quote to the right). It has served the nine boroughs in our region for almost three decades, helping young people meet their aspirations, supporting vulnerable groups and enhancing the local environment.

In 2024, we generated £827,605 for Heathrow Community Trust, enabling grants for a range of projects that deliver positive impact locally. We donated £602,696 and a further £224,909 was leveraged from colleague and passenger fundraising and noise fines. Since 2022, we have generated a total of £2.4m towards our target of at least £6.5 million by 2030.

Grants from the Heathrow Community Trust in 2024 provided funding for a range of projects including those to support women survivors of childhood sexual abuse, to promote community theatre and performance workshops for disabled children, and to befriend lonely care home residents.

We also directly fund small projects that address specific community needs with grants awarded to local organisations through our Heathrow Community Take Off Fund. In 2024, we supported 30 projects this way, with grants totalling over £42,500. One highlight was a grant to Ashford & District Smallholders for the purchase of specially adapted wheelbarrows to help individuals with mobility challenges use the Chatter Hill allotments safely and comfortably. By 2030, we aim to support 200 projects through the Take Off Fund.

We had planned to develop Giving Back Awards in 2024, but we prioritised delivery of activities in our communities instead. We aim to work with partners to develop awards to recognise local community champions in future.

“

For 28 years, Heathrow Community Trust has proudly partnered with local groups to uplift and support our communities. Through our grants, we back diverse initiatives that create impactful projects focused on improving the lives of residents, fostering unity and enhancing the local environment. As the needs of our area continue to evolve, Heathrow Community Trust remains steadfast in its dedication to empowering communities and driving positive change where it is needed most.”

DR PRABHJOT KAUR BASRA
Heathrow Community Trust



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

CONNECTING COLLEAGUES AND COMMUNITIES

Volunteering enhances our community engagement efforts, deepens our colleagues' connection to the communities where they work and live, and contributes to colleague engagement and wellbeing.

Many colleagues donate their time to support education – from helping children learn to read and build important life skills at local primary schools ([see page 59](#)) to supporting STEM and skills workshops across our local boroughs and at the airport. Volunteers also support the Heathrow Community Rangers by helping out with nature projects, community events and improvements (see case study adjacent).

We have stepped up our commitment to volunteering by setting a new sustainability strategy target for colleagues to volunteer 10,000 hours by 2030 (from 2023). Around 1,300 colleagues volunteered almost 4,200 hours to support community projects and local causes in 2024, bringing the total to over 8,000 hours since 2023.



CASE STUDY

Colleagues help connect schoolchildren to nature



In 2024, 70 Heathrow volunteers from teams across the airport joined forces to enhance outdoor spaces at local primary schools to create an environment where students can thrive outside as well as inside the classroom.

The volunteers from our finance, operations planning, property, customer and strategy teams – as well as from Team Heathrow partners Mace and Volker Fitzpatrick – helped install new playground equipment at three schools, led by our Community Rangers.

At Pippins Primary School in Colnbrook, Heathrow volunteers transformed a redundant playground area into an enchanted garden for the new school year. Children at the school can now enjoy storytelling activities in this outdoor space with flowerpots and lawn area, following the garden's official opening by the Mayor of Slough.

INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT

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

GOAL



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

Status



Replaced

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



New goal



More work to do

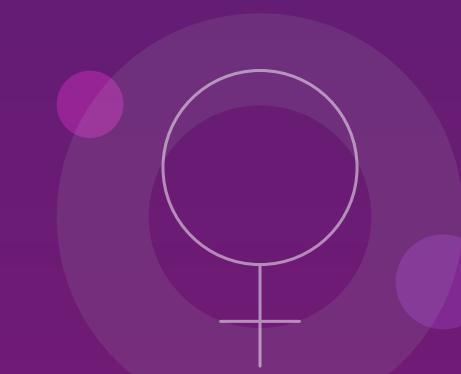
Progress in 2024

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

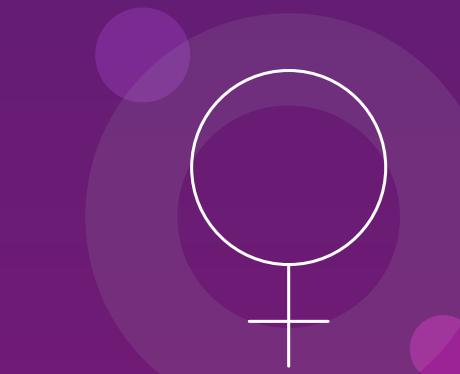
Progress in 2024

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

TARGETS



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



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



At least **27%** Black, Asian and Minority Ethnic colleagues at senior levels (**Exec-Band C**) by 2026



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



Replaced



Target revised



More work to do



Replaced



Target revised



On track

Progress in 2024

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

Progress in 2024

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

¹ Based on information gathered from right to work documentation.

INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT (CONT.)

CASE STUDY

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

Fostering an inclusive culture through training

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

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

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

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

More than 6,750 of our colleagues have completed this mandatory training since we began rolling it out in 2023. Feedback has been highly positive with an average rating of 4.7 out of 5 and many positive comments (see quotes adjacent). The impact of the training was recognised externally in 2024. It was shortlisted by both The Learning Technology Awards and the Learning and Performance Institute Awards ([see page 68](#)).

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

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

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



“

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

COLLEAGUE

Heathrow Airport Limited

“

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

COLLEAGUE

Heathrow Airport Limited

INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT (CONT.)

PROGRESS IN 2024

Our differences make Heathrow better. By learning from each other, and empathising with people of different social backgrounds, cultures and identities, we are able to provide the best possible service to all our passengers.

BUILDING A DIVERSE AND INCLUSIVE PLACE TO WORK

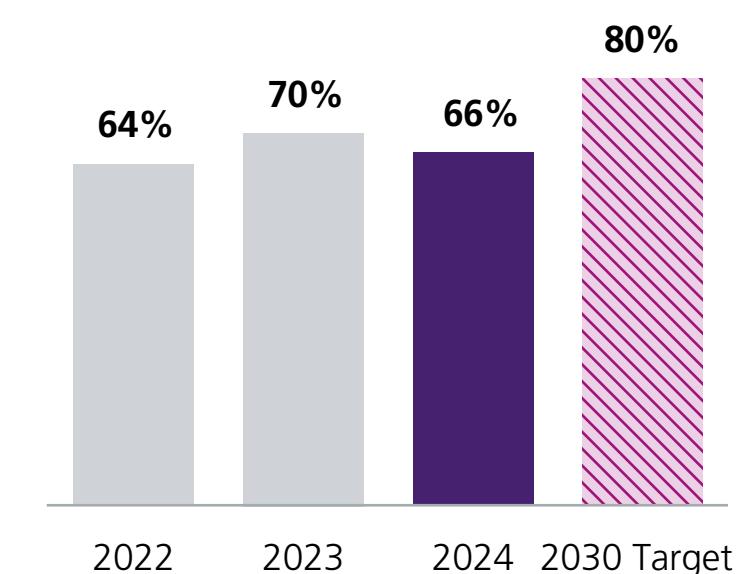
We take pride in our workforce reflecting the diversity of our local community, with 52% of our overall workforce identifying as Black, Asian and Minority Ethnic.

An inclusive culture is essential to attract, retain and develop diverse talent. As part of our sustainability strategy update, we introduced a new goal in 2024 that puts inclusion at the centre of our efforts to become an inclusive employer of choice for diverse talent.

We will measure progress by asking colleagues to tell us whether they feel Heathrow is inclusive. In 2023, 70% agreed that Heathrow is inclusive for all colleagues in our pulse survey, falling to 66% in 2024 (see chart below). Our goal is to reach 80% by 2030 and we recognise we have more work to do in making Heathrow an environment where every colleague feels they belong.

Inclusive culture: Colleague feedback

% colleagues who agree Heathrow is inclusive for all colleagues



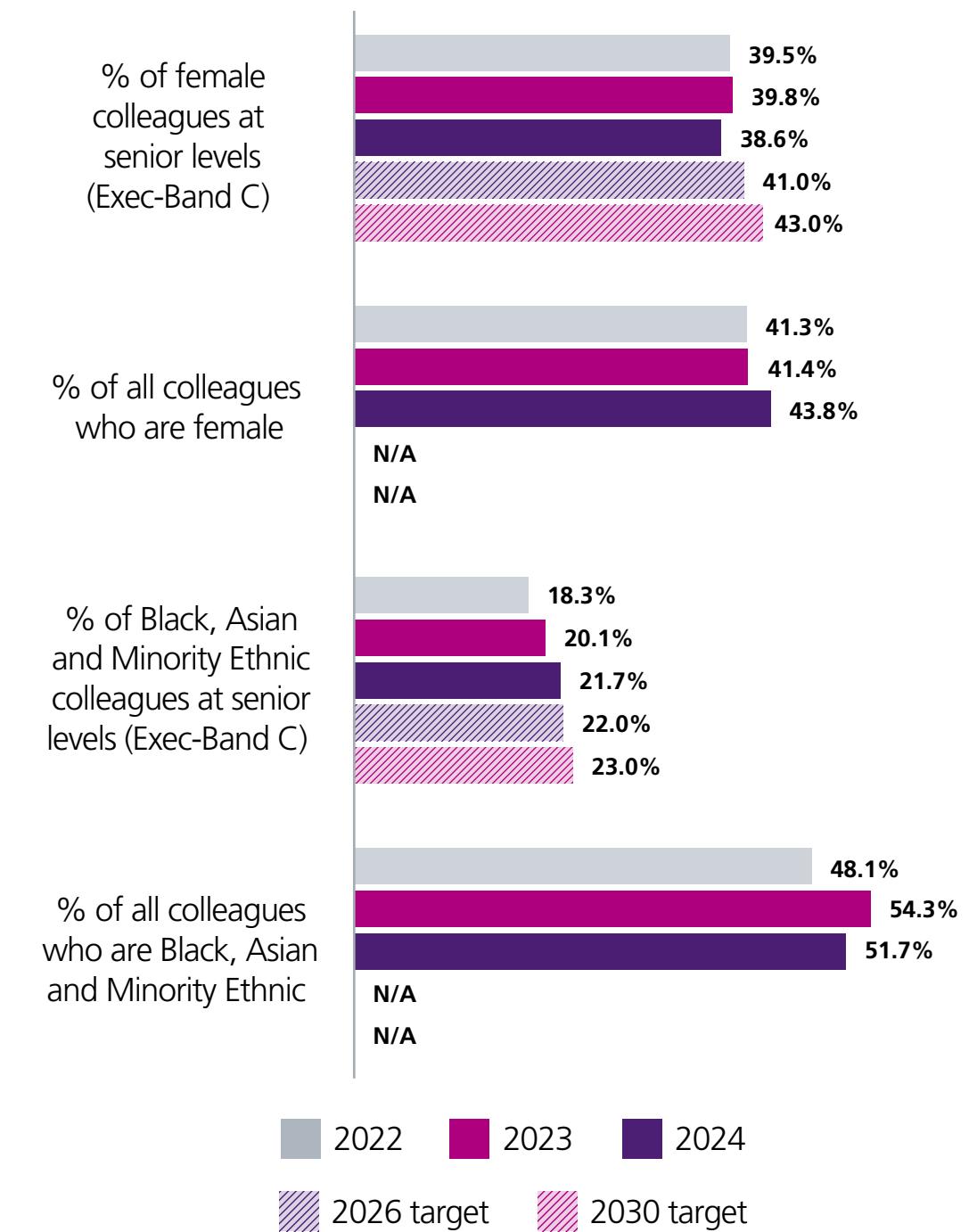
We have also adjusted our targets for female and Black, Asian and Minority Ethnic representation at senior levels as the previous targets were set during a period of high turnover and new hiring. The new targets remain challenging but are more realistic in the context of lower staff turnover.

More females are joining Heathrow at all levels, but the proportion of females in senior levels fell overall to 38.6% in 2024. We will strengthen our focus on ensuring our talent development plans are inclusive of female talent to support our new targets of 41% of females in senior levels by 2026 and 43% by 2030.

In 2024, we welcomed more colleagues from Black, Asian and Minority Ethnic backgrounds at all levels, including in senior levels. We are on track to meet our updated target of at least 22% Black, Asian and Minority Ethnic colleagues at senior levels by 2026, reaching 21.7% in 2024. We will continue to support internal talent with development plans, mentors and career champions.

While our targets focus on gender and ethnicity, we also encourage colleagues to disclose other characteristics that reflect their authentic selves. This has led to an increase in disclosure rates for disability (by 11%) and sexual orientation (by 12%) since 2022.

Diversity among our colleagues and senior levels (representation as at 31 December)



INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT (CONT.)

CASE STUDY

Reporting on our pay gaps

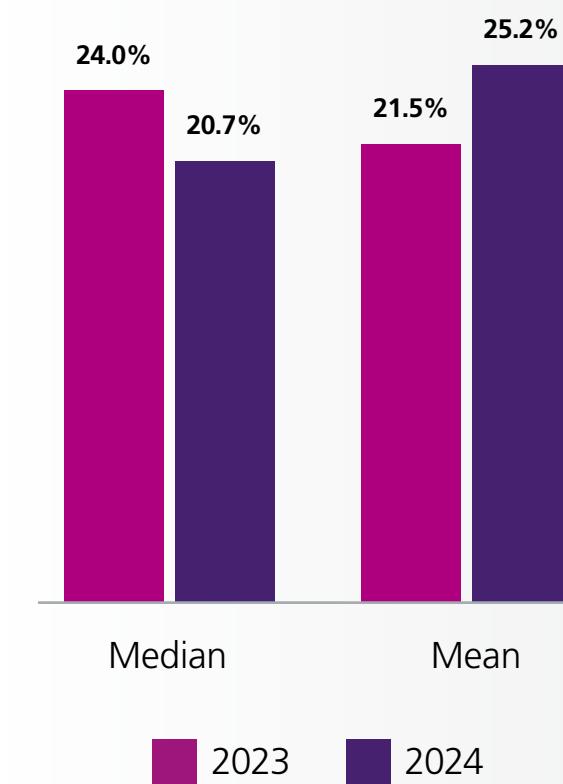
Monitoring our pay gaps shows us what we need to do to create a workplace where everyone has an equal chance of success.

Our latest report in April 2024 shows a positive trend in median pay gaps, which decreased from 2023 for both gender and ethnicity. However, mean (average) pay gaps grew from 2023 to 2024 due to fewer females at director level and a greater increase in Black, Asian and Minority Ethnic colleagues in non-management roles.

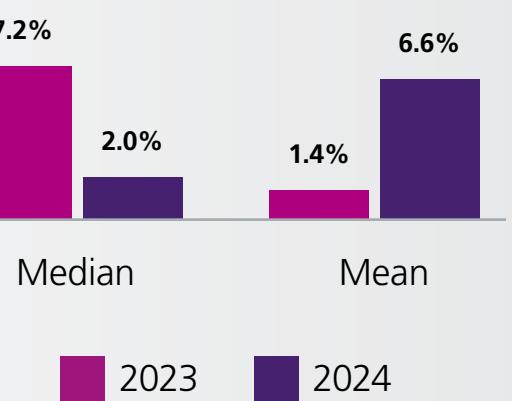


For more details, see our [2024 Gender Pay Gap Report](#).

Ethnicity Pay Gap



Gender Pay Gap



DRIVING A CULTURE OF INCLUSION

We are working hard to build an inclusive culture that attracts and retains colleagues from all backgrounds.

Training and awareness campaigns in 2024 continued to promote inclusive ways of thinking and acting. Most of our colleagues have now completed the mandatory Right Where I Belong training we launched in 2023, and additional tailored sessions for all senior leaders began in September 2024 and will run through February 2025 ([see page 66](#)).

Our Inclusion Policy details our commitment to equality, diversity and inclusion. In 2024, we also strengthened inclusive policies to support colleagues with families, who are carers or who need adjustments at work to fulfil their potential.

We expanded our Family Friendly Policy to provide six weeks of maternity leave at half pay in addition to 20 weeks on full pay, paternity leave of four weeks at full pay, and shared parental leave of four weeks at full pay.

We also updated our Reasonable Adjustments Policy and simplified the process for colleagues to request such support.

New guidance, reinforced with webinars for line managers, is helping colleagues to better understand and apply our policies.

AWARDS AND ACCREDITATIONS



Disability Confident Leader

Heathrow is the only UK airport to receive this status from the government, for our efforts to recruit, retain and develop disabled colleagues.



Diversity Team of the Year 2024

Our equality, diversity and inclusion team won the top honour at the British Diversity Awards.



Endometriosis-Friendly Employer Accreditation

Heathrow is the first UK airport to be accredited by Endometriosis UK for supporting colleagues with menstrual health conditions.



Inclusive Employer Bronze award

We achieved Bronze level in the inclusion and diversity benchmarking to the globally recognised Inclusive Employers Standard.



London Living Wage Employer

Heathrow is an accredited Living Wage employer, ensuring that all directly employed and contracted colleagues receive a fair wage that reflects the cost of living.



Learning Technologies Awards

Our Right Where I Belong learning module was shortlisted in the category for Excellence in the Design of Learning Content Commercial Sector (UK) category.



Learning and Performance Institute Awards

Right Where I Belong was shortlisted in the Learning Giveback category.

INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT (CONT.)

FOSTERING A SENSE OF BELONGING

Our five popular equality, diversity and inclusion networks bring together colleagues with shared experiences while encouraging all colleagues to embrace an inclusive outlook. Together, they are helping drive culture change at Heathrow.

Each network is supported by a sponsor at director level to amplify their voice. Collectively, the networks now have 2,100 members, with more than 700 joining since March 2023. Highlights of the events and campaigns they ran in 2024 are shown in the box to the right.

DIVERSITY NETWORKS 2024 HIGHLIGHTS



Altitude
Gender Equality Network

Altitude

(gender equality network):

- Staged a panel event led by some of Heathrow's female leaders for International Women's Day followed by drop-in workshops on empowerment for female colleagues.
- Organised a Women's Health Festival attended by expert organisations including eMed, Health Assured, Endometriosis UK and Cop-a-feel, with support from the Heathrow Wellbeing Team.
- Supported Heathrow in becoming the first UK airport to be accredited by Endometriosis UK as an endometriosis-friendly employer, based on our efforts to better support colleagues with menstrual health conditions.



en-haNCE
Culture and Ethnicity Network

en-haNCE

(culture and ethnicity network):

- Celebrated cultural and religious festivals, including Diwali and Eid, where colleagues shared their traditions.
- Marked Race Equality Month with an in-person event and a director-led webinar promoting conversations about the importance of racial equality across Heathrow, and celebrated Black History Month by sharing colleagues' stories and achievements.
- Supported updates to Heathrow's conflict guidance policy, helping colleagues manage interactions respectfully at a challenging time for global affairs.



INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT (CONT.)



Hand

(disability network):

- Took part in the Parallel Windsor festival celebrating neurodiversity, including by encouraging colleagues to help run an event as VIPs (very inclusive people).
- Celebrated Disability Pride Month with an online quiz that promoted positive perspectives and encouraged colleagues to take pride in disability identity.
- Provided insights to ensure that Heathrow's updated Reasonable Adjustments Policy reflected the needs of colleagues who require accommodations and established an online platform to share their perspectives.



Proud

(LGBTQ+ network):

- Supported London Pride with 65 colleagues joining our float in the London Pride Parade.
- Marked National Coming Out Day with the launch of a new platform, Coming Out to Theo, that provides a safe, inclusive environment for colleagues to share their experiences.
- Helped update Heathrow's transgender security screening process, designed to create a more respectful experience for passengers and colleagues.



sPaCe

(parents and carers network):

- Provided resources and community support for colleagues with caregiving responsibilities at an event attended by caregiver support charities.
- Held a drop-in session with the charity Sands during Baby Loss Awareness Week and illuminated Terminal 2 in blue and pink in remembrance and solidarity, as well as providing support for colleagues dealing with the loss of a baby.



INCLUSIVE EMPLOYER OF CHOICE FOR DIVERSE TALENT (CONT.)

DEVELOPING A DIVERSE TEAM

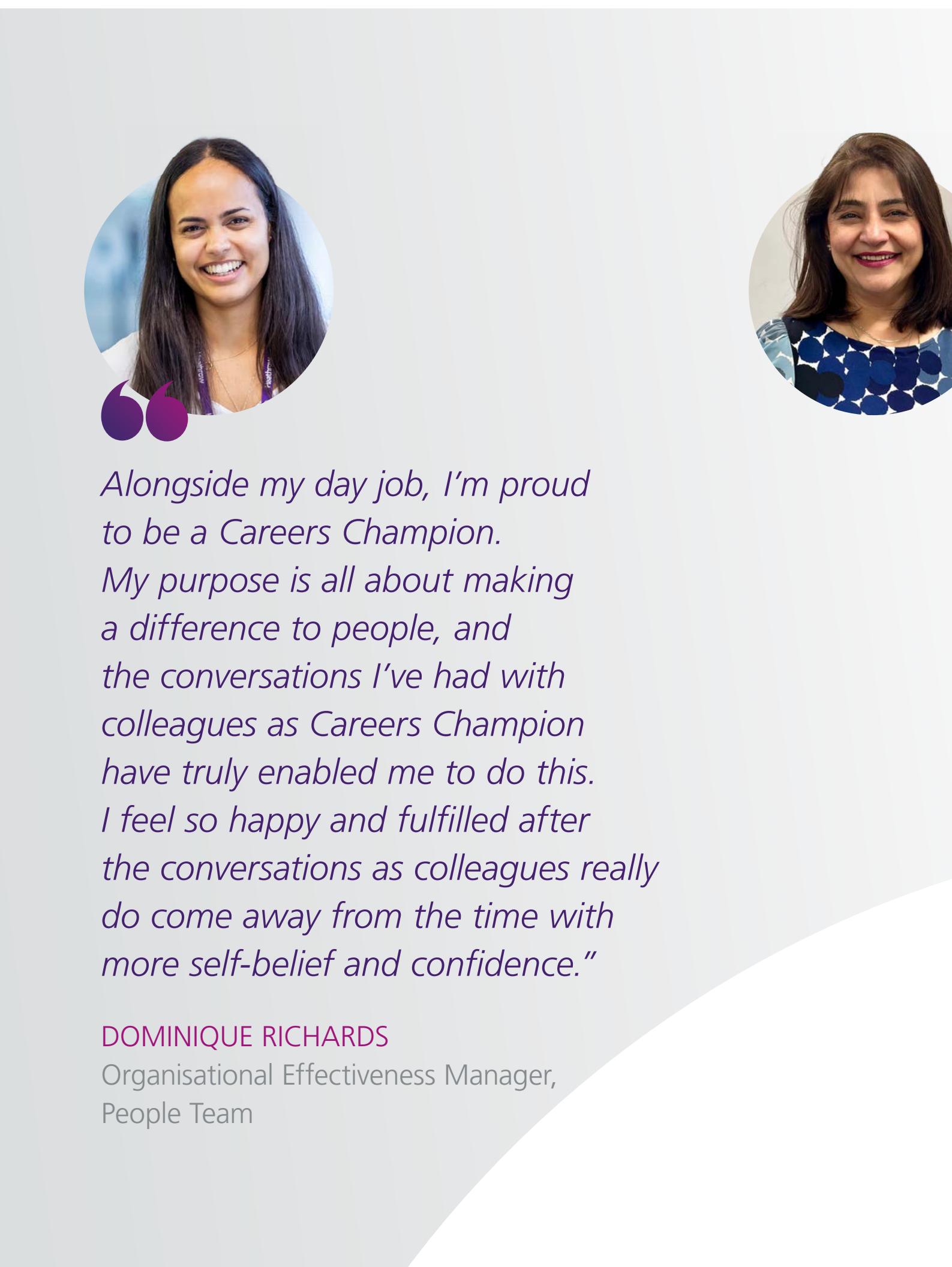
To support hiring of diverse candidates, we have enhanced the training and tools available to line managers to help them consider how to recruit in a more inclusive way, and we are exploring ways for our human resources teams to provide additional support.

Looking ahead, we plan to further improve our diverse recruitment practices by updating our attraction strategy and more closely monitoring candidate shortlists for diversity. We also provide training and early career opportunities to help local and diverse candidates gain the skills and experience needed for jobs at Heathrow ([see page 72](#)).

We promote career progression and personal development by encouraging colleagues to support each other as career champions or mentors.

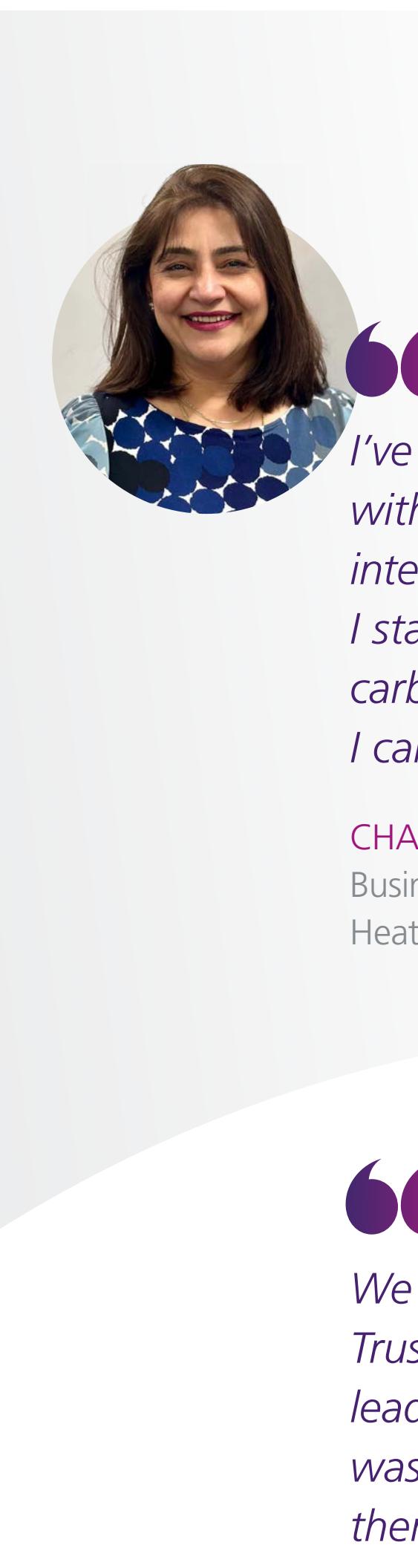
In 2024, we trained 132 career champions on how to provide one-to-one career support sessions with their colleagues, and 318 colleagues used the service during the year. Mentors support colleagues on their career journey with us longer term. Since we launched our mentoring programme in 2023, over 330 mentors and almost 200 mentees have signed up through our dedicated platform, with an additional 113 colleagues taking on both roles.

Through our colleague intern programme, we offer colleagues the opportunity to try out a different role with us for 10 months. Participants are empowered to explore new career paths, learn new skills and convert their potential (see quotes adjacent). They also work as a group to solve business challenges in a project environment, culminating in a presentation to senior leaders.



“Alongside my day job, I’m proud to be a Careers Champion. My purpose is all about making a difference to people, and the conversations I’ve had with colleagues as Careers Champion have truly enabled me to do this. I feel so happy and fulfilled after the conversations as colleagues really do come away from the time with more self-belief and confidence.”

DOMINIQUE RICHARDS
Organisational Effectiveness Manager,
People Team



“

I’ve had the most amazing opportunity to work with the carbon strategy team, a group of incredibly intellectual yet down-to-earth individuals. When I started, I had no knowledge about sustainability, carbon, reporting, strategy or forecasting. Today, I can’t stop talking about it.”

CHARULATA BHARUCHA

Business Change Apprentice - Carbon Programme,
Heathrow Solutions

“

We worked on a project for Heathrow Community Trust, and presented the project findings to senior leaders. As nerve-wracking as the presentation day was for us, everyone did exceptionally well by being themselves and clearly sending our message through.”

PARBHJOT BASSI
Security Officer

ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW

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

GOAL



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

Status

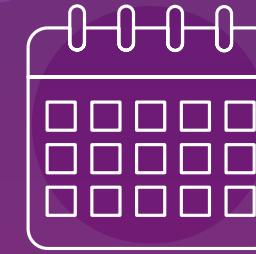


On track

Progress in 2024

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

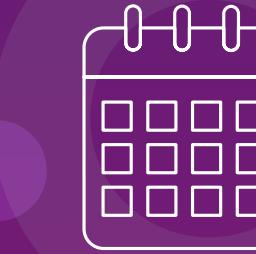
TARGETS



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



Achieved



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



New target



On track



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



On track

Progress in 2024

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

Progress in 2024

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

ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW (CONT.)

CASE STUDY

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

Helping young aviators soar

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

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

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

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

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

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

“

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

NYSA

Aviation Generation student

“

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

LIAM PLUMRIDGE

Head of Employability, HRUC



ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW (CONT.)

PROGRESS IN 2024

With over 80,000 people working for us and our Team Heathrow partners, there are a wealth of career opportunities on offer at the airport – from engineering, infrastructure and security to customer service, hospitality and retail roles. Connecting our local communities to this world of work is a priority for our business and our sustainability goal to enable access to careers for local people.

We are working closely with our Team Heathrow partners, local colleges and non-profit organisations to achieve our goal to deliver 10,000 new jobs, apprenticeships and early career opportunities by 2030.



PROVIDING JOBS AND EARLY CAREER OPPORTUNITIES

We help local people access jobs and early career opportunities across the airport, led by the Heathrow Employment and Skills Academy that has been running for 20 years (see case study adjacent). Initiatives include matching jobseekers' skills and experience with hundreds of positions offered by Team Heathrow organisations.

CASE STUDY

Celebrating 20 years of Heathrow Employment and Skills Academy

We celebrated 20 years of impact by the Heathrow Employment and Skills Academy in December 2024.

Our CEO, Thomas Wolby, kicked off the celebrations together with Lord Blunkett, Chair of the Heathrow Sustainable Economic Growth Taskforce. The audience of 100 leaders also heard from young people who got jobs at the airport with Academy support, and from Team Heathrow employers who praised the Academy's value to their business.

From 2020 to 2024, the Academy reached almost 26,000 young people, brokered 3,850 jobs, supported 121 apprenticeships and provided more than 15,000 experience of work days (over 4,500 in person and 11,300 virtually).



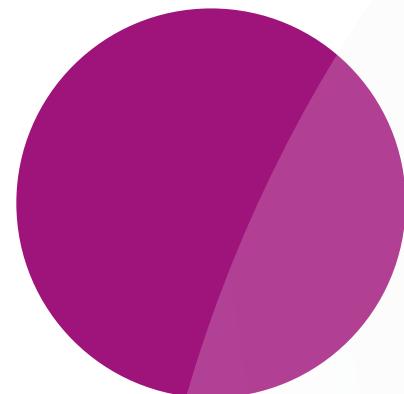
ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW (CONT.)

Apprenticeships at Heathrow provide valuable work experience for young people and can lead to a career at the airport (see case study adjacent). In 2024, we took on 10 new engineering apprentices ourselves and an additional 31 apprenticeships were offered through our shared scheme with construction and infrastructure suppliers.

Our future leaders programme enables graduates to gain between 18 months and three years of experience working with us in areas such as engineering and procurement. In 2024, 16 graduates joined the programme.

Overall, we delivered 887 career opportunities directly at Heathrow in 2024 and brokered 772 employment offers by Team Heathrow partners. This brings the total number of jobs, apprenticeships and early career opportunities provided since 2022 to 7,700 on the way to our target of 10,000 by 2030.

We also support colleagues who are already working at Heathrow in developing new skills and experience to help them take the next step in their careers with us ([see page 85](#)), which in turn will open up more entry level opportunities.



CASE STUDY

Embracing opportunity as a Heathrow engineering apprentice

Heathrow's engineering teams are responsible for £14bn worth of assets, including 4 million square metres of airfield pavements, 180km of airside and landside roads, 50 tunnels and 31 bridges.

Our Engineering Apprenticeship programme employs people across these projects, providing unique engineering challenges and career opportunities.

“

Once I finish this apprenticeship, I see myself staying at Heathrow as a technician. I think it's a great place to work, the pay is good and the people are great. There are a lot of great opportunities here and a lot of different paths you can go down throughout your career.”

JAYDEN BROTHERTON
Engineering Apprentice

Recent recruit Jayden Brotherton joined us after completing a week-long Engineering Insights programme delivered by the Heathrow Employment and Skills Academy. His responsibilities include making maintenance checks and addressing faults in various systems, such as emergency lighting and control post barriers.

ACCESS FOR LOCAL PEOPLE TO DEVELOP CAREERS AT HEATHROW (CONT.)

ENHANCING WORK READINESS IN OUR COMMUNITIES

We are helping build skills and experience among local young people to support our efforts to hire local and diverse candidates.

Our strengthened sustainability strategy target commits us to deliver at least 18,000 in-person experience of work days by 2030 for young people from 10 to 22 years old. We are doing so through a range of activities, including workplace experiences and visits, airport tours and 45-day T-Level (technical) placements with our digital technology team. In 2024, we delivered 2,385 in-person experience of work days, bringing the total to 10,756 since 2022.

We also provided 4,872 virtual experience of work days in 2024. These digital programmes introduce young people to the breadth of careers at Heathrow. In 2024, the UK's Universities and Colleges Admissions Service (UCAS) recognised virtual programmes delivered by our partner Springpod as valid work experience for applications to higher education.

Since the start of 2023, 73 students completed our week-long Engineering Insights skills training programme for young people interested in science, technology, engineering and maths (STEM). Five of them have gone on to take up engineering apprenticeships with us (see case study on previous page). We also offer Essential Skills masterclasses at six college campuses and partner with Harrow, Richmond and Uxbridge Colleges (HRUC) on their new, two-year aviation course ([see page 73](#)).

Our Team Heathrow partners help us connect local people to the world of work. Activities include mentoring, skills support and airport visits. The Heathrow Employment and Skills Academy provides job brokerage support once students are ready to take the leap into employment.

In 2025, Team Heathrow partners will take on eight young people for T-level placements in areas including baggage operations and asset replacement. We have also teamed up with 20 of our suppliers to deliver experience of work opportunities to students with learning needs and disabilities at HRUC through the Heathrow Inclusive Learners Partnership.

SUPPORTING CHILDREN'S ASPIRATIONS WITH OUR SCHOOL PROGRAMMES

We are committed to providing World of Work programmes every year to children living across our local boroughs. Through these Academy-led activities, we seek to support their skills and aspirations and spark their imaginations. We also have longstanding partnerships with five primary schools closest to the airport, run through our Giving Back programme ([see page 61](#)).

CASE STUDY

Introducing young people with learning disabilities to the world of work

Together with Ethos Farm, a customer service supplier, we are opening the door to opportunity for young people studying at local colleges. The first in this series of airport insight days was for students with a disability.

Participants start the day at the Heathrow Employment and Skills Academy, where they learn about the essential skills involved in serving airport customers. They are then paired with Ethos Farm colleagues to put these skills into practice, taking on tasks such as directing passengers to check-in zones, assisting with boarding card scans and explaining security protocols.

In 2024, we ran eight insight days that reached 116 young people from local colleges and organisations.



The students have greatly benefited from the work experience, as it has taught them how to provide excellent customer service in a fast-paced environment at one of the busiest airports in the world. Some students are very eager to start working at Heathrow as soon as possible."

TUTOR

West London College

RESPONSIBLE BUSINESS FOUNDATIONS

Our Responsible Business Foundations underpin our sustainability strategy. Policies and procedures in these areas address material ESG impacts ([see page 92](#)) and help to mitigate several of Heathrow's principal business risks.

IN THIS SECTION:

Maintaining a safe and secure airport	78	Adopting diverse and inclusive employment practices	85
Embedding robust business ethics and governance	81	Attracting and retaining the best talent	86
Safeguarding digital systems and data privacy	82	Promoting strong employment practices for our colleagues	87
Delivering a positive and accessible passenger experience	83	Building a responsible supply chain	88
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MAINTAINING A SAFE AND SECURE AIRPORT

Driven by our values, we are committed to safety excellence to ensure a smooth running and safe airport so everyone goes home safe and well.

Heathrow is a complex safety-critical environment. Maintaining a safe and secure operating environment is a Foundation of our business strategy, as well as one of the Responsible Business Foundations that underpin our sustainability strategy. This is our most material ESG risk and a principal risk for our business.

Our uncompromising standards on fire, health, safety and wellbeing (FHSW) are enshrined in our Health and Safety Policy and implemented through a robust management system. In 2024, an independent audit to achieve ISO 45001 certification concluded that Heathrow sets a benchmark for the industry in this area (see adjacent quote) and we remain fully committed to continuous improvement.

ACHIEVING ISO 45001 CERTIFICATION

Our FHSW management system underwent a rigorous independent audit by LRQA in 2024 to achieve certification to the international ISO 45001:2018 standard.

Key strengths cited in the report include:

- an exemplary dedication to health and safety practices throughout the organisation
- a robust commitment to ensuring the wellbeing of Heathrow's workforce, subcontractors and passengers alike
- an unwavering commitment to health and safety from Heathrow's leadership with visible engagement, regular reviews of performance data, and proactive measures to address risks and improve standards
- responsibility and accountability being woven into our health and safety culture, with a clear emphasis on meeting and exceeding obligations
- consistency of messaging and practices across all sectors and subcontractors demonstrating a progressive culture of safety that permeates every aspect of Heathrow's operations.



Heathrow's adherence to ISO 45001 standards sets a benchmark for excellence in health and safety within the industry. Through strong leadership, a culture of responsibility and accountability, and a commitment to consistency and continuous improvement, Heathrow reaffirms its position as a leader in prioritising the health and wellbeing of all stakeholders."

EXTRACT FROM ISO 45001 AUDIT REPORT BY LRQA



MAINTAINING A SAFE AND SECURE AIRPORT (CONT.)

SECURING THE AIRPORT

We maintain the highest standards through a comprehensive security strategy that includes advanced technology, rigorous procedures and collaboration with government agencies. The airport employs state-of-the-art screening systems for passengers, luggage and cargo to maintain integrity across secure areas.

Security personnel are highly trained and regularly updated on the latest threats and response techniques across our sites. Additionally, we work closely with national security agencies to monitor and respond to potential threats in real time. These combined efforts help to ensure a consistently secure environment for all airport users.

See the principal risks section of our [Annual Report](#) for more on key security controls and mitigations.

MANAGING HEALTH AND SAFETY

Our health and safety management system is certified to ISO 45001 and our FHSW framework includes commitments to drive continuous improvement through robust standards and procedures, a clear focus on risk management and a strong safety culture.

We employ a systematic approach to identifying, assessing and managing FHSW risks. Control measures to mitigate risks may include changes to operational procedures, new technologies or enhanced training for colleagues. We learn from and share best practice with others through our membership of industry bodies, such as the Institute of Occupational Safety and Health Aviation and Aerospace Group and the Ground Handling Operations Safety Team established by the UK's Civil Aviation Authority.

Over 400 companies and over 80,000 people work at Heathrow Airport. Our safety culture involves every individual, fostering a collective commitment to maintaining a safe and secure environment.

We engage our colleagues and Team Heathrow stakeholders through initiatives such as our Safety Summit that brings together most senior leaders from companies operating at Heathrow and the Team Heathrow Safety Network of safety professionals from across the airport.

All colleagues undergo regular FHSW training, tailored to their roles and responsibilities. We also engage colleagues through our Joint Safety Forum – an initiative that brings together management from Heathrow (as the airport operator) and trade union representatives from across Team Heathrow.

In 2024, we held two Airport Safety Weeks to bring Team Heathrow colleagues together and increase awareness of safety with tailored messaging depending on the area of the business where they work. Our Airport Safety Week in May 2024 won the UK Airports Health and Safety Week Award (large airport category). We also raised awareness of FHSW topics through a range of channels, including internal news stories and social media, regular team meetings,

the monthly Destination Heathrow event for new recruits and our twice-yearly Take Care magazine for Team Heathrow colleagues.

We use a Safety Culture Index to gauge the maturity of Heathrow's safety culture and identify opportunities to drive improvements. The 2024 assessment included 71 criteria across four modules – safe place, safe work, safe decisions and safe team. Overall, our safety culture maturity has improved by two percentage points in 2024. We have also invited suppliers and Team Heathrow organisations to use the Index to assess and support continuous improvements in their own safety culture.



MAINTAINING A SAFE AND SECURE AIRPORT (CONT.)

PROMOTING HEALTH AND WELLBEING

We provide Heathrow colleagues with a wide range of services and resources to support their physical and mental wellbeing.

In 2024, we have continued to evolve and strengthen the services we offer. These now include 24/7 access to a virtual GP, self-referral for physiotherapy, unlimited mental health support and second medical opinions as well as proactive offerings, such as lifestyle coaching, nutritionist and personal training services. Family members also benefit from a selection of these offerings.

We have enhanced our focus on managing stress risk by providing managers with tools to support their own and their teams' mental health. Over 70% of managers have completed mental fitness training.

In October 2024, we lit up our terminals in green to show support for World Mental Health Day and created a [video](#), shared externally on LinkedIn, to encourage colleagues to say something if they or someone else may be struggling. We used this as a way to help open up important mental health conversations and signpost colleagues to support services.

MEASURING HEALTH AND SAFETY PERFORMANCE

We monitor our safety performance across a range of indicators, including lagging indicators such as lost-time injuries and sickness absence, and leading indicators such as close calls (see box adjacent).

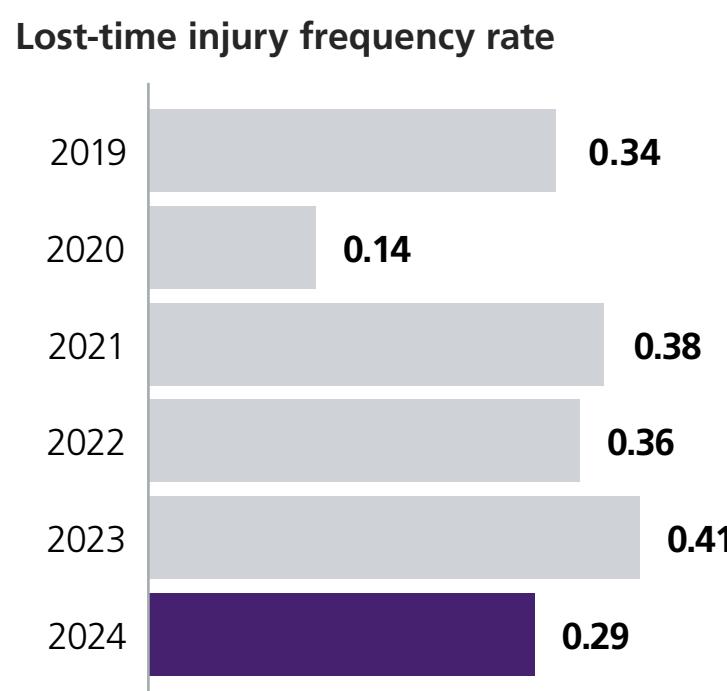
In 2024, the number of lost-time injuries among Heathrow colleagues decreased by 27%, despite the airport being busier than ever as passenger numbers continued to grow following recovery from the COVID-19 pandemic. The lost-time injury frequency rate fell by 29% to 0.29 per 100,000 working hours (see chart below).

Performance has improved across most areas of health and safety. But the number of incidents related to verbal and physical abuse has increased considerably – a trend observed across the transport, hospitality and airport industry sectors.

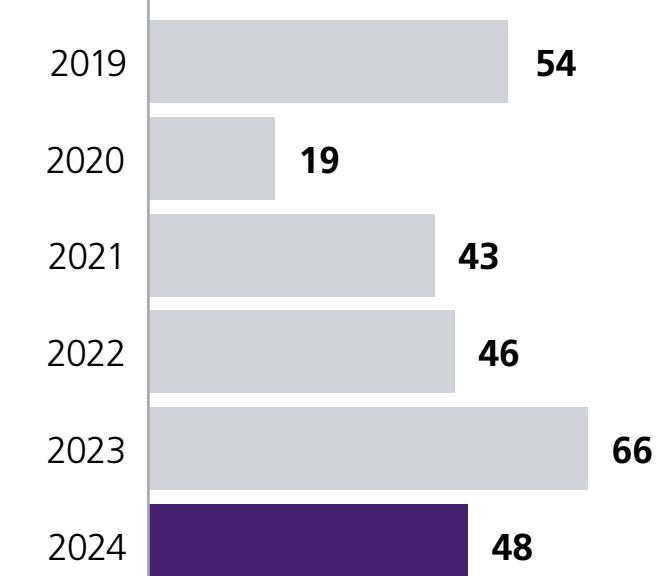
Mental health remains the leading reason for absence at 20% of total working days lost, with the average duration of absence decreasing compared with 2023.

Lost time injuries

(total and lost time injury frequency rate per 100,000 working hours)



Lost-time injuries



CAMPAIGN TO MAKE CLOSE CALLS COUNT

Close calls – situations that could have caused illness or injury – are an important leading indicator for our health and safety performance. They act as an early warning system, enabling us to take action to mitigate risks and make our working environment and behaviours safer.

We have continued our campaign to encourage colleagues across the airport to report close calls via the Airport Community App or other reporting channels. More than 65,000 close calls were reported in 2024, an increase of around 50% from 2023.

We are also developing a new process, supported by artificial intelligence, to enable efficient analysis of the growing number of close calls to help us take effective action quickly.

EMBEDDING ROBUST BUSINESS ETHICS AND GOVERNANCE

Our Professional Conduct Policy promotes the highest standards of professional behaviour at Heathrow.

All colleagues must review and commit to comply with the policy when they join Heathrow. It requires them to act with honesty, fairness and integrity at all times, using sound judgement and taking responsibility and accountability for their actions. It also includes specific guidance on how to identify and declare any potential conflict of interest.

The Professional Conduct Policy is supported by detailed policies and guidance on specific topics ([see page 100](#)).

ANTI-BRIBERY AND CORRUPTION

We take a zero-tolerance approach to bribery or corruption in any form, as set out in our Anti-Bribery, Gifts and Hospitality Policy. All colleagues must complete anti-corruption training as part of their induction and annually thereafter. In 2024, 86% of Heathrow colleagues completed this mandatory annual training.

ADVOCACY AND TRANSPARENT POLITICAL ENGAGEMENT

We strive to contribute positively to public policy discussions through transparent and ethical advocacy. Guided by our Communications Policy, our interactions with government bodies and policymakers are conducted openly and with integrity, focusing on issues that align with our values and long-term business objectives.

RESPONSIBLE AND TRANSPARENT TAX STRATEGY

We are committed to managing our tax responsibilities in a manner consistent with both the letter and spirit of the law by avoiding aggressive tax practices, maintaining transparent financial reporting and engaging with tax authorities to ensure full compliance. Our Anti-Facilitation of Tax Evasion Policy provides guidance for colleagues and third parties working for Heathrow. See our Annual Report for more on our approach to tax.

RAISING AWARENESS

We communicate our ethical policies to colleagues when they join the company and through ongoing training. Our network of governance champions support awareness raising and compliance across the business.

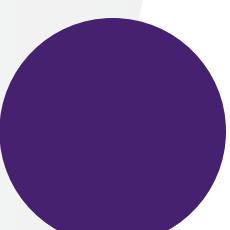
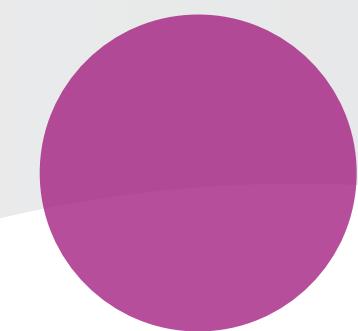
We also require suppliers to comply with Heathrow policies (or equivalent) and carry out training. All our standard supplier contracts include clauses related to anti-bribery, modern slavery prevention and anti-facilitation of tax evasion.

WHISTLEBLOWING

Our Whistleblowing Policy makes clear that anyone who has a concern about unethical behaviour or violations of company policies can and should speak up without fear of retaliation. Posters throughout the airport advertise how to report a concern.

Colleagues can report a concern to their line manager, directly to designated senior personnel or to our internal investigations mailbox. We also offer an independent [whistleblowing hotline](#) for colleagues, suppliers or other third parties to report concerns confidentially.

We are committed to investigate all reported concerns and take appropriate disciplinary action where breaches of our ethical policies are substantiated.



SAFEGUARDING DIGITAL SYSTEMS AND DATA PRIVACY

We have a set of five clear policies that outline how we safeguard information, digital systems and data privacy in practice. These focus provide guidance specifically on: information security; acceptable use; information management; identity management and access; and information security requirements for third parties working for, or on behalf of, Heathrow.

SECURING INFORMATION AND DIGITAL SYSTEMS

Heathrow faces significant threats to information security as a major business and a designated site of Critical National Infrastructure. We have adopted the CAA's Cyber Security Oversight Process for Aviation (CAP 1753), based on the National Cyber Security Centre's Cyber Assessment Framework, and our security framework is modelled on the ISO 27001 international standard for security management.

Our approach includes a strong focus on risk management and compliance through regular audits and testing, advanced technology to defend against cyber threats, a 24/7 Security Operations Centre that monitors systems and responds to incidents, and reporting and recovery protocols. We also collaborate with government and industry stakeholders to share threat intelligence and best practices.

We promote a culture of cyber security through mandatory annual training for all colleagues and third-party privileged users of our digital systems, as well as regular awareness campaigns including phishing simulations. In 2024, 2,664 (93.41%) of our 2,860 colleagues in bands A-E completed general cyber awareness and data protection training.

For more on our approach to cyber and information security, a principal business risk for Heathrow, see our [Annual Report](#).

PROTECTING CUSTOMER DATA PRIVACY

Heathrow implements stringent measures to safeguard customer data, adhering to applicable data protection regulations, including the UK's General Data Protection Regulation (GDPR).

We employ advanced encryption techniques for data transmission and storage, ensuring that sensitive information remains secure from unauthorised access. Regular security audits and colleague training on data protection protocols further reinforce our commitment to maintaining the highest standards of privacy and security. We also have robust incident response plans in place to swiftly address any potential data breaches.

In 2024, we ran our first Data Privacy Week, an online and in-person awareness campaign to support continuous improvement of our data protection culture and practices.



DELIVERING A POSITIVE AND ACCESSIBLE PASSENGER EXPERIENCE

We strive to deliver a positive and accessible passenger experience through initiatives that prioritise reliability and resilience, convenience, inclusivity and sustainability.

PROVIDING A SMOOTH EXPERIENCE

Reliable and resilient operations are fundamental to passenger experience. We engage with airlines and other Team Heathrow partners to drive punctuality, deploy advanced technology and crisis management systems to keep the airport running as smoothly as possible during disruptions, and train colleagues to assist passengers through our Here to Help programme.

Improving passenger experience is an important part of our business strategy, under the beacon of value for customers ([see page 6](#)). We aim to do this by understanding and anticipating the needs of specific passengers and then defining and prioritising the activity required to improve service, while managing any negative impacts.

Overall passenger satisfaction (what we call airport service quality) is a key performance indicator for the business. See our [Annual Report](#) for trends. It's also built into incentive schemes for executives and colleagues ([see page 93](#)).

We work to continually improve our facilities, services and digital offerings to create a seamless, comfortable journey for all passengers. This includes streamlined security, intuitive wayfinding and personalised services that enhance overall satisfaction – as well as ensuring accessibility for passengers with reduced mobility or other special requirements (see to right).

ENHANCING ACCESSIBILITY

Our dedicated Assistance Team provides support for passengers requiring assistance across all our terminals.

In 2024, Heathrow's rating rose from 'Needs improvement' to 'Good' in the annual CAA Airport Accessibility Report Assessment. This new rating reflects the significant effort that has gone into improving the service in recent years – and was earned during Heathrow's busiest ever year for passengers using our assistance service.

We have continued to implement measures in 2024 to enhance the accessibility of our infrastructure to allow for more seamless travel throughout the airport, with a focus on independence and choice for passengers. For example, we

introduced self-serve wheelchair bays at all terminals to give departing passengers the flexibility to collect a wheelchair at the start of their journey and be supported by their family or friends, rather than our Assistance Team, if they prefer. We have also set up animal relief areas within all terminals for those traveling with assistance dogs. And we created our first designated security lane for passengers requiring support, in Terminal 2, with all other terminals expected to follow in 2025.

But we know we can and must do more to enable passengers with diverse accessibility requirements to navigate the airport with ease and dignity. We have established a taskforce to assess and facilitate improvements together with airlines to support the next phase of delivering assistance at Heathrow.

We also undertook a study in 2024 to better understand barriers to travel at the airport and the findings will inform future accessibility measures. Through the Heathrow Accessibility Advisory Group, we engage with individuals with lived experiences, experts, consultants and partners to ensure that the measures we implement are fit for purpose and deliver genuine accessibility improvements.

PROMOTING MORE SUSTAINABLE TRAVEL

We encourage passengers to travel more sustainably to help make their journey a more positive experience. This also supports our sustainability goals. For example, we provide segregated waste bins around the airport to increase recycling and reduce waste to landfill as part of our efforts to create a Zero Waste Airport ([see page 49](#)). We also promote use of more sustainable transport options to and from the airport through our focus on Net Zero Aviation ([see page 11](#)).

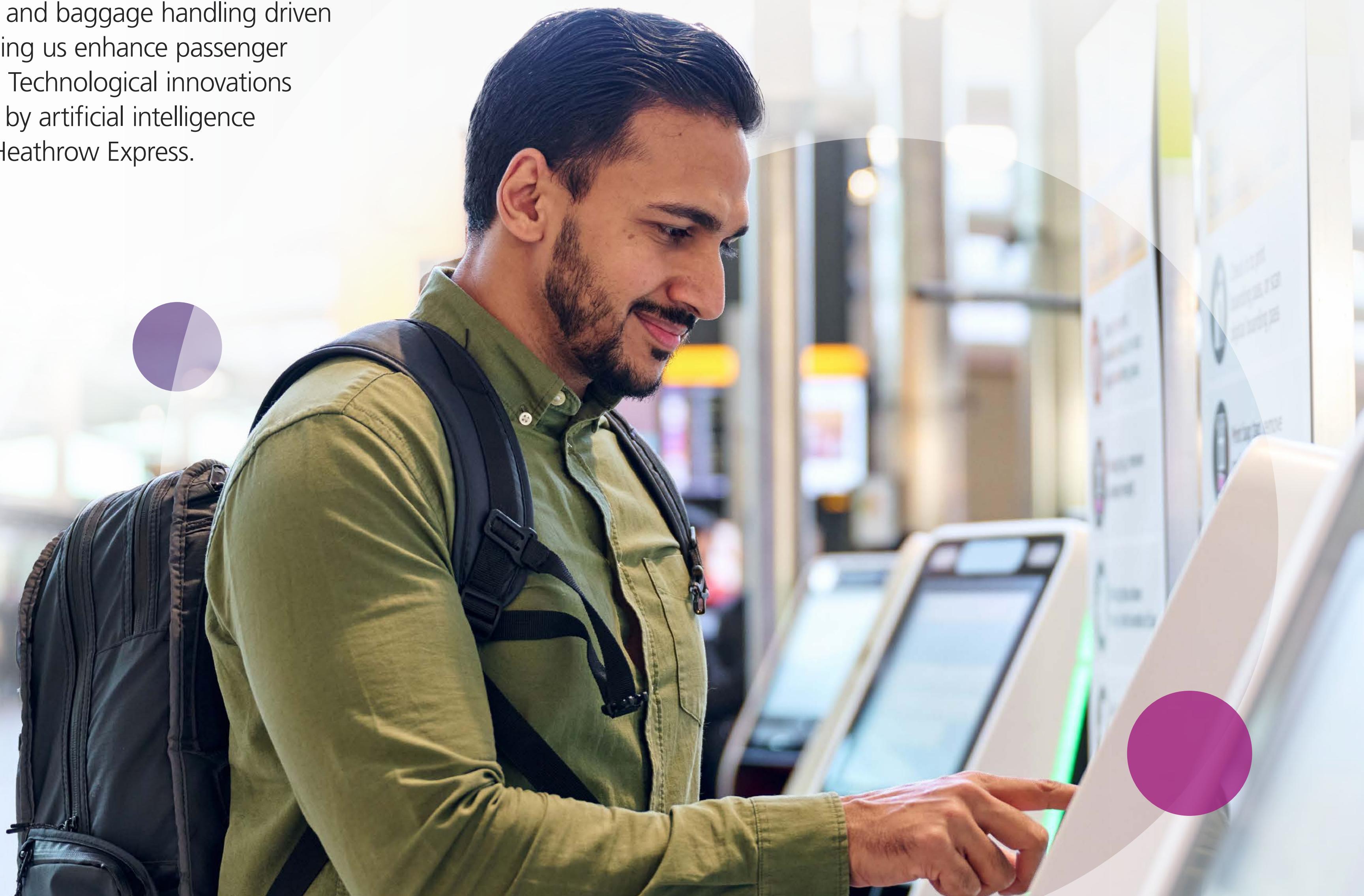


ACCELERATING RESPONSIBLE TECHNOLOGICAL INNOVATION

Innovative technologies, such as automated check-ins and baggage handling driven by artificial intelligence, play an important role in helping us enhance passenger services and improve the efficiency of our operations. Technological innovations in 2024 include the launch of service replies powered by artificial intelligence for our customer Live Chat and digital-only fares for Heathrow Express.

We are committed to advancing technology responsibly, ensuring we integrate appropriate privacy, inclusivity, security and sustainability criteria in their development and implementation.

We are also engaging with others in the industry and beyond to support efforts to accelerate the development of technologies, such as zero-carbon emissions aircraft ([see page 16](#)), that can help to drive progress towards our sustainability goals.



ADOPTING DIVERSE AND INCLUSIVE EMPLOYMENT PRACTICES

We are committed to being a diverse and inclusive employer, fostering a workplace where every individual feels valued and has a true sense of belonging.

Our Inclusion Policy details our commitment to equality, diversity and inclusion. We foster an inclusive culture through our colleague diversity networks, and training for leaders and colleagues.

The latest Pulse engagement survey in November 2024 found that 66% of colleagues agree that Heathrow is inclusive for all colleagues (down from 70% in March 2024 and in both 2023 surveys). We continue efforts to enhance diversity and inclusion as we work towards our goals to be an employer of choice for diverse talent ([see page 65](#)) and to provide access for local people to develop careers at Heathrow ([see page 72](#)).

We strive to offer equal pay for equal work, and regularly review compensation to address any disparities, as detailed in our gender and ethnicity pay gap reports (available on our [website](#)). Our pathways for career progression at Heathrow provide all colleagues with equal opportunities for advancement and our early career programmes are designed to provide young people from diverse backgrounds with the skills, experience and support they need to build successful careers.



ATTRACTING AND RETAINING THE BEST TALENT

We strive to attract and retain the best talent by fostering a culture that supports colleagues' engagement, satisfaction, professional growth and wellbeing. This culture is underpinned by our positive values and strong employment practices ([see page 6](#)).

COLLEAGUE ENGAGEMENT AND SATISFACTION

Input from colleagues helps us understand how we can be an employer of choice. We engage regularly through check-ins, performance reviews, one-on-one meetings and our twice-yearly Pulse colleague engagement survey.

Following a dip in participation in March 2024, we achieved our highest ever survey response rate of 91% in November 2024, up from 75% in November 2023. Colleagues agreeing that Heathrow is a great place to work remained steady year-on-year at 67%.

In our March 2024 survey, employees pointed to leadership, colleague wellbeing and strategic direction as key areas to focus on. Since then, we have continued to build leadership capability ([see page 97](#)), enhanced health and wellbeing resources ([see page 78](#)), and launched our new business strategy ([see page 6](#)).

In the November 2024 survey, we scored strongly in relation to line manager relationships, workplace community, customer focus and workload. Feedback showed colleagues want us to strengthen our company vision and leadership, culture, recognition and facilities. We have since launched our updated business strategy and

shared the survey results with teams across the business to support improvements in response to colleague feedback.

We also empower colleagues to participate in our decision-making through cross-functional projects and working groups, and to voice any concerns through colleague forums or through formal consultation with trade unions ([see page 87](#)).

Colleague engagement survey

Colleagues agreeing that Heathrow is a Great Place to Work

2019	2020	2021	2022	2023	Mar 2024	Nov 2024
74%	N/A	51%	54%	67%	65%	67%

TRAINING AND DEVELOPMENT

We offer a range of learning solutions to help colleagues at all levels enhance their skills and advance their careers. These include training to improve writing, presentation and communication skills.

We also provide courses to help our leaders enhance their leadership skills. Our Leading Heathrow programme is designed to empower leaders in bands A and B with the tools they need to be a great leader. The Lead the Way programme supports colleagues in bands C to E to excel in their roles as managers and leaders.

In our latest survey in November 2024, 60% of colleagues agreed that they have opportunities to grow their skills at Heathrow.¹ In 2024, 7% of colleagues embarked on internal growth opportunities such as promotions, secondments or lateral moves.

WORK-LIFE BALANCE AND WELLBEING

We recognise that work-life balance can play an important part in retaining top talent. We offer flexible working arrangements where possible and have a strong focus on mental health and wellbeing as part of our commitment to health and safety ([see page 78](#)).

In our Pulse engagement survey in November 2024, 64% of colleagues agreed they have a manageable workload, the same as the previous year.

¹ This is a new question included in the November 2024 survey so no comparison is available from previous survey.

PROMOTING STRONG EMPLOYMENT PRACTICES FOR OUR COLLEAGUES

We are committed to upholding employment rights to provide a fair, safe and respectful workplace. Our employment practices align with regulatory requirements and international labour standards – including on health and safety ([see page 78](#)), modern slavery and human trafficking (see box adjacent), and ethical behaviour ([see page 81](#)).



Heathrow is an accredited Living Wage employer, ensuring that all directly employed colleagues and contracted colleagues receive a fair wage that reflects the cost of living.

We have policies in place to ensure reasonable working hours and sufficient rest periods, we regularly review pay and benefits to ensure that we offer fair and competitive compensation, and we support colleagues' work-life balance and wellbeing ([see page 86](#)).

We engage with colleagues regularly ([see page 86](#)) and we maintain constructive relationships with trade unions to negotiate fair working conditions, pay agreements and address colleague concerns. In 2024, we worked with trade unions to design and introduce training for line managers to support their understanding of what recognition means and our roles in collective bargaining with our trade unions.

Around 70% of colleagues in negotiated grades (Bands E-G) are trade union members. Consultations during 2024 covered topics such as health and safety ([see page 78](#)), policy updates, rosters, overtime restrictions and pay negotiations, as well as two transfers of undertakings that did not result in job losses.

TACKLING MODERN SLAVERY AND HUMAN TRAFFICKING

We have rigorous controls to assess and mitigate modern slavery risk in our workforce, across Team Heathrow and in our supply chain. Heathrow also has a role to play in tackling human trafficking as one of the busiest international airports in the world and a major transit hub for travellers from diverse backgrounds. We are committed to being a responsible gateway, striving to end trafficking of people and wildlife.

[View our latest annual Modern Slavery Statement](#) for more information on our approach.



BUILDING A RESPONSIBLE SUPPLY CHAIN

We are committed to building a responsible supply chain with a strong focus on ethical, environmental, labour and human rights standards.

Compliance with our policies on topics such as anti-bribery and corruption ([see page 81](#)), information security ([see page 82](#)) and modern slavery (see previous page) is a standard contractual requirement for all suppliers.

We aim to enhance sustainability in the supply chain through our Balanced Scorecard for strategic suppliers and through our supplier qualification process ([see page 54](#)). We also work closely with suppliers to help us cut carbon emissions in our value chain ([see page 25](#)) and enhance resilience by assessing and mitigating risks that could disrupt our supply chain.

We aim to support a thriving supply chain by sourcing from local and diverse suppliers, including small and medium enterprises ([see page 54](#)), and committing to responsible payment practices. Heathrow Airport Limited is a signatory to the UK Government's Fair Payment Code (previously known as the Prompt Payment Code) and our six-monthly performance reports are published on its website. We took an average of 25.2 days to pay as of Q4 2024 (upfrom 22.8 in 2023).



PROACTIVELY ENGAGING WITH LOCAL COMMUNITIES

We engage with communities living near the airport to understand and address their concerns, and we work collaboratively to deliver positive outcomes through our focus on delivering a better quality of life in Heathrow's neighbouring communities ([see page 58](#)).

Our dedicated community forums ([see page 90](#)) foster meaningful dialogue with communities to help us be a good neighbour, build community needs into our plans, and address specific concerns around issues such as noise ([see page 37](#)), air quality ([see page 30](#)) and traffic management.

Traffic around the airport is a particular concern for neighbouring communities as it affects local air quality and causes congestion on roads. We promote use of public transport as an alternative to cars as part of our efforts to reduce carbon emissions on the ground ([see page 23](#)) and support clean air at and around the airport ([see page 30](#)). In 2024, we helped to identify walking routes to a local primary school that reduce children's exposure to air pollution ([see page 32](#)).

Our [Local Community Parking Action Plan](#) aims to reduce issues related to rogue meet and greet operators, private hire, freight and other airport-related movements. Published in 2024, it was developed in collaboration with the Heathrow Area Transport Forum, Local Community Forum, local authorities, Transport for London, Police and the British Parking Association.

Heathrow is now a registered member of the British Parking Associations Approved Meet and Greet Parking Operator Scheme. We have also introduced an online tool enabling residents to report nuisance parking and provided signs residents can use to deter nuisance parking by directing drivers to dedicated waiting areas.



PROACTIVELY ENGAGING WITH LOCAL COMMUNITIES (CONT.)

OUR COMMUNITY FORUMS

The Local Community Forum ('LCF') facilitates constructive engagement between Heathrow and local communities with the goal of building relationships and trust to make Heathrow a better neighbour. Through the LCF, Heathrow is able to better understand the concerns of communities living near the airport working with them to help minimise local airport related impacts. It is independently chaired, and its members are nominated representatives of local community groups and organisations and residents' associations.

The Heathrow Sustainable Economic Growth Taskforce was set up in 2023 and is a stakeholder forum that aims to maximise the opportunities to enhance local economies through jobs and skills, supply chain, airport development and local decarbonisation. It is independently chaired, and its members are representatives of local councils, local enterprise partnerships, education and skills providers, business groups, chambers of commerce and Heathrow.

The Noise and Airspace Community Forum engages on issues related to noise, airspace and runway operations at Heathrow, including updates on day-to-day operations and future changes. It is independently chaired, and its members are representatives of local authorities, community groups, the aviation industry and government bodies and Heathrow.



The Heathrow Area Transport Forum is a partnership forum between organisations in the private and public sectors with a shared goal of improving accessibility and increasing public transport use to and from the airport and the surrounding area. It also provides input into ongoing Heathrow surface access initiatives. It is independently chaired, and its members are transport industry bodies, trade unions and Heathrow.

The Heathrow Air Quality Working Group provides a forum for consultation on Heathrow's air quality strategies and progress towards meeting its targets and to share best practice. It is independently chaired, and its members are representatives of local authorities and Heathrow.

The Heathrow Strategic Planning Group is a partnership of many of the local authorities responsible for planning the land use, transport, environment, economic development and sustainable development of the sub-region surrounding Heathrow Airport. It is independent but works constructively with Heathrow.

We also use social media, our website and email communications to communicate directly with our communities.

See our [website](#) for more on our community forums.

GOVERNANCE AND TRANSPARENCY

To help us develop and implement our sustainability strategy, we identify priorities, embed sustainability in the business, and engage colleagues and external stakeholders. We are committed to reporting transparently and obtain independent assurance of key metrics.

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Identifying our priorities	92
Embedding sustainability in the business	93
Setting clear policies	100
Engaging stakeholders	101
Reporting on performance	104
Climate-related financial disclosures summary	111
Independent Limited Assurance Report	113



IDENTIFYING OUR PRIORITIES

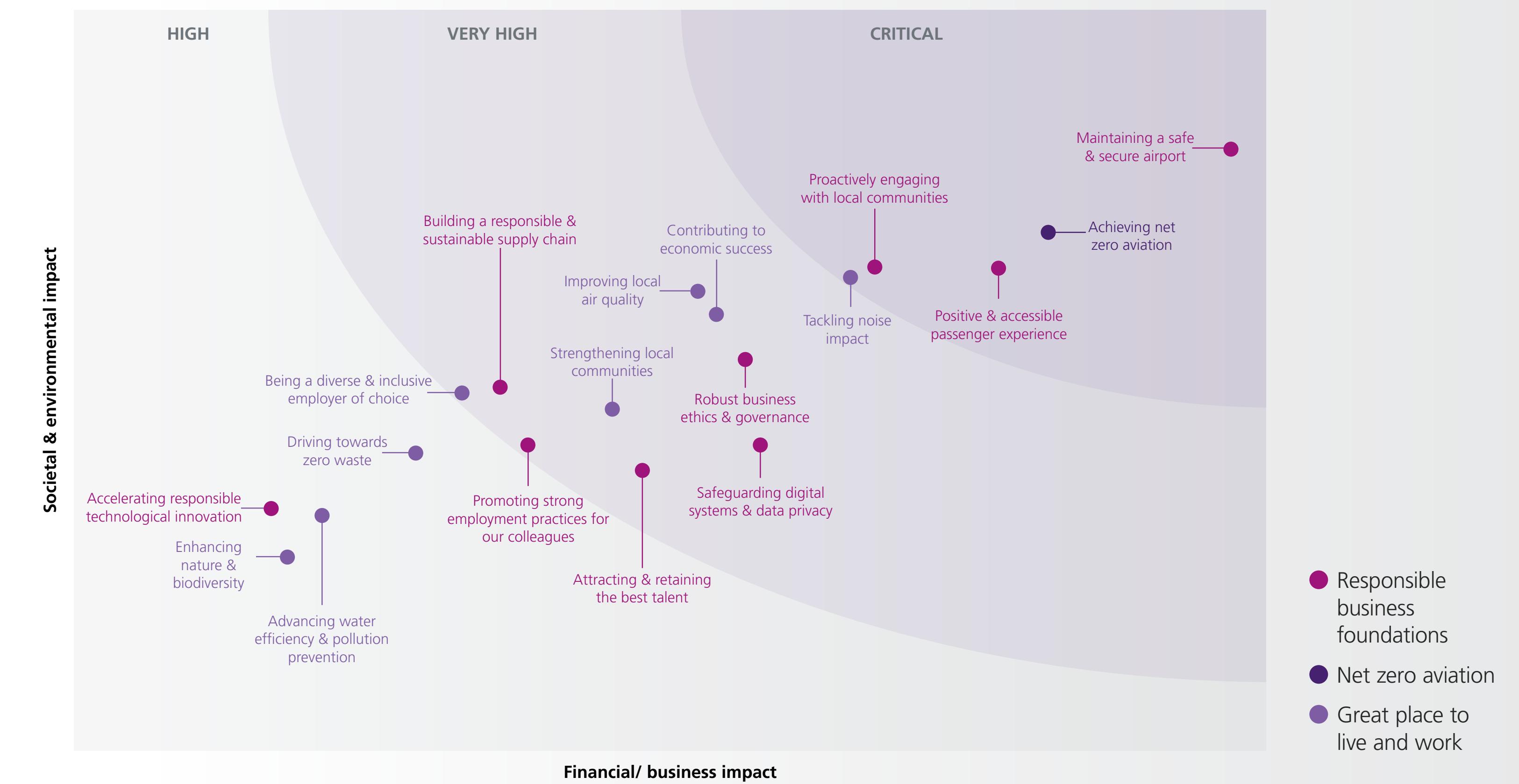
We use a materiality process to help us identify sustainability priorities for Heathrow. The results inform our strategy, resource allocation and reporting.

Our latest process was a double materiality assessment, conducted in 2023. It assessed our most important sustainability issues, risks and opportunities based on their potential impact on the business (including financial impact) and the potential impact we can have on society and the environment. We engaged more than 170 stakeholders, within and outside Heathrow, in the process to review and prioritise 18 sustainability topics.

The matrix below sets out the relative materiality of these topics for Heathrow and shows how we have incorporated each of them into our sustainability strategy. We used the findings to inform the update of our sustainability strategy in 2024 ([see page 8](#)), including reframing our Responsible Business Foundations to ensure they clearly cover and align with relevant material topics ([see page 77](#)).

We aim to refresh our materiality assessment every two to three years.

Materiality matrix



EMBEDDING SUSTAINABILITY IN THE BUSINESS

We build sustainability into our business. It's embedded in our strategy, governance, risk management, financing and reward. We are also building leadership capabilities and engaging colleagues to help drive progress.

BUILDING SUSTAINABILITY INTO OUR BUSINESS STRATEGY

People and Planet is one of the six beacons of Heathrow's business strategy, which sets out our vision for being an extraordinary airport fit for the future.

Our sustainability strategy, Connecting People and Planet, details goals and targets that support progress in this area, as well as contributing to the Winning Team beacon and other aspects of the business strategy.

[See page 8](#) for more on how sustainability is built into, and supports, our business strategy.

INVESTING TO SUPPORT PROGRESS

Heathrow represents some of the UK's most critical transport infrastructure and is therefore subject to a range of regulatory obligations as set out on our [website](#). As a regulated business, we submit investment plans for consecutive five-year periods to the Civil Aviation Authority (CAA), our economic regulator. The CAA determines the regulatory settlement for each five-year period.

In the business plan for our current regulatory settlement period (2022 to 2026), we have included £250m of investment in carbon and sustainability improvements.

Our settlement lets us deliver the essential projects up to 2026 that will keep us on track to hit our goals, with a strong focus on decarbonisation projects to support our net zero ambitions.

We are currently working on our plans for H8, the next regulatory period (2027-2031).



EMBEDDING SUSTAINABILITY IN THE BUSINESS (CONT.)

GOVERNING SUSTAINABILITY

The Heathrow Airport Holdings Limited Board has overall accountability for setting and overseeing the implementation of Heathrow's strategy, including environmental, social and governance (ESG) matters.

The Chief Executive Officer has ultimate responsibility for delivering our sustainability agenda, with support from the Executive leadership team and its dedicated ESG Committee as well as other governance bodies (see organisation chart to the right).



¹ Olivier Fortin held the position of Climate Director for the Heathrow Airport Holdings Limited Board up until his resignation as a Non-Executive Shareholder Director on 12 December 2024. Going forwards, consideration will be given to the best way in which this role can be fulfilled.

EMBEDDING SUSTAINABILITY IN THE BUSINESS (CONT.)

MANAGING RISK

We build identification and management of ESG risks into our Enterprise Risk Management Policy and related processes.

Risks related to sustainability are among principal risks for Heathrow's business – including climate change and net zero carbon, a safe and secure operating environment, cyber and information security, resource and talent, regulation requirements and organisational resilience.

See our [Annual Report](#) for more on our principal risks and our approach to enterprise risk management.

MANAGING ENVIRONMENTAL RISKS AND IMPACTS

We have systems in place to manage environmental risks and minimise the impact of our operations on the environment.



These include an engineering integrated management system for our engineering operations, an asset management system certified to ISO 55001:2014, an energy management system certified to ISO 50001:2018, an environmental management system certified to ISO 14001:2015 and a biodiversity management system certified to the Wildlife Trusts' Biodiversity Benchmark standard.

Our management systems support compliance with Heathrow's environmental permits, including those related to greenhouse gas emissions, water abstraction, surface water discharges, air quality emissions from a fixed combustion plant, trade effluent discharges and waste transfer.

See the relevant sections of this report for more on our approach to managing specific environmental risks and impacts, such as greenhouse gas emissions ([see page 11](#)), air pollution ([see page 30](#)), noise ([see page 37](#)), biodiversity ([see page 43](#)) and waste ([see page 49](#)).



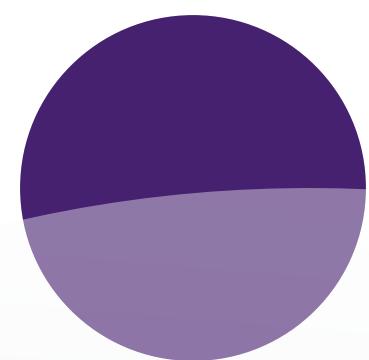
EMBEDDING SUSTAINABILITY IN THE BUSINESS (CONT.)

LINKING SUSTAINABILITY AND FINANCING

Linking the terms of corporate financing arrangements to sustainability performance helps to reinforce our commitment to sustainability.

We have built on our inaugural sustainability-linked bond (SLB), issued in Euro in 2023, with two new SLBs in 2024 – the first in the Sterling market to include all scopes of greenhouse gas emissions and the first in the Swiss market from an international issuer. All three SLBs are linked to sustainability performance targets that align with our net zero goals to cut carbon emissions in the air and on the ground.

In addition, we priced our first use of proceeds green issuance, in the US Private Placement market. Proceeds will be allocated to pre-agreed projects that have been selected in accordance with the Loan Market Association Green Loan Principles. We have also maintained our Revolving Credit Facility and Working Capital Facility linked to sustainability measures, including carbon intensity and gender and ethnicity representation.



ENGAGING INVESTORS ON SUSTAINABILITY

In 2024, we commissioned a survey of investors to get their views on our sustainability strategy, performance and disclosure through a series of in-depth interviews.

Overall, investors viewed Heathrow's performance, reporting and proactive approach to engagement on sustainability favourably – and appreciated the opportunity to provide feedback (see quotes adjacent).

They also made recommendations for how we could improve, and we are taking their input into account as we evolve our sustainability strategy and reporting. Examples include enhancing reporting on social and governance topics, continuing to keep a watching brief on emerging topics, such as nature, and seeking to provide a longer-term view beyond 2030.



Most of the time we get stakeholder surveys that are high level. These types of discussions where the company can get granular and specialised feedback make me think that the company really wants to be at the forefront going forward."

ASSET MANAGER



The [Heathrow] team and treasury are really quite impressive in terms of their understanding of sustainability topics. That was great to see and it made our life a lot easier because we could then articulate what they were trying to do to investors and other stakeholders."

RELATIONSHIP BANK



We were able to get one of our responsibility experts to engage with experts at Heathrow. [It's] hugely helpful that they are open to having those conversations because that enables them to educate us as investors, but also us as investors to educate on the things that are important to us. Less private companies are open to doing that."

ASSET MANAGER

EMBEDDING SUSTAINABILITY IN THE BUSINESS (CONT.)

INCENTIVISING PERFORMANCE

We include ESG performance metrics in the criteria for both long- and short-term incentive plans at Heathrow to encourage executives and colleagues to make sustainable choices by giving them a personal financial stake in achieving our goals.

The Share in Success Grant for Executives and senior managers in Bands A and B is tied to metrics on carbon emissions in the air and on the ground, as well as colleague engagement. From 2024, it also includes diversity metrics on gender and ethnicity.

Performance indicators related to carbon emissions on the ground and safety close calls are incorporated in the Share in Success Saver for colleagues in Bands C to G, alongside passenger service. The Heathrow Bonus Plan for management colleagues is also linked to safety close calls and service levels.

DEVELOPING LEADERSHIP CAPABILITY

Our leaders have a vital role to play in driving progress towards our sustainability goals by setting expectations, allocating resources and supporting teams across the business. We want to empower them to make informed decisions by enhancing their understanding of sustainability topics.

In 2024, over 200 senior leaders completed bespoke training sessions on sustainable leadership, delivered in partnership with the Cambridge Institute for Sustainability Leadership. In the coming years, we plan to build on this training to help leaders embed sustainability skills and behaviours into the way they lead. We also ran training sessions for leaders specifically on equality, diversity and inclusion in 2024 ([see page 66](#)).

In addition, several of our senior leaders contribute to and learn from others through advocacy groups related to sustainability (see next page).





EXECUTIVE AND DIRECTOR ADVOCACY



THOMAS WOLDBYE
Chief Executive Officer

- Member of The Jet Zero Taskforce



SALLY DING
Chief Financial Officer

- Chair for the Net Zero Taskforce Committee of Accounting for Sustainability



JAVIER ECHAVE
Chief Operating Officer

- Chair of Business in the Community's Wellbeing Leadership Team
- Co-Chair of the UK Chief Financial Officer (CFO) Leadership Network, The Prince's Accounting for Sustainability Project (A4S) (until April 2024)



NIGEL MILTON
Chief Communications
and Sustainability Officer

- Trustee of Heathrow Community Trust
- Member of Heathrow Strategic Planning Group Executive
- Chair of Winmark Chief Sustainability Officer (CSO) Network
- Member of Council for the Independent Scrutiny of Heathrow Airport (CISHA)



MATT GORMAN
Director of Carbon Strategy

- Member of Jet Zero Taskforce Expert Group
- Council Member of Sustainable Aviation
- Commissioner of Energy Transitions Commission



BECKY COFFIN
Director of Communities
and Sustainability

- Member of West London Business Board
- Member of CISHA

EMBEDDING SUSTAINABILITY IN THE BUSINESS (CONT.)

ENGAGING COLLEAGUES

We train colleagues on ESG topics to empower them to make the right decisions and support our sustainability goals. Training covers a wide range of topics from health and safety ([see page 78](#)), professional conduct and ethics ([see page 81](#)), and information security ([see page 82](#)) to equality, diversity and inclusion ([see page 86](#)).

Awareness initiatives encourage colleagues across Team Heathrow to make more sustainable choices, for example by promoting public transport options for commuting that reduce carbon emissions ([see page 21](#)) and air pollution ([see page 30](#)). We also invite colleagues to get involved in community projects that support people and planet through volunteering ([see page 64](#)).

We are disappointed that only 44% of colleagues agreed they believe Heathrow is doing enough for both people and the planet in our latest colleague Pulse survey in November 2024. This was a new question but showed a decline from the sustainability question in the previous survey in March 2024 when 57% of colleagues agreed they are proud of Heathrow's sustainability programmes and initiatives.

In 2024, we ran listening groups with colleagues from functions across the organisation to inform our strategy for engaging effectively with them on sustainability in future. Insights from these groups are being used to inform a renewed sustainability narrative to allow us to more effectively communicate our sustainability strategy and progress.



SETTING CLEAR POLICIES

Our policies set out the principles and standards that underpin our approach to sustainability and ESG topics.

Policy	What	Policy	What
Professional Conduct Policy and Guidance	Guidelines on the conduct expected by Heathrow colleagues. It promotes the highest standards of professional behaviour in dealings with colleagues, customers, suppliers and other third parties and reminds colleagues to act with honesty, fairness and integrity at all times.	Communications Policy	Ensures that the reputation of Heathrow is protected from negative publicity and that the conduct and that consistent messaging is used in external communications to a range of audiences and across a range of channels.
Sustainability Policy	Helps to ensure that Heathrow will meet its Sustainable Growth priority and support its license to operate and grow. It supports our commitment to ensuring that Heathrow's sustainability strategy, Heathrow 2.0: Connecting People and Planet, is delivered. It also outlines how responsibility and accountability should be embedded across all levels of the business.	Charity Policy	Policy sets out who and what Heathrow will support through charitable giving and defines how we will provide this support.
Sustainable Procurement Policy	Sets out the framework for how we procure and work with our supply chain, ensures that Heathrow is committed to sustainable procurement and that key guiding principles are understood and adhered to by Heathrow colleagues, third parties and other stakeholders.	Public Duties Policy	Heathrow will grant reasonable time off in support of involvement in both the local and wider community – this includes both civil and statutory duties.
Acceptable Use Policy	The policy informs users of the appropriate ways of working and what is expected of them when using or working with Heathrow information, systems, and services.	Anti-Bribery, Gifts and Hospitality Policy	The policy aims to set out what colleagues must do to prevent bribery and corruption and comply with the Bribery Act to prevent colleagues and Heathrow from being exposed to criminal liability. Colleagues are reminded to act in a professional and ethical way, with impartiality, fairness and integrity, to use sound judgement and take accountability for actions.
Information Security Policy	This policy sets out the responsibility and the information security principles that should be followed by all colleagues and third parties working for or on behalf of Heathrow.	Enterprise Risk Management Policy	Provides oversight and governance of the key risks that Heathrow faces, and monitor current, upcoming and emerging risks.
Information Security Requirements for Third Parties Policy	The policy sets out Heathrow's cyber security requirements for Suppliers. It defines the context of cyber security, the related responsibilities and the security principles that should be followed by all third parties working for or on behalf of Heathrow.	Whistleblowing Policy	How to deal with serious concerns where the interests of others, or that those of the organisation is are at risk. The policy also describes the protections available to whistleblowers, the type of matters which are reportable, how colleagues can report concerns without fear of detriment, and how Heathrow will support and protect whistleblowers.
Personal Data Management Policy	Ensures that the collection and use of personal data is dealt with responsibly, securely and fairly in accordance with legislation. The policy sets out the principles and framework for personal data management at Heathrow.	Inclusion Policy	This details our commitment to equality, diversity, and inclusion at Heathrow; enabling an environment that is free of unlawful discrimination, bullying and harassment. This policy also details how we will always treat any concerns or allegations with the upmost care and seriousness required.
Identity and Access Management Policy	Sets out requirements and instructions that shall be implemented when developing, administering, using and viewing any Heathrow information, systems and services.	Modern Slavery Policy	Given Heathrow's position as a leading international hub airport we recognise that we are uniquely placed to perform an important role in preventing modern slavery and human trafficking.
Health and Safety Policy	Sets out our commitment to ensuring that all activities and work will be carried out in a safe manner, and outlines our expectations of colleagues in maintaining a safe and healthy working environment.	Anti-facilitation of Tax Evasion Policy	Provides guidance to those working for Heathrow on preventing, recognising and appropriately addressing the facilitation of tax evasion.

ENGAGING STAKEHOLDERS

We engage with stakeholders representing a wide range of interests to inform and implement our strategy. We listen to their views, respond to their feedback and work together to effect positive change.

How we engage with stakeholders

Stakeholder group	How we engage	Topics of interest / feedback	Our response
Investors	<ul style="list-style-type: none"> Qualitative research to understand investor needs Meetings with investors' sustainability experts Dedicated sustainability section in our investor reports Ongoing correspondence to address queries 	The investors we surveyed in 2024 commended Heathrow for our transparency and purposefulness in relation to our sustainability strategy and reporting. Many also viewed our communication on sustainable aviation fuels and biodiversity as industry-leading. However, they would also like to see enhanced reporting on social and governance outcomes, increased access to source data, and updated sustainability plans that extend beyond 2030 to support delivery of our long-term goals.	Feedback from the investor survey has informed our sustainability reporting and assurance roadmap which guided our approach to reporting in 2024.
Passengers	<ul style="list-style-type: none"> Media campaigns Web and social media content Research to gather insights from existing and potential passengers (approximately every two years) 	Our research shows that sustainability remains important to passengers and is most closely associated with the environment. Travellers aged under 35 and business travellers are among those most actively looking for ways to reduce their environmental impact when travelling. But they lack information on easier ways to be more sustainable and are more likely to adopt familiar behaviours that they already associate with being sustainable such as recycling or reducing plastic waste.	In 2024, we continued to promote sustainable travel to and from the airport and our Fly Up campaign raised passenger awareness of biofuels and the role of sustainable aviation fuels in cutting carbon from flying. We will use the results of our latest passenger insights, due in 2025, to explore ways to further enhance our engagement.

ENGAGING STAKEHOLDERS (CONT.)

Stakeholder group	How we engage	Topics of interest / feedback	Our response
Airlines	<ul style="list-style-type: none"> • Dedicated airline engagement managers • Engagement at technical level between airline and Heathrow sustainability leads • Webinars • Participation in working groups and events where airlines are present 	<p>Many airlines operating at Heathrow share our sustainability aspirations in key areas, such as transitioning to the use of more sustainable aviation fuels, switching to electric vehicles and increasing recycling of waste.</p>	<p>In 2024, we continued to support airlines in increasing use of sustainable aviation fuels for aircraft and biodiesel for airside vehicles.</p>
Colleagues	<ul style="list-style-type: none"> • Colleague focus groups • Internal communications campaigns • Social media • Leadership development programmes • Professional capacity building initiatives 	<p>A series of listening events in 2024, involving 180 colleagues, revealed that in general they had a good understanding of topics such as air quality, waste and climate impact from use of fossil fuels. But passenger-facing colleagues are keen to be able to tell customers more about what we are doing on sustainability. Feedback from the 200 senior Heathrow leaders participating in bespoke sustainability training with the Cambridge Institute of Sustainability Leadership (CISL) in 2024 showed they want to do more to expand their sustainability knowledge and skills.</p>	<p>Feedback received in 2024 will be used to inform plans for further engagement with colleagues at all levels in 2025.</p>
Communities	<ul style="list-style-type: none"> • Local community forums and working groups • Monthly community bulletin • Dedicated community webpages 	<p>Regular engagement with communities helps us understand their priorities and concerns and we use local forums, in particular, to prioritise joint action to support communities and enhance their wellbeing. Priority topics identified in 2024 included mitigating the negative impacts of both air and road transport on noise and air quality around the airport.</p>	<p>In 2024, we implemented a range of initiatives to address priorities identified by communities, including enhancing the Heathrow Airwatch website to enable easier access to air quality data, launching a residential insulation scheme for homes most affected by noise and continuing to invest in communities through our Giving Back Programme.</p>

ENGAGING STAKEHOLDERS (CONT.)

Stakeholder group	How we engage	Topics of interest / feedback	Our response
Non-governmental organisations and sustainability experts	<ul style="list-style-type: none"> • Social media • Press notices • Conferences • Working groups • Partnerships • Meetings with Heathrow subject matter experts • Roundtables 	<p>Reducing Heathrow's carbon emissions remains the most critical issue for sustainability experts and environmental groups. However, other aspects of environmental management, such as achieving biodiversity net gain are growing in importance.</p>	<p>In 2024, we continued to work towards our sustainability goals and targets, as detailed in this report, and we strengthened these in many areas as part of our updated sustainability strategy, Connecting People and Planet.</p>
Statutory authorities	<ul style="list-style-type: none"> • Regular or ad-hoc meetings with government ministers, officials and local members of parliament 	<p>Government ministers are keen to know how we are going above and beyond with our sustainability targets, particularly on topics such as carbon, circular economy and nature. They also want to know how we are promoting green skills. Local members of parliament representing communities around Heathrow are particularly interested in the impact of the airport on their constituents, including in relation to noise and air quality.</p>	<p>In 2025, we will continue to communicate the progress that we are making on our sustainability goals and targets, highlighting where we are leading the way as well as being transparent about challenges. We will do this by continuing to provide proactive briefings, meetings, site tours letters and formal responses to Government consultations.</p>
Suppliers	<ul style="list-style-type: none"> • Dedicated relationship managers for strategic supply chain partners • Our Balanced Scorecard to assess strategic suppliers on aspects of sustainability • Supplier working groups and supply chain centre of excellence • Regular events and support for small and medium sized enterprises (SMEs) to connect them with opportunities in our supply chain 	<p>Suppliers often tell us that Heathrow is driving them to make positive sustainability changes and advancements quicker than they planned. But those taking an early adoption position on sustainability would like to see more tangible opportunities to benefit from their leadership position, especially in relation to innovation and use of low-carbon materials. Some of our smaller suppliers would also like more support to develop the capabilities they need to enter our supply chain, including their sustainability credentials.</p>	<p>Engagement through our Balanced Scorecard in 2024 showed significant progress in sustainability measures adopted by our strategic suppliers and we are working to extend sustainability requirements in our qualification process for other suppliers. We have also introduced a new PAS 2080-aligned standard for carbon management in our supply chain. In 2024, we continued to support SMEs through programmes such as LiftOff and CompeteFor.</p>

REPORTING ON PERFORMANCE

We have included 2024 full year data on several key issues, alongside data for 2023, 2022, and 2019 where possible.

For several of our goals and targets we are working towards an improvement by 2030 compared to a baseline (most commonly this is 2019). As we continue to establish our refreshed strategy and mature data inputs, we will increase the number of indicators we track and report.

PricewaterhouseCoopers LLP ('PwC') has performed an independent limited assurance engagement over selected sustainability performance metrics for the year ended 31 December 2024. For the results of that assurance process, see PwC's assurance report on [page 113](#) alongside our reporting criteria to which it relates.



REPORTING ON PERFORMANCE (CONT.)

Connecting People & Planet: Progress towards our goals and targets

Objective	Indicator	2019	2022	2023	2024	Objective	Indicator	2019	2022	2023	2024
Net zero in the air	Sustainable aviation fuel % Heathrow flights operated by airlines committed to 10% SAF by 2030	not yet tracked	76%	77%	78%		Annoyance and Sleep Disturbance Population exposed to noise above 55 dB L _{den} ('000) - annoyance	664.3	366.5	508.3	not yet available
Net zero on the ground	Energy Proportion energy generated from on site or local renewable sources	7.6%	7.5%	9.74%	1.92%		Population exposed to noise above 50 dB L _{night} ('000) - sleep disturbance	228.5	173.2	202.1	not yet available
	Emissions impacting air quality						Aircraft operating at Heathrow				
	NOx emissions from airside sources (tonnes) ¹	4,852	3,616	4,639	not yet available		% Chapter 14 aircraft	65.4%	79.05%	82.26%	85.63%
	NOx emissions from airport related traffic (tonnes)	252	n/a	184	not yet available		% Chapter 4 aircraft	34.5%	20.88%	17.72%	14.34%
	Energy consumed at EV charging points (kWh)	375,012	443,672	723,791	not yet available		Heathrow operations				
	% aircraft CAEP 6 or newer	60.1%	77.2%	79%	not yet available		Late running non dispensed departures post 23:30	257	465	193	142
	% aircraft CAEP 8 or newer	35.4%	56.9%	60%	not yet available		Nights with no flights between 23:30 and 04:30	119	107	144	189
	% HAL airport vehicles that are zero emission or use biofuel	not yet tracked	not yet tracked	90%	95%		% arriving flights following a Continuous Descent Approach (CDA)	89.93%	90%	89.95%	88.23%
	% total airport vehicles that are zero emission or use biofuel	not yet tracked	not yet tracked	not yet tracked	54%		% compliance with 4% minimum climb gradient	99.8%	99.87%	99.9%	99.89%
	Surface access						Noise complaints				
	% passengers using public transport	41.29%	38.27%	43.3%	45.22%		Complaints received	75,838	63,679	71,041	66,786
	Colleague single occupancy private vehicle	n/a	n/a	n/a	52.18%		Number of complainants	3,232	1,609	1,969	1,385
		1.5hrs: 6.8m of UK within 1.5hrs of Heathrow by PT with one interchange	1.5hrs: 8.4m of UK within 1.5hrs of Heathrow by PT with one interchange	1.5hrs: 9m of UK within 1.5hrs of Heathrow by PT with one interchange	not yet available		Biodiversity				
		3h: 18.6m of UK within 3hrs of Heathrow by PT with one interchange	3h: 21.1m of UK within 3hrs of Heathrow by PT with one interchange	3h: 20.2m of UK within 3hrs of Heathrow by PT with one interchange			Species abundance (total species)	not yet tracked	4,034	4,108	4,157
		not yet available					New species identified	not yet tracked	89	75	49
							Surveys completed	not yet tracked	113	168	247
							Waste				
							Total waste (tonnes)	23,934	17,270	21,687	22,065
							% total waste recycled	48.9%	48.16%	49.05%	49.8%
							Water				
							Total potable water consumption	2,402,993m ³	1,451,365m ³	1,389,613m ³	2,400,815m ³
							De-icer recovery	not yet tracked	170,718L	91,803L	56,388L
							Proportion direct suppliers SMEs				
							Proportion of Tier 1 suppliers that are SMEs	n/a	46.4%	61.5%	59.61%
							Proportion of local Tier 1 suppliers that are SMEs	n/a	52.8%	75%	75.47%

¹ Airside NOx sources include aircraft, ground service equipment and stationery sources.

REPORTING ON PERFORMANCE (CONT.)

Objective	Indicator	2019	2022	2023	2024	Objective	Indicator	2019	2022	2023	2024
Better quality of life in Heathrow's neighbouring communities	Contributions to charity	£725,000	£275,000	£677,994	£602,696	Access for local people to develop careers at Heathrow	Jobs and careers	Total external jobs, apprenticeships and early career opportunities	not yet tracked	2,746	3,317
	£ Heathrow donation to Heathrow Community Trust						*Heathrow Airport Limited external hires		not yet tracked	1,910	2,388
	£ leveraged for Heathrow Community Trust from colleague and partner fundraising, passenger donations and noise fines	£107,000	£270,000	£373,108	£224,909		*Heathrow Airport Limited early talent opportunities		not yet tracked	33	36
	People benefitting from Heathrow's community investment activities	not yet tracked	not yet tracked	94,912	123,896		*Employment offers brokered by Heathrow Employment and Skills Academy		not yet tracked	803	893
	Colleagues taking part in local community volunteering opportunities	not yet tracked	not yet tracked	1,095	1,300		Total external jobs, apprenticeships and early career opportunities (people living in local boroughs)		not yet tracked	1,901	2,115
	Colleague volunteering hours contributed	not yet tracked	not yet tracked	3,844	4,193		Team Heathrow vacancies advertised by the Academy		not yet tracked	2,349	1,243
	Inclusivity indicator						Internal growth opportunities (promotions, secondments, lateral moves)		not yet tracked	17.9%	15.09%
	% agree that Heathrow is inclusive for all colleagues	not yet tracked	64%	70%	66%		- % of colleagues		not yet tracked		7.2%
	Gender and ethnicity representation						Experiences of work				
	% of all colleagues who are female	43%	41.3%	41.4%	43.8%		Experience of work days		not yet tracked	3,031	5,340
Inclusive employer of choice for diverse talent	% of female colleagues at senior levels (Exec- Band C)	35%	39.48%	39.8%	38.6%		Health and safety	Colleague lost time injuries per 100,000 hours worked		0.34	0.35
	% of all colleagues who are Black, Asian and Minority Ethnic	43%	48.13%	54.3%	51.7%		Passenger incidents within Heathrow's control per one million passengers		0.59	0.42	0.21
	% of Black, Asian and Minority Ethnic colleagues at senior levels (Exec- Band C)	17%	18.28%	20.1%	21.7%		Colleague engagement survey				0.43
	Colleague disclosure rates						% agree/strongly agree that "Heathrow is a great place to work"		74%	54%	67%
	% disclosure rate for gender	not yet tracked	99.89%	98.7%	99.9%		% agree/strongly agree that "I am proud of Heathrow's sustainability programme and initiatives"		not yet tracked	51%	57%
	% disclosure rate for ethnicity	not yet tracked	96.94%	93.9%	95.7%		"Heathrow is doing enough for both people and planet"		not yet tracked	not yet tracked	no longer tracked
	% disclosure rate for sexual orientation	not yet tracked	43.67%	56.1%	59.2%		Sustainable supply chain	Prompt Payment - average days to pay	n/a	22.2	22.8
	% disclosure rate for disability	not yet tracked	37.81%	50.8%	53.7%						25.2
	Gender and ethnicity pay gap¹										
	% median pay gap - gender	3%	1.4%	7.2%	2%						
Responsible business foundations	% mean pay gap - gender	9.8%	7.5%	1.4%	6.6%						
	% median pay gap - ethnicity	not yet tracked	3.6%	24%	20.7%						
	% mean pay gap - ethnicity	not yet tracked	17.9%	21.5%	25.2%						

 **Metrics subject to independent limited assurance**

This metric was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance, see PwC's assurance report on page 113 and "Heathrow Airport Limited – Equality, Diversity & Inclusion of Senior Levels Principles and Methodologies 2024" (the 'Reporting Criteria') to which it relates on our [website here](#).

¹ 2021 reporting is position as of 5th April 2021.

REPORTING ON PERFORMANCE (CONT.)

CALCULATING OUR CARBON FOOTPRINT

We monitor our carbon footprint and report on our greenhouse gas ('GHG') emissions annually. This helps us to identify opportunities to reduce our emissions and assess our progress in delivering our carbon reduction goals.

Our methodology for carbon reporting is informed by the Greenhouse Gas Protocol ('GHGP') and the Airport Carbon Accreditation ('ACA') Level 4+ standards. Our carbon and energy disclosure is in line with the reporting requirements of the Streamlined Energy and Carbon Reporting ('SECR'). It includes emissions from fuel consumption and operational vehicles in scope 1, electricity consumption in scope 2, and indirect emissions in scope 3. The latter includes, but is not limited to, emissions from aircraft, business travel, travel to and from the airport, and infrastructure projects. Each annual carbon footprint includes our baseline year 2019, the current reporting year, and two previous years for comparison.

Following the publication of our Net Zero Plan in February 2022, we have mapped its eight goals to cut carbon 'In the Air' and 'On the Ground' to the GHGP scopes.

Scopes 1 and 2: Accounts for only 0.1% of Heathrow's footprint, including buildings and infrastructure and Heathrow owned vehicles.

Scope 3: Accounts for over 99% of Heathrow's total emissions, including aircraft, surface access, supply chain and Team Heathrow vehicles, with aircraft accounting for 95% of total emissions.

The ACA requirements were updated in December 2023 to include an expanded scope 3 inventory in line with the GHGP. Heathrow is reviewing data availability and calculation methodologies for those select scope 3 emissions sources that are not currently reported. Additionally, this update clarified how sources correspond to the specified GHGP categories, reflected in our 2024 reporting.

From 2019 to 2023, all well-to-tank ('WTT') emissions were reported under the 'Separately from the Scopes' table. We are committed to continuous improvement in our reporting and, for the first time in 2024, we have included WTT and transmission and distribution ('T&D') losses associated with our scopes 1 and 2 energy use. These energy losses are now reported as scope 3, under category 3 of our footprint.

In 2024, we included a new data source that was previously not reported. This emission data is associated with the decommissioning of a testing facility for Heathrow's business parking pod test track in Cardiff, 'Cardiff Test Track' which are now reported as part of our 'On the Ground' scope 3 emissions.

Since the beginning of 2022, SAF has been regularly uplifted at Heathrow and forms part of our aeronautical charges incentive scheme. For the years 2022 and 2023, we have restated our 'Savings from SAF' on lifecycle aircraft GHG emissions due to updated processes for monitoring and improving our reporting. In 2024, SAF delivered lifecycle carbon savings of 92% on average.

Guidance from professional bodies and standard setters on how to account for SAF is emerging and we are reviewing our reporting methods. We continue to report the savings from using SAF compared to regular jet fuel in our 'Separately from the scopes' table until further guidance is available.

We are continuously improving the quality of our carbon footprint data to provide more frequent, accurate and accessible carbon reporting. Previously, Bureau Veritas UK Limited provided limited assurance for our GHG emissions data, covering January 1 2020 to December 31, 2023. PricewaterhouseCoopers LLP ('PwC') has performed independent limited assurance procedures over selected sustainability performance metrics for the year ended 31 December 2024. For the results of that assurance process, see PwC's assurance report on [page 113](#) alongside our reporting criteria to which it relates.

Our published methodology document contains information on the context, scope, reporting period, boundaries calculation and emissions factors of the 2024 carbon footprint. This includes a list of all emissions by scope with detailed information on data sources and core assumptions used for calculation.

Download Heathrow's Greenhouse Gas Emissions Principles and Methodologies 2024 Document [here](#).

[See page 19](#) for more on our Net Zero Plan and progress and [page 111](#) for our carbon-related financial disclosure.

FURTHER READING
More detailed information can be found [here](#).

REPORTING ON PERFORMANCE (CONT.)

Our carbon footprint

Net Zero Plan		Emission source		Greenhouse gas emissions (tonnes CO ₂ e)			
Objective	Goal	Greenhouse Gas Protocol Category	Emissions Source Description	2019	2022	2023	2024
Net zero on the ground		Total scope 1 greenhouse gas emissions¹ (tonnes CO₂e)		26,998	29,806	32,116	Ⓐ 28,054
		8	Stationary sources	Fuel consumption utilities – Market-based – Location based	21,942 24,335	21,867 21,867	22,588 25,326
		7	Mobile sources	LPG for fire training	35	-	1
		8	Process emissions	Operational vehicles and equipment	1,668	791	622
		6		Refrigerant losses	2,871	6,671	8,695
				De-icer	482	477	210
		Total scope 2 greenhouse gas emissions¹ (tonnes CO₂e)		-	-	-	-
		8	Electricity	Grid electricity consumption – Total Scope 2 market-based greenhouse gas emissions (tonnes CO ₂ e) – Total Scope 2 location-based greenhouse gas emissions (tonnes CO ₂ e)	-	-	Ⓐ -
				71,163	52,717	56,134	Ⓐ 56,339
		Total scope 3 greenhouse gas emissions¹ (tonnes CO₂e)		21,013,718	14,908,385	18,742,184	Ⓐ 19,374,834
		6	Category 1: Purchased goods and services and Category 2: Capital goods	Supply chain	229,606	174,145	198,440
			Category 1: Purchased goods and services	Water consumption	739	220	378
		7 to 8	Category 3: Fuel- and energy-related activities (not in scope 1 or 2)	Non-road construction vehicles ² WTT/T&D of scope 1 and 2 – Market-based – Location based	1,362	1,122	1,763
Net zero in the air		6	Category 5: Waste generated in operations	Waste	563	385	502
			Category 6: Business travel	Wastewater	1,329	262	270
		5	Category 7: Employee commuting and home office	Business travel	1,070	420	1,133
		5		Colleague surface access	115,531	89,034	125,133
		7		Passenger surface access	632,348	361,856	436,100
		1	Category 11: Use of sold products	Operational vehicles and equipment	33,015	15,768	26,808
		1 to 4		De-icing - aircraft ³	4,584	3,473	3,167
		6	Category 12: End-of-life treatment of sold products	Aircraft in the LTO cycle	1,250,648	985,506	1,267,909
				Cruise emissions from all departure flights	18,742,505	13,276,039	16,680,512
							17,219,805
Net zero on the ground		6	Category 13: Downstream leased assets	Decommissioning of Cardiff Pod test Track	N/A	N/A	N/A

Total Footprint (tonnes CO₂e) - Market-Based

Total Footprint (tonnes CO₂e) - Market-Based (excludes WTT and T&D from category 3)

Carbon footprint supporting notes

We continue to apply the same footprint boundaries to reflect our operational control both at the airport and offsite – including our business parking pod test track and our Business Support Centre ('BSC').

Scope 1 – All direct GHG emissions from activities at Heathrow Airport under our direct control, such as our own vehicles, fuel required to heat our terminals and non-carbon emissions, including refrigerant gases.

Scope 2 – All indirect GHG emissions from the electricity purchased for the organisation's owned and operated activities. Scope 2 market-based emissions are zero as our electricity is sourced using a Renewable Energy Guarantee of Origin ('REGO') backed contract. The REGO certificate covers Heathrow Airport Limited, our business parking pod test track and the BSC in Glasgow, all of which fall under scope 2 electricity.

Energy related emissions

- Market-based grid electricity and utilities consumption: market-based emissions have been used to calculate total emissions. Carbon intensity metrics, including scope 2, only include market-based scope 2 emissions. In order to ensure like-for-like comparisons in these scenarios, market-based Scope 1 emissions have also been calculated by removing the carbon reductions generated by purchase of green gas from the market.

- Location-based grid electricity and utilities: location-based emissions are based on the emissions intensity of the grid and natural gas and do not take into account the procurement of renewable energy and green gas from the market, hence are not counted in Heathrow's total emissions.
- All scope 1 and 2 emissions are UK based.

Scope 3 – All other indirect GHG emissions from activities in relation to Heathrow Airport, occurring from sources that we do not own or control. We know that getting our own house in order is only the first step and that we must support decarbonisation across the whole industry, including flights.

Well-to-tank and Transmission & Distribution

Well-to-tank ('WTT') emissions are "upstream" emissions related to the production and transportation of fuel to where it will be combusted. Transmission and Distribution ('T&D') are emissions from the transmission and distribution of energy to site. Although we track WTT and T&D emissions of our scope 3, we do not currently include these within our reporting. The industry standards we follow are still developing regarding the inclusion of WTT emissions, determining which aviation stakeholders should report them, and how they relate to attributing the benefits of SAF.

Ⓐ Metrics subject to independent limited assurance

This metric was subject to external independent limited assurance by PricewaterhouseCoopers LLP ('PwC'). For the results of that assurance, see PwC's assurance report on page 113 and "Heathrow Airport Limited - Greenhouse Gas (GHG) Emissions Principles and Methodologies 2024" (the 'Reporting Criteria') to which it relates on our [website here](#).

¹ Scope 1, scope 2 and scope 3 totals only include Market-based totals.

² It has been updated to include 2019 non-road construction vehicle emissions in line with our Net Zero Plan.

³ De-icing -aircraft has been moved to the Net Zero in the air objective to in line with our Net Zero Plan.

REPORTING ON PERFORMANCE (CONT.)

DIRECTORS' STATEMENT ON HEATHROW AIRPORT LIMITED'S SUSTAINABILITY REPORT 2024

As the Directors of Heathrow Airport Limited "Heathrow" we confirm that we are solely responsible for the preparation of Heathrow's Sustainability Report 2024 including this Directors' Statement and for reporting the 'selected sustainability performance metrics', as defined below in accordance with the Reporting Criteria set out on [page 106](#) and [page 108](#).

The selected sustainability performance metrics include:

- Total scope 1 greenhouse gas emissions (tonnes CO₂e)
- Total scope 2 location-based greenhouse gas emissions (tonnes CO₂e)
- Total scope 2 market-based greenhouse gas emissions (tonnes CO₂e)
- Total scope 3 greenhouse gas emissions (tonnes CO₂e)
- % of female colleagues at senior levels (Exec - Band C)
- % of Black, Asian and Minority Ethnic colleagues at senior levels (Exec - Band C)

We confirm, to the best of our knowledge and belief, that we have:

- designed, implemented and maintained internal controls and processes over information relevant to the measurement, evaluation and preparation of the selected sustainability performance metrics that is free from material misstatement, whether due to fraud or error;
- established objective reporting criteria for preparing and presenting the selected sustainability performance metrics, including clear definition of the entity's organisational boundaries, and applied them consistently;
- presented information, including the reporting criteria, in a manner that provides relevant, complete, reliable, unbiased/neutral, comparable and understandable information;
- reported the selected sustainability performance metrics in accordance with the Reporting Criteria.

Nigel Milton
Chief Communications and Sustainability Officer

For and on behalf of the Board of Directors of Heathrow Airport Limited
3 March 2025

REPORTING ON PERFORMANCE (CONT.)

Separately from the scopes		Greenhouse gas emissions (tonnes CO ₂ e)			
		2019	2022	2023	2024
Sustainable Aviation Fuel ('SAF')	Savings from SAF on lifecycle aircraft emissions	0	(94,064)	(260,203)	(634,962)
	Colleague surface access	182,957	118,275	146,205	35,584
	Passenger surface access				110,417
	Non-road construction vehicles	8,200	4,389	7,453	887
	Business travel				125
	Third party operational vehicles and equipment	4,139,566	2,952,203	3,733,589	6,710
WTT and T&D of scope 3	Aircraft LTO and cruise emissions				3,854,312
	Third party grid electricity (Market-based) WTT	27,426	20,276	20,414	541
	Third party grid electricity (Location based) WTT	27,426	20,276	20,414	6,794
	Third party grid electricity (Market-based) T&D	Not reported	Not reported	Not reported	2,493
	Third party grid electricity (Location based) T&D	Not reported	Not reported	Not reported	2,493
	Fuel consumption utilities	3,950	8,040	5,577	10
	Total WTT and T&D of scope 3 – Market-Based	4,362,099	3,103,183	3,913,238	4,011,079
Outside of scope (biofuels) ¹	Fuel consumption utilities	Not reported	Not reported	Not reported	33,681
	Operational vehicles and equipment	Not reported	Not reported	Not reported	671
	Grid electricity consumption (Location based only)	Not reported	Not reported	Not reported	31,311
	Non-road construction vehicles	Not reported	Not reported	Not reported	769
	Third party operational vehicles and equipment	Not reported	Not reported	Not reported	11,551
	Third party grid electricity (Location based only)	Not reported	Not reported	Not reported	15,676
	Total outside of scope (biofuels) – Market-Based	Not reported	Not reported	Not reported	46,672
Total Footprint including SAF, WTT, T&D and outside of scopes (tonnes CO₂e) – Market-Based		25,402,815	17,947,310	22,427,335	22,825,677

Energy	Energy (MWh)	2019	2022	2023	2024
		2019	2022	2023	2024
Scope 1	Fuel consumption utilities	134,289	268,499	176,633	230,790
	Operational vehicles and equipment	6,732	4,867	4,988	4,806
	LPG for fire training	5	-	3	-
Scope 2	Grid electricity consumption	283,229	272,610	271,080	272,103
Carbon Intensity Metrics		Carbon Intensity (kg CO ₂ e/passenger)			
Greenhouse Gas Protocol	2019	2022	2023	2024	
	Scope 1 and 2 carbon intensity	0.3	0.5	0.4	0.3
	Scope 3 carbon intensity (excludes WTT and T&D from category 3)	259.7	242.0	236.6	230.9
Net Zero Plan	All scopes carbon intensity	260.0	242.5	237.0	231.2
	'On the Ground' carbon intensity (scope 1, 2 and 3 excluding aircraft emissions) (excludes WTT and T&D from category 3)	12.9	11.0	10.4	10.5
	'In the Air' carbon intensity (scope 3 aircraft emissions only)	247.1	231.5	226.6	220.8

¹ From 2024, full reporting of any fuel from a biogenic source has included the 'outside of scope' CO₂ value, documented to ensure complete accounting for the emissions created when burning biofuels. The emissions are labelled 'outside of scope' because the scope 1 impact of these fuels has been determined to be a net '0' (since the fuel source itself absorbs an equivalent amount of CO₂ during the growth phase as the amount of CO₂ released through combustion).



CLIMATE-RELATED FINANCIAL DISCLOSURES SUMMARY

On 6 April 2022, the Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022 amended the Companies Act 2006 to mandate that large UK companies include Climate-related Financial Disclosures ('CFD') as a part of their strategic reporting. These CFD requirements closely align with the recommendations of the Taskforce on Climate-related Financial Disclosures ('TCFD'). We continue to align our climate risk analysis and disclosures to comply with these requirements. Our full CFD for 2024 can be found in our [2024 Annual Report](#) and Accounts, pages 52-71.

AT A GLANCE

Climate change remains the most significant mid to long-term risk facing the aviation sector and Heathrow as it could impact our ability to operate and grow in the future. Our commitment to the environment and tackling climate change is embedded in our strategy through our People and Planet beacon. Central to our People and Planet beacon is our sustainability strategy, entitled Connecting People and Planet, which outlines our plan to achieve net zero, our Net Zero Plan.

Our CFD disclosure presents the opportunities and the risks of climate change on Heathrow with the aim of helping our investors and stakeholders understand the potential future impacts on the business. It meets the minimum requirements outlined within the

TCFD framework. In the table on the following page, we have aligned the CFD's specific requirements with the TCFD pillars of Governance, Strategy, Risk Management, and Metrics and Targets.

Our CFD is continually evolving as we learn more about the long-term impacts of climate change and how the aviation industry is adapting to achieving net zero. The most significant changes made this year have been:

- In 2023 our disclosure focused on two climate scenarios. This year, we built upon the previous two climate scenarios and introduced an additional third climate scenario which assumes there will be no more progress in global climate change policy from March 2024. This acts as a reference point to compare against.

- We have tailored our three climate change scenarios to Heathrow's market and business model. The scenarios are significantly based on external climate change data for the aviation industry so that we continue to represent independent thinking, and further refinements have the benefit of being aligned with our strategic direction.

At this stage, we believe our governance over climate change is appropriate and has the necessary skills and expertise to understand, plan for and respond to climate change risks and opportunities.

Our refreshed strategy has People and Planet as one of its beacons, which provides direction that will enable us to achieve our Purpose and Vision. We have clearly identified climate change as one of Heathrow's Principal risks and

our understanding of what it means to our operation, our assets, our customers and our network is ongoing.

In 2024, we have further integrated climate-related risks into our passenger forecast model, allowing for a deeper understanding of how climate transition affects our market and business to inform our scenario forecasting and better support our strategic decisions.

Our climate scenario analysis indicates that passenger demand continues to grow through to 2050, which supports the carrying value of our indefinite useful lived assets on the balance sheet. We continue to work on financially quantifying the transition to net zero and the investments required to respond to the physical effects of climate change.

Our Net Zero Plan is clear on our ambition for reductions to carbon 'In the Air' and 'On the Ground', up to 15% and at least 45%, respectively. In 2024, we increased our SAF incentive to 2.5% of all fuel used on departing flights, to support our airline customers.

In addition, we have issued additional sustainability-linked financing, with integrated Sustainability Performance Targets, including the first Sustainability-Linked Bond in the Sterling market to include all scopes of emissions.

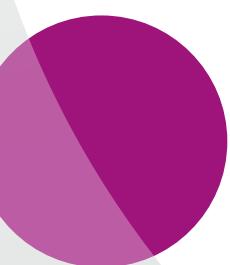
Aviation is a force for good, connecting people and creating economic growth. The only way we can protect these benefits for future generations is by taking ambitious action to address the sustainability challenges that we face.

CLIMATE-RELATED FINANCIAL DISCLOSURES SUMMARY (CONT.)

Disclosure recommendation	Annual Report and Accounts Section Reference	Annual Report Page Number	Key highlights
Governance			
Description of the company's governance arrangements in relation to assessing and managing climate-related risks and opportunities.	Our approach to risk management Our principal risks Climate-related Financial Disclosures	42 45 52	The HAHL Board has overall accountability for setting and overseeing the implementation of Heathrow's strategy including climate-related matters. For climate-related risks, in fulfilling its duties, the HAHL Board either delegates responsibilities or is supported by the following Committees: <ul style="list-style-type: none">• Sustainability and Operational Risk• Audit• Remuneration• Nominations
Strategy			
Description of: <ul style="list-style-type: none">• The principal climate-related risks and opportunities arising in connection with the company's operations.• The time periods by reference to which those risks and opportunities are assessed.	Climate-related Financial Disclosures	52	This year, we used three climate scenarios tailored to Heathrow's market and business model to assess the impacts of climate change by 2050: <ul style="list-style-type: none">• Net Zero 1.6°C• Announced Policy 1.9°• Climate Catastrophe 2.2°C According to our evaluation, the three climate scenarios ranging from 1.6°C to 2.2°C, by 2050, indicate a Compound Annual Growth Rate in passenger demand ranging from higher 2% to 1% respectively until 2050 compared to a 2024 baseline. Given the projected growth in demand for travel through the airport, we consider our business to be resilient in the short, medium, and long-term under both Net Zero and Announced Policy, including on an expanded basis with a third runway.
Description of the actual and potential impacts of the principal climate-related risks and opportunities on the company's business model and strategy.	Our beacons in action: People and Planet Climate-related Financial Disclosures	28 52	
Analysis of the resilience of the company's business model and strategy, taking into account consideration of different climate-related scenarios.	Climate-related Financial Disclosures	52	
Risk management			
Description of how the company identifies, assesses and manages climate-related risks and opportunities.	Our approach to risk management Climate-related Financial Disclosures	42 52	Climate risk management is embedded within our overall Enterprise risk management framework. We consider both transition and physical risks. Climate-related risks are managed and reported in our functional risk registers, which is consistent across the business.
Description of how processes for identifying, assessing and managing climate-related risks are integrated into the company's overall risk management process.	Our approach to risk management	42	
Metrics and Targets			
Description of key performance indicators used to assess progress against targets used to manage climate-related risks and realise climate-related opportunities and a description of the calculations on which those key performance indicators are based.	Our beacons in action: People and Planet Climate-related Financial Disclosures	28 52	Our Net Zero Plan sets a carbon reduction trajectory to 2050 and covers all the emissions in our carbon footprint 'In the Air' and 'On the Ground', including cruise emissions from departing flights, as well as the Landing and Take-off emissions from flights in our immediate airspace up to 3,000 feet. Our plan includes two 2030 goals to focus on cutting carbon emissions this decade which are supported by science-based targets: <ol style="list-style-type: none">1. Up to 15% cut in carbon emissions 'In the Air' using a 2019 baseline.2. At least 45% cut in carbon emissions 'On the Ground' using a 2019 baseline.
Description of the targets used by the company to manage climate-related risks and to realise climate-related opportunities and of performance against those targets.	Our beacons in action: People and Planet Climate-related Financial Disclosures	28 52	

“

We continue to enhance our understanding of the risks to our business from climate change, whilst taking action to cut our carbon emissions today by investing in the solutions that will deliver our net zero goals.”



INDEPENDENT LIMITED ASSURANCE REPORT TO THE DIRECTORS OF HEATHROW AIRPORT LIMITED ON SELECTED SUSTAINABILITY PERFORMANCE METRICS

OUR LIMITED ASSURANCE CONCLUSION

Based on the procedures we have performed, as described under the 'Summary of work performed' and the 'Areas of Assurance Focus' sections below, and the evidence we have obtained, nothing has come to our attention that causes us to believe that the information marked with the symbol  in Heathrow Airport Limited ('HAL')'s Sustainability Report, 'Heathrow's Sustainability Report 2024' (the 'Report') and summarised below (together, the 'Subject Matter Information'), has not been prepared, in all material respects, in accordance with HAL's Reporting Criteria (the 'Reporting Criteria') referenced in the 'What we were engaged to assure' section below.

WHAT WE WERE ENGAGED TO ASSURE

The Subject Matter Information needs to be read and understood together with the Reporting Criteria which HAL's Directors are solely responsible for selecting and applying. The Subject Matter Information and the Reporting Criteria are as set out in the table below:

Subject Matter Information	For the year-ended 31 December 2024	Location in the Report 2024	Reporting Criteria
Total scope 1 greenhouse gas emissions (tonnes CO ₂ e) ^A	28,054	Page 108	HAL - Greenhouse Gas (GHG) Emissions Principles and Methodologies 2024, pages 1 - 27. Available on HAL's website at: https://www.heathrow.com/content/dam/heathrow/web/common/documents/company/heathrow-2-0-sustainability/reports/2024-methodologies.pdf ¹
Total scope 2 location-based greenhouse gas emissions (tonnes CO ₂ e) ^A	56,339		
Total scope 2 market-based greenhouse gas emissions (tonnes CO ₂ e) ^A	0		
Total scope 3 greenhouse gas emissions (tonnes CO ₂ e) ^B	19,374,834		
% of female colleagues at senior levels (Exec - Band C) ^C	38.6%	Page 106	HAL – Equality, Diversity & Inclusion of Senior Levels Principles and Methodologies 2024. Available on HAL's website at: https://www.heathrow.com/content/dam/heathrow/web/common/documents/company/heathrow-2-0-sustainability/reports/2024-equality-diversity-inclusion-methodologies.pdf ¹
% of Black, Asian and Minority Ethnic colleagues at senior levels (Exec - Band C) ^C	21.7%		

A-C refer to our assessment of materiality discussed in the Materiality section of this report.

The scope of our work did not extend to information in respect of earlier periods or to any other information included in, or linked from, the Report including any images, audio files or videos.

OUR WORK

PROFESSIONAL STANDARDS APPLIED

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and, in respect of the greenhouse gas (GHG) emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance Engagements on Greenhouse Gas Statements', issued by the International Auditing and Assurance Standards Board.

¹ The maintenance and integrity of HAL's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Subject Matter Information or Reporting Criteria when presented on HAL's website.

OUR INDEPENDENCE AND QUALITY CONTROL

We have complied with the Institute of Chartered Accountants in England and Wales Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, that are at least as demanding as the applicable provisions of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code).

We apply International Standard on Quality Management (UK) 1 and accordingly maintain a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

SUMMARY OF WORK PERFORMED

We performed a limited assurance engagement. Because the level of assurance obtained in a limited assurance engagement can vary, we give more detail about the procedures performed, so that the intended users of the Subject Matter Information can understand the nature, timing and extent of procedures we performed as context for our conclusion. These procedures performed vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

In performing our assurance procedures, which were based on our professional judgement, we performed the following:

- evaluated the suitability in the circumstances of HAL's use of the Reporting Criteria as the basis for preparing the Subject Matter Information including the associated reporting boundaries;
- through inquiries, obtained an understanding of HAL's control environment, processes and systems relevant to the preparation of the Subject Matter Information. Our procedures did not include evaluating the suitability of design, obtaining evidence about their implementation or testing operating effectiveness of particular control activities;
- undertook a site visit at Heathrow Airport to understand and observe the operations and to understand the data gathering and reporting processes related to the Subject Matter Information in respect of greenhouse gas emissions. This included the Energy Centre and Terminal 4, as well as the surrounding areas;
- evaluated whether HAL's methods for developing estimates are appropriate and had been consistently applied, noting that our procedures did not involve testing the data on which the estimates are based, nor separately developing our own estimates against which to evaluate HAL's estimates;
- performed analytical procedures to identify unusual trends, compared year on year movements and obtained explanations from management for significant differences we identified;
- performed limited substantive testing of the Subject Matter Information. Testing involved agreeing arithmetical accuracy of calculations, and agreeing data points to or from source information to check that the underlying subject matter had been appropriately evaluated or measured, recorded, collated and reported; and
- evaluated the disclosures in, and overall presentation of, the Subject Matter Information.

MATERIALITY

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Subject Matter Information is likely to arise. We set certain quantitative thresholds for materiality. These, together with qualitative considerations, helped us to determine the nature, timing and extent of our procedures in support of our conclusion. We believe that it is important that the intended users have the information they need to understand the concept and the level of materiality to place our conclusion in context. Based on our professional judgement, we determined materiality for the Subject Matter Information as follows:

Overall materiality	<p>Materiality may differ depending upon the nature of the Subject Matter Information. We apply professional judgement to consider the most appropriate materiality benchmark for each aspect of the Subject Matter Information, having considered how the intended users may use the information.</p> <p>The benchmark approach for each aspect of the Subject Matter Information is indicated in the table by one of the following numbers;</p> <p>^A This metric is an absolute number. A benchmark materiality of 4% has been applied.</p> <p>^B This metric is an absolute number. A benchmark materiality of 3% has been applied.</p> <p>^C This metric is a percentage. A benchmark materiality of 4% has been applied to both the numerator and denominator used in the percentage calculation.</p>
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We also agreed to report to the Directors misstatements ("reportable misstatements") identified during our work at a level below overall materiality, as well as misstatements below that lower level that in our view warranted reporting for qualitative reasons. The Directors are responsible for deciding whether adjustments should be made to the Subject Matter Information in respect of those items.

AREAS OF ASSURANCE FOCUS

The Areas of Assurance Focus are those areas of our work that, in our professional judgement, require additional procedures. In the case of limited assurance, that means our procedures may be towards the upper end of those that might be expected for limited assurance. These areas were identified as part of our risk assessment and result of the assurance procedures performed, and include those areas of significant risk, areas that involved significant judgement or other areas where significant assurance effort was needed. This approach provides transparency about where we deemed it necessary to perform extra work. However, this does not imply - for limited assurance - the same level of assurance as would have been obtained under a reasonable assurance engagement.

We considered the following areas to be Areas of Assurance Focus and discussed these with HAL's management.

Completeness of HAL's organisational boundary for reported scope 1 and scope 2 greenhouse gas ('GHG') emissions	
Nature of the issue	
How our work addressed the areas of assurance focus	<p>In order to check whether the organisational boundary for reported scope 1 and scope 2 GHG emissions is complete, we:</p> <ul style="list-style-type: none"> • Obtained a detailed understanding of the entity, its environment, and its organisational structure, focusing particularly on the nature, scale and contractual arrangements of operations at Heathrow Airport. • Performed a site visit at Heathrow Airport to understand and observe the operations, including the data gathering and reporting processes related to the GHG emissions. These locations included the Energy Centre and Terminal 4, as well as the surrounding areas where HAL and associated external parties operate. • Performed a flux analysis over monthly and year on year energy consumption to identify any unusual trends and obtained supporting explanations from management. • Performed a limited substantive test by tracing a sample of buildings from the Fixed Asset Register to the underlying GHG emissions data and inspected the relevant contractual documentation for these buildings in order to check that the application of the organisational boundary was consistent with the Reporting Criteria. • Performed a scanning analytic over energy related purchases in the period to identify any unexpected energy related suppliers who had been paid during the reporting period but were omitted from the reported scope 1 and 2 GHG emissions data and obtained supporting explanations from management.
Element(s) of the Subject Matter Information most significantly impacted	<ul style="list-style-type: none"> • Total scope 1 greenhouse gas emissions (tonnes CO₂e) • Total scope 2 location-based greenhouse gas emissions (tonnes CO₂e) • Total scope 2 market-based greenhouse gas emissions (tonnes CO₂e)

Complex methodology used to calculate scope 3 GHG emissions related to 'Aircraft in the LTO cycle' and 'Cruise emissions from all departure flights'

Nature of the issue	HAL includes emissions related to 'Aircraft in the LTO cycle' and 'Cruise emissions from all departure flights' within its scope 3 GHG inventory, as set out in the Reporting Criteria. These emissions comprise over 95% of HAL's total reported scope 3 GHG emissions. The underlying calculations behind the fuel consumption for these emissions sources, performed by a third party, are complex and contain a number of different inputs and assumptions, and as a result leads to an increased risk that the associated data reported within scope 3 GHG emissions is inaccurate or incomplete. As a result, we have determined this to be an Area of Assurance Focus.
How our work addressed the areas of assurance focus	<p>In order to check whether the emissions related to 'Aircraft in the LTO cycle' and 'Cruise emissions from all departure flights' are complete and accurate, we:</p> <ul style="list-style-type: none"> • Obtained an understanding through walkthrough procedures of the data collation, consolidation and reporting processes, including the inputs, assumptions and the reporting system used in calculating the GHG emissions. • Agreed a sample of aircraft fuel flow rates to supporting third party databases, the International Civil Aviation Organisation (ICAO) Aircraft Engine Emissions Databank, and EuroControl Fuel Use and Emission Inventory System (FEIS) database. • Performed a reconciliation of the number of flights within the underlying calculation to the daily National Air Traffic Services (NATS) report (consolidated for the year). • Performed a limited substantive test over a sample of aircraft and engine types (inputs into the model, used by the third party to calculate associated emissions, to identify the fuel flow rate) to the 'Noise Certificate' issued by the Civil Aviation Authority. • For 'time in mode' datapoints (an input into the model to calculate fuel burn) related to the 'Aircraft in the LTO cycle', performed a scanning analytic to check that the time in each 'mode' falls within the time bounds outlined in the Reporting Criteria. • For 'time in mode' datapoints (an input into the model to calculate fuel burn), related to 'Cruise emissions from all departure flights', performed a limited substantive test over a sample of 'time in mode' datapoints to check the reasonableness of the 'time in mode' when compared to publicly available completed flight path data. • For 'Aircraft in the LTO cycle', reperformed the fuel burn calculation for one flight in the LTO cycle to evaluate the consistent application of the Reporting Criteria. • For 'Cruise emissions for all departure flights', reperformed the fuel burn calculation for one departure flight to evaluate the consistent application of the Reporting Criteria. • Agreed the emissions factor applied by HAL to the fuel burn to the factor listed per the UK Government Conversion Factor database (2024) and recalculated the associated emissions.
Element(s) of the Subject Matter Information most significantly impacted	<ul style="list-style-type: none"> • Total scope 3 greenhouse gas emissions (tonnes CO₂e)

CHALLENGES OF NON-FINANCIAL INFORMATION

The absence of a significant body of established practice upon which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities, and over time.

Non-financial information is subject to more inherent limitations than financial information, given the characteristics of the underlying subject matter and the methods used for measuring or evaluating it. The precision of different measurement techniques may also vary.

The emission factor of zero used in the calculation of market-based emissions is based on the energy suppliers' commitments under the terms of their renewable tariffs to supply energy backed 100% by the Renewable Energy Guarantees of Origin certificates (REGOs). REGOs are subject to inherent limitations, including but not limited to, the risk of double counting and uncertainty as to whether the third-party energy supplier will purchase and retire enough certificates to cover all of the energy supplied to all of its customers who have purchased the energy through renewable tariffs in the reporting period, over which the customer has no oversight. The uncertainties and limitations are laid out in more detail in the Reporting Criteria.

REPORTING ON OTHER INFORMATION

The other information comprises all of the information in the Report other than the Subject Matter Information and our assurance report. The Directors are responsible for the other information. As explained above, our conclusion does not extend to the other information and, accordingly, we do not express any form of assurance thereon. In connection with our assurance of the Subject Matter Information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the Subject Matter Information or our knowledge obtained during the assurance engagement, or otherwise appears to contain a material misstatement of fact. If we identify an apparent material inconsistency or material misstatement of fact, we are required to perform procedures to conclude whether there is a material misstatement of the Subject Matter Information or a material misstatement of the other information, and to take appropriate actions in the circumstances.

RESPONSIBILITIES OF THE DIRECTORS

As explained in the Directors' Statement on page 109 of the Report, the Directors of HAL are responsible for:

- determining appropriate reporting topics and selecting or establishing suitable criteria for measuring or evaluating the underlying subject matter;
- ensuring that those criteria are relevant and appropriate to HAL and the intended users of the Report;
- the preparation of the Subject Matter Information in accordance with the Reporting Criteria including designing, implementing and maintaining systems, processes and internal controls over the evaluation or measurement of the underlying subject matter to result in Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- documenting and retaining underlying data and records to support the Subject Matter Information;
- producing the Report that provides a balanced reflection of HAL's performance in this area and discloses, with supporting rationale, matters relevant to the intended users of the Report; and
- producing a statement of Directors' responsibility.

OUR RESPONSIBILITIES

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of HAL.

USE OF OUR REPORT

Our report, including our conclusion, has been prepared solely for the Directors of HAL in accordance with the agreement between us dated 18 November 2024, as amended (the "agreement"). To the fullest extent permitted by law, we do not accept or assume responsibility or liability to anyone other than the Board of Directors and HAL for our work or our report except where terms are expressly agreed between us in writing.

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