



Welcome Becky Ivers

People Director - Expansion

Heathrow

The Magic of Mojo



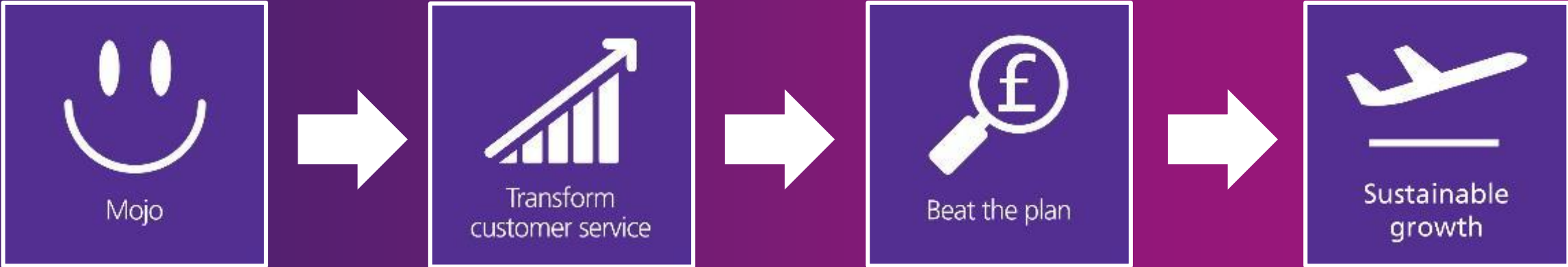
Heathrow

Our vision

To give passengers the best
airport service in the world

Heathrow

Our formula to succeed



Heathrow

Mojo



British Military Fitness



Race the Plane



Competitions



DofE



Midnight Marathon



5-a-side football

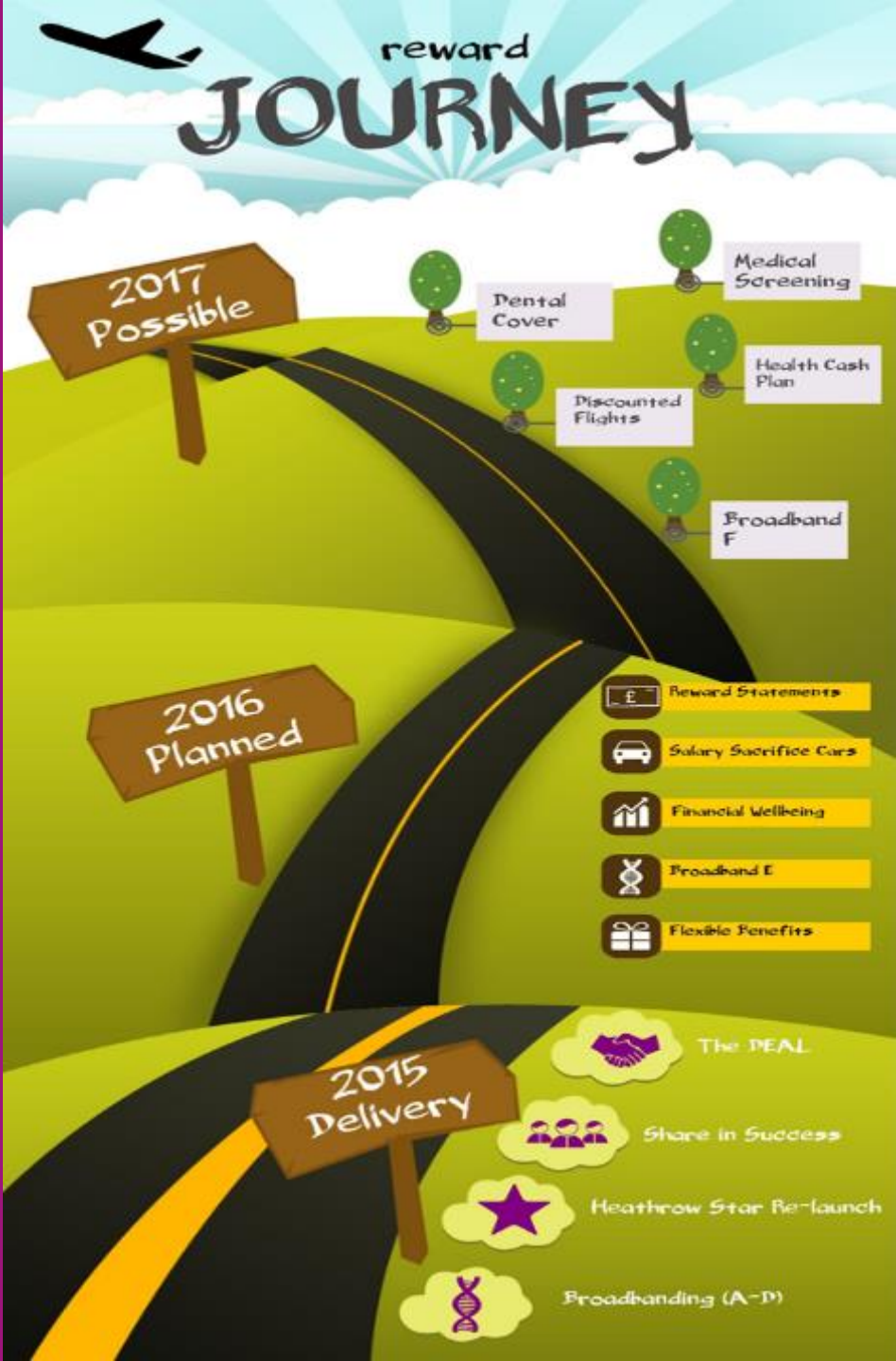
Best Companies



Our people vision is **to make Heathrow a Great Place to Work**

...recognised through the Best Companies accreditation we aim to be a **top 10 employer in the Times Best big company list by 2020**

Reward strategy



the DEAL

Our commitment to you

 My wellbeing	 My bonus	 My career and development
 My benefits	 My leadership team	 My workplace
 My pay	 My recognition	 My voice

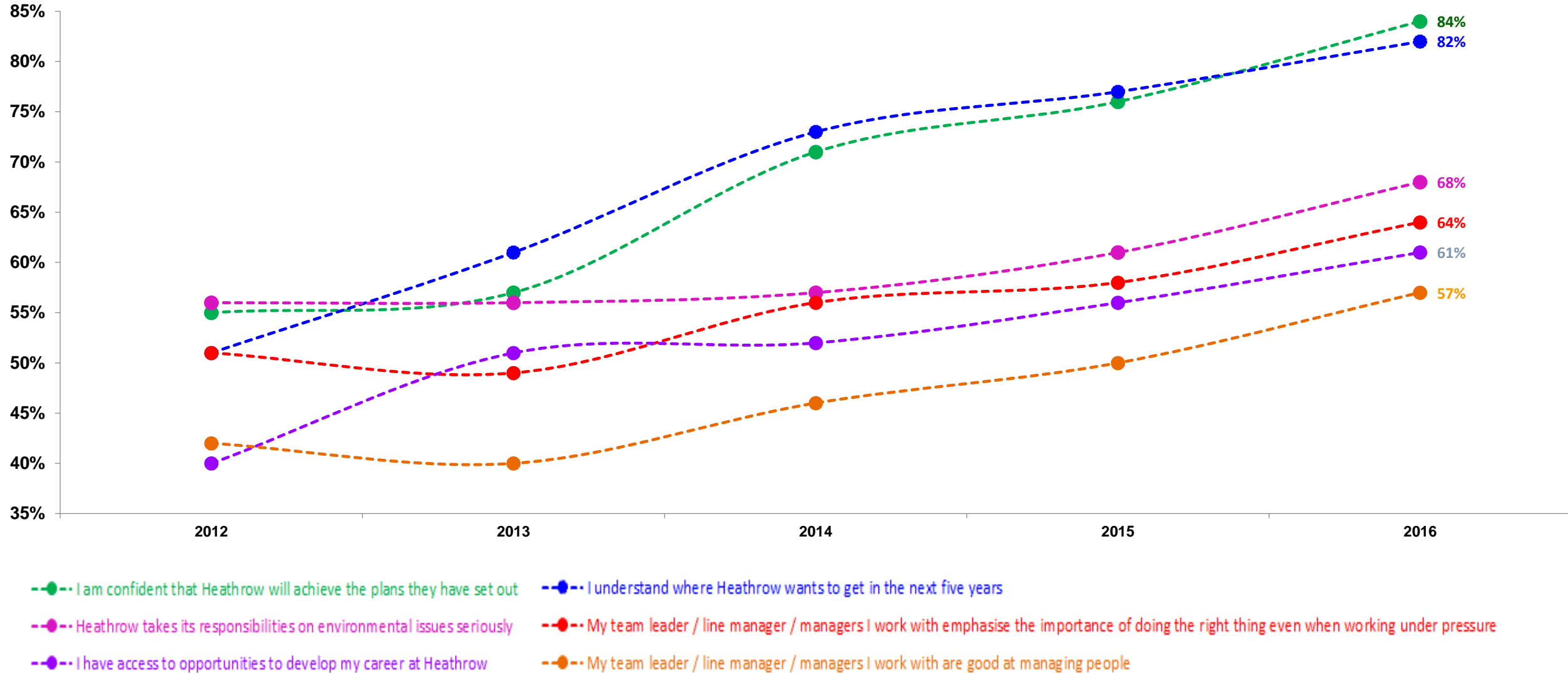
Your commitment to us

 Working together	 Treating everyone with respect	 Giving excellent service
 Doing the right thing	 Improving every day	 Keeping everyone safe
 To help deliver our priorities	 To give something back	 To do a great job

Heathrow Star Scheme



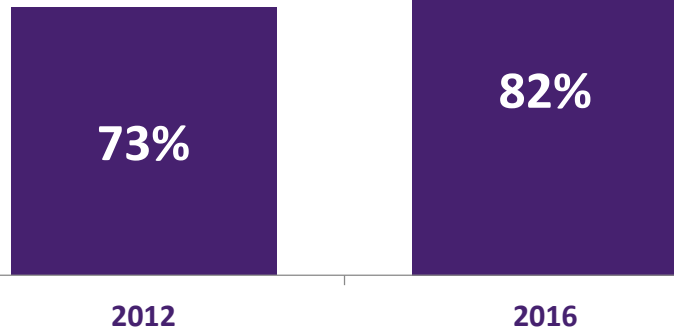
Colleague Engagement at its strongest level ever



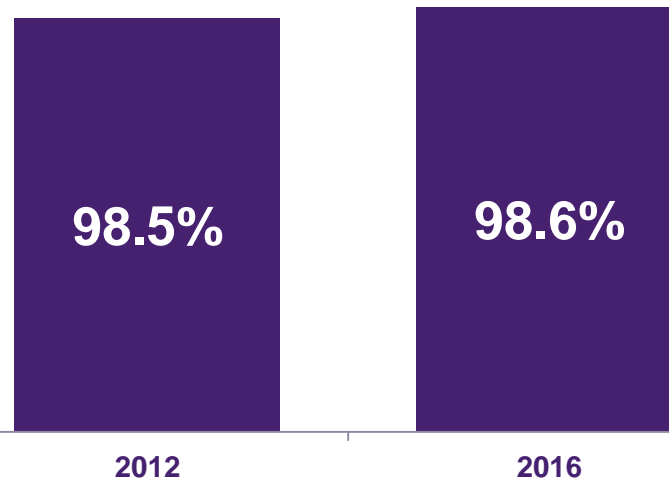
Underpinned by a strong operational performance



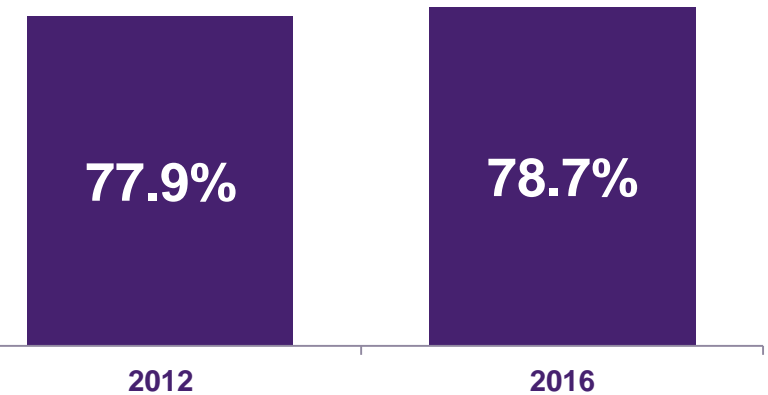
ASQ: % rating LHR 'Excellent' or 'Very Good'



Baggage connect rate



Departure Punctuality



Happy passengers...

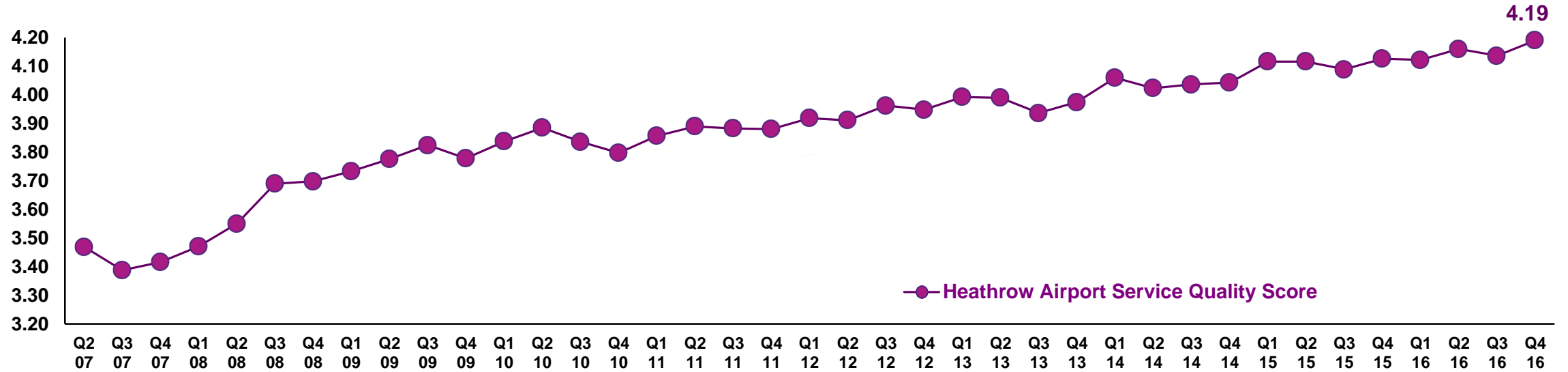
...travelling with their bags...

...on time

Heathrow Financial Trends

Measure	2013	2014	2015	2016	2017
Passengers (m)	72.3	73.4	75.0	75.7	75.0
Aero per pax (£)	20.83	22.94	22.67	22.45	21.87
Retail income per pax (£)	6.88	7.13	7.58	8.09	8.39
FTE (incl. overtime)	6,499	6,674	6,280	6,241	6,316
Opex per pax (£)	(14.58)	(15.31)	(15.48)	(14.87)	(14.85)
EBITDA (£m)	1,421	1,568	1,605	1,682	1,660

Passenger Experience - Heathrow is changing



Heathrow - Best Airport in Western Europe
2015, 2016, 2017



Heathrow – World’s Best Airport Shopping
2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017



Terminal 5 – World’s Best Airport Terminal
2012, 2013, 2014, 2015, 2016



Heathrow – World’s Top 10 Airports
2013, 2014, 2015, 2016, 2017



ACI ASQ Awards:

- Best Airport in Europe (over 40m passengers)



Best use of Facebook
Best Twitter Feed
Best use of Social & Digital media

Business Traveller Awards 2017

- Best Airport for Tax-Free Shopping

ACI EUROPE Airport Awards

- 2017 Winner for HR Excellence

National Engagement Awards 2017

- Employee Engagement Enterprise Company of the Year

Frontier Awards 2017

- Airport Operator of the Year

Our proudest achievements



'One to watch' Best Company



Sunday Times Top 30 Best Big Company To Work For



Best Hub Airport in Western Europe



Increase In colleague engagement since 2015



HRD Awards 2017



Highest fair deal score Best Big Companies To Work for 2017

And...



Low colleague turnover



Absence reduction



Reduction in tribunals



Increase in Heathrow Star nominations

Thank You



Heathrow