

CONNECTING PEOPLE, CREATING VALUE

SOCIAL VALUE REPORT 2025



Heathrow
Express

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FOREWORD



For nearly three decades, Heathrow Express has provided a safe and efficient connection between central London and Heathrow, earning a reputation as the fastest route to the airport. However, our purpose extends well beyond speed and convenience. Every journey on our trains is part of a bigger story – one where we're working to make a positive difference for our communities and for the environment that we all share.

Social value is at the heart of everything we do, shaping the way we work every day. We are dedicated to equality, diversity, and inclusion by championing gender and cultural representation, supporting the LGBTQ+ community, and ensuring that travel is accessible to all. These efforts are not just initiatives; they are integral to who we are as an organisation. We believe that true progress is measured not only by operational excellence, but by the positive impact we create for our colleagues, passengers, and the wider community.

My own journey began as a railway engineer, often as the youngest and sometimes the only woman in the room. This experience has shaped my perspective and deepened my commitment to opening doors for others. I am continually inspired by the passion and dedication of our team, whose efforts ensure that Heathrow Express is more than just an airport link, but a force for positive change.

As we look to the future, we remain committed to strengthening partnerships, driving sustainable innovation, and ensuring that our decisions reflect our core values. This report offers a transparent account of our progress, the challenges we face, and our aspirations for the years ahead. By sharing our journey, we hope to encourage further collaboration and collective action towards a more inclusive, sustainable, and thriving society, one 15-minute journey at a time.

Thank you for taking the time to read this report. I hope it provides insight and inspiration, as it does for all of us at Heathrow Express.

Aoife Considine

Heathrow Express Business Lead | Director

Our Approach to Social Value and Writing this Report

At Heathrow Express, our approach to social value is rooted in a commitment to making a positive impact on our passengers, colleagues, and the communities we serve. We believe that social value is not just a set of initiatives, but a guiding principle that shapes our decisions, partnerships, and daily operations. Our strategy is to embed social value into every aspect of our business – from environmental stewardship and community engagement to equality, diversity, and operational excellence.

Writing this report has been a collaborative process, involving colleagues from across the organisation and our community partners. We have drawn on a wide range of data, feedback, and real-life stories to ensure the report reflects both our achievements and the areas where we continue to learn and improve. Our aim is to provide a transparent and honest account of our progress, celebrate the contributions of our teams and partners, and set out clear commitments for the future. By sharing our journey, we hope to inspire further collaboration and drive positive change within our sector and beyond.



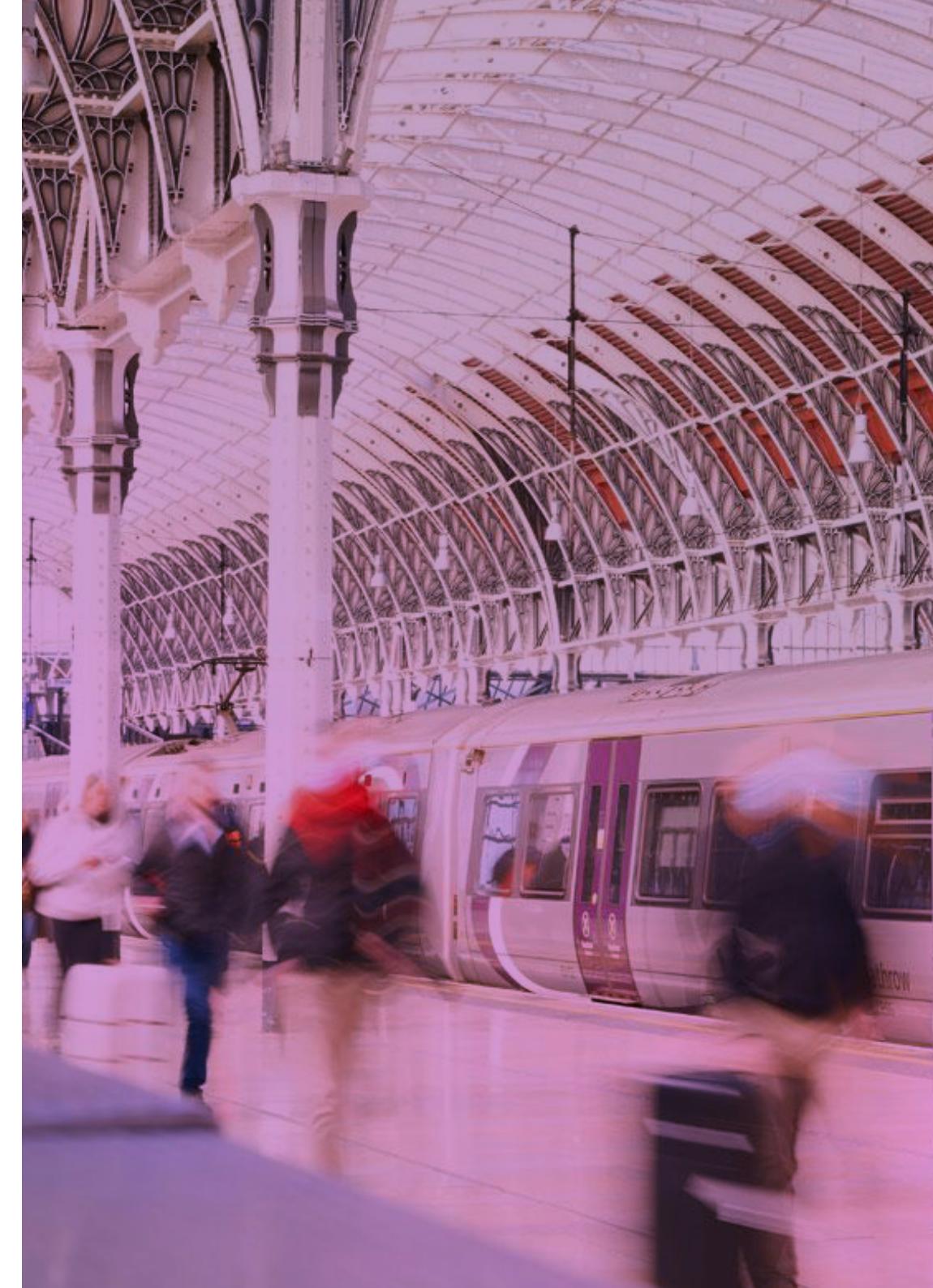
About Heathrow Express & Our Role in Heathrow's Sustainability Strategy

Heathrow Express provides the fastest, non-stop rail service between Heathrow and Central London, operating four trains an hour between Heathrow and Paddington. Since its launch in 1998, the service has played a vital role in addressing a critical gap in heavy rail connectivity to one of the world's busiest airports. Today, Heathrow Express offers a direct journey of just 15 minutes to Terminals 2 & 3 with an additional six minutes to Terminal 5, providing passengers with a seamless, sustainable link to the heart of the capital.

Our vision is to deliver the **fastest and most reliable transfer between Heathrow Airport and Central London**. Every day, Heathrow Express enables thousands of passengers to make sustainable, reliable and safe journeys. By offering the fastest public transport option to Heathrow, we help reduce reliance on private vehicles, cutting congestion and emissions while supporting Heathrow's ambition to make surface access more sustainable.

As part of Heathrow's Connecting People and Planet strategy, Heathrow Express contributes directly to the airport's sustainability goals, particularly under the 'Net Zero Aviation' and 'A Great Place to Live and Work' pillars. Our service supports the airport's target to halve surface access carbon emissions by 2030 and plays a key role in improving local air quality by encouraging a shift from road to rail. We also work closely with Heathrow and our partners to enhance accessibility, invest in innovation, and deliver social value for the communities we serve.

Critical to Heathrow's future is creating a transport system that is not only efficient but also environmentally responsible. Heathrow Express is proud to be part of that journey, helping to decarbonise travel to the airport, improve connectivity, and deliver positive impact for passengers, colleagues and local communities.



Net Zero

Sustainability is at the heart of operations at Heathrow Express, reflecting a strong commitment to reducing environmental impact while delivering efficient transport services. Heathrow Express promotes the use of public transport to help decrease congestion and pollution associated with car travel to and from Heathrow. Environmental initiatives play a crucial role in generating social value by supporting healthier communities, well-being, and encouraging positive behaviours. By investing in sustainability, we not only reduce pollution and carbon emissions but also contribute to cleaner air, improved public health, and enhanced quality of life for local residents.

Heathrow Express stands out as the greener way to travel to Heathrow, thanks to its all-electric train fleet. By operating solely on electricity, the service significantly reduces net carbon emissions compared to car journeys. This clean mode of transport not only cuts down on harmful pollutants but also aligns with efforts to achieve net zero targets, making it an environmentally responsible choice for passengers travelling to and from the airport. As a result, choosing Heathrow Express actively supports the transition to a low-carbon future while helping to preserve air quality and protect the local environment.

One tangible example of Heathrow Express' commitment to sustainable technology is the use of regenerative braking systems on its trains, which

has resulted in a saving of more than 3.9 million kWh of energy each year. This impressive achievement demonstrates how innovative technology choices can deliver real and measurable environmental gains, further reducing the service's carbon footprint and enhancing its eco-friendly credentials.

In addition to its environmental initiatives, Heathrow Express also offers significant travel benefits for its workforce. Direct Heathrow staff are entitled to free travel on Heathrow Express, while Team Heathrow colleagues (all other staff working at Heathrow) receive a generous 75% discount on fares. These incentives not only support employee well-being and encourage the use of sustainable public transport, but they also further reinforce the service's commitment to reducing congestion and emissions associated with car journeys to the airport.

"Volunteering in the Earth Day canal clean-up at Paddington Basin was a genuinely rewarding experience, and was a powerful reminder that when we come together, we can make a meaningful difference to the spaces we share"

Premmal Patel,
Heathrow Express Strategy Manager

Earth Day Paddington Canal Clean-Up

Heathrow Express actively participates in regular canal cleaning volunteering days, demonstrating our ongoing dedication to environmental stewardship and community partnership. Notably, the team took part in the annual Earth Day canal clean-up, organised by the Grand Union BID, which was held at the Paddington Basin on 24 April and 29 April 2025, where Heathrow Express joined local businesses in removing litter from the Grand Union Canal and its surrounding areas.

On each of the two days, volunteers boarded electric GoBoats from Merchant Square to navigate the waterway, collecting litter floating on the surface and hidden within bankside vegetation. The litter recovered ranged from plastic bottles and snack packets to more unusual items like footballs and bicycle wheels.

Heathrow Express volunteers embraced this activity, contributing to efforts to protect local waterways, improve biodiversity, and enhance community spaces. By pulling litter and debris from the canal and its banks, the team supported the collective drive for a cleaner, greener Paddington.



Community

Community holds a central place in the ethos of Heathrow Express, underpinning the company's mission to deliver more than just a mode of transport. For Heathrow Express, engaging with local communities is not a corporate obligation, but a genuine commitment to creating positive, lasting change for those living and working along its route. By investing in community relationships, Heathrow Express ensures its services reflect the needs, values, and aspirations of the diverse populations it serves, a sense of belonging and shared purpose.

Heathrow Express is dedicated to building strong relationships and supporting grassroots initiatives along its route. Through active collaboration with organisations such as Pursuing Independent Paths (PiP) and The Grand Union BID, Heathrow Express delivers tailored programmes that equip individuals with vital travel skills including those with learning disabilities, opening doors to greater independence and inclusion within society. In 2025, Heathrow Express colleagues contributed a total of 203 volunteering hours, demonstrating our active role in community engagement.

Heathrow Express' efforts extend beyond skills training to environmental volunteering and visible symbols of partnership, such as community-inspired train carriage designs. By providing hands-on support, enhancing green spaces, and celebrating local creativity, Heathrow

Express helps to address barriers to social mobility and create a sense of pride and ownership among residents. Our ongoing engagement not only supports local businesses and employment opportunities but also ensures that its teams and initiatives reflect the diverse communities they serve, delivering tangible benefits and strengthening social cohesion in areas along the network.

In 2025 Heathrow Express colleagues contributed a total of 203 volunteering hours

Launch of the Community-Inspired Train Carriage

Heathrow Express has marked a new milestone in its long-standing commitment to the communities it serves with the launch of a specially designed community-inspired train carriage. This initiative celebrates and strengthens our partnership with the Grand Union Bid, an organisation with which we have collaborated for many years to deliver meaningful change for local schools, residents, and environmental causes.

The new carriage features a vibrant, bespoke livery that reflects our shared values and dedication to community

investment. It serves not only as a functional part of our fleet but also as a moving symbol of the positive impact that can be achieved through sustained collaboration between businesses and local organisations. By bringing this design to life, we are making our commitment visible to the millions of passengers who travel with us each year, reinforcing the message that community is at the heart of what we do. As this train travels between Paddington and Heathrow, it will carry with it not just passengers, but a visible reminder of the value we place on the communities that shape our identity.



Supporting Independent Travel Skills

Heathrow Express continues to partner with Pursuing Independent Paths, a UK charity that provides daytime support and learning for adults with learning disabilities. Together we deliver a regular Travel Training Programme for their students, demonstrating our long-term commitment to supporting the local community and enabling greater independence for individuals with learning disabilities. These sessions are designed to provide participants with the practical knowledge and confidence needed for independent travel, combining hands-on experience with tailored guidance from our team.

Each programme day begins at London Paddington station, where students are guided through the gate line and introduced to the process of boarding a Heathrow Express service. During the journey to Terminal 5, colleagues provide insight into safe travel practices and the importance of being aware of one's surroundings. Upon arrival at Terminal 5, participants engage in activities to build problem-solving skills, including the use of help points and direct communication with the control room, preparing them to manage potential travel disruptions. The training also focuses on wayfinding, helping students navigate station signage, interpret essential passenger

information, and move confidently within the busy airport environment.

By running this programme on a regular basis, Heathrow Express offers sustained, practical support that helps participants develop the skills needed for greater independence while promoting inclusion and accessibility within our service. This ongoing partnership not only benefits the students but also strengthens our connections with the wider community, reinforcing our role as both a transport provider and an active community partner.

Seedlings Canal Maintenance Volunteering

As part of our ongoing partnership with PiP, (Pursuing Independent Paths), Heathrow Express colleagues took part in the Seedlings volunteering programme, a multi-year initiative aimed at creating and maintaining a community garden along the canal towpath behind PiP's Kensal Road centre. This social enterprise provides meaningful paid work experience for PiP students, while improving the local environment for the wider community.

On 17 July, a group of Heathrow Express volunteers joined PiP students, staff, and the Seedlings facilitator to work along the stretch of canal between Ladbroke Grove and Great Western Road. Working side by side with PiP students, our volunteers cut back vegetation, removed invasive plants, picked up litter, painted over graffiti, and planted new seeds to encourage a more diverse and sustainable habitat.

The event was more than just a one-day clean-up. It formed part of a sustained effort to enhance biodiversity, improve public spaces, and provide PiP students with valuable, real-world work experience in horticulture and environmental maintenance. The collaborative nature of the day fostered teamwork, strengthened community ties, and provided an opportunity for our colleagues to make a visible and lasting difference in the local area. By supporting PiP, Heathrow Express continues to invest in projects that combine social impact, environmental responsibility, and community engagement.





Supporting Local Youth: Sponsorship of Pitshanger Football Club

Heathrow Express is proud to announce its support for the Pitshanger Football Club U8s team for the 2025/26 season. As a business rooted in West London, we believe in the importance of nurturing the next generation by investing in community projects that inspire young people and builds a strong sense of belonging. Pitshanger FC, an accredited grassroots club and registered charity, has made a significant impact on local youth since 1972 by providing access to team sports and a positive environment for children aged 6 to 17.

Our decision to support Pitshanger FC was driven by the club's dedication to youth development, inclusivity, and fair play. By partnering with the club, we are helping to create opportunities for young people to develop essential life skills such as teamwork, discipline, and self-confidence, while promoting health and wellbeing. This collaboration strengthens social bonds across the Paddington and West London communities, bringing together families, players, and supporters to share in the club's achievements.

This partnership reflects Heathrow Express's ongoing commitment to delivering social value in the communities we serve. By empowering local charities and investing in young talent, we aim to contribute positively to society and ensure that future generations have the support and opportunities they need to thrive both on and off the pitch.

Safety & Wellbeing

At Heathrow Express, prioritising the safety and wellbeing of our colleagues and customers is central to everything we undertake, forming the foundation of our core values and business practices. We remain firmly committed to maintaining the highest safety standards, understanding that a strong safety culture not only safeguards individuals but also enhances social value within the communities we serve.

Our commitment is evident in our safety record, with zero fatalities reported during this reporting period, demonstrating our proactive stance. Safety is integrated into

our organisation's operations by featuring it as the primary topic in every company-wide meeting, where important safety moments and real-life experiences are shared. These efforts help reinforce a culture of shared responsibility for safety.

To boost engagement, we have appointed safety coaches and launched initiatives that promote transparent and active safety reporting at all levels. Consequently, the number of close calls reported reached a record high of 1,210 in 2024, a significant increase from 144 in 2021. This growth highlights both our colleagues' attentiveness and their confidence in our reporting systems.

By creating a safe and supportive workplace, we enable our people to excel, which supports our broader mission of social value—ensuring that everyone who travels with or works for Heathrow Express can do so with assurance and peace of mind. Enhancing safety and wellbeing is not only the right approach; it also lays the groundwork for a resilient, inclusive, and socially responsible organisation that benefits employees, customers, and the wider community alike.

Close Calls Quest

Background: Recognising the critical role of close call reporting in maintaining a safe and resilient workplace, Heathrow Express launched the 'Close Call Quest' in response to a slow start in 2025, with reports initially 30% below target. Close call reporting is vital—it enables us to identify potential hazards before they escalate, protect colleagues and customers, and continually improve our safety culture.

Action Taken: To champion this essential practice, we introduced a friendly competition: the team who submitted the most close calls was celebrated, and the individual who raised the highest quality close call—taking direct action and involving the relevant teams—received a special reward. This approach not only motivated active participation but also highlighted the importance of high-quality, actionable reporting.

The Impact: The impact was remarkable. The initiative led to over 328 close calls being raised, surpassing the total for Q1 2025 and putting us more than 30% ahead of expectations. This surge highlights the collective vigilance and responsibility of our workforce, demonstrating how a culture of proactive reporting is essential for safeguarding everyone connected to Heathrow Express.





Mind The Gap Signage

Background:

Heathrow Express has experienced challenges with the platform train interface at Paddington where a large gap between the train and the platform exists.

Action Taken:

To address the risk of passenger injuries associated with the large gap, measures have been introduced, including prominent 'Mind the Gap' signs to raise awareness.

The Impact:

Since the implementation, there has been a noticeable reduction in platform train interface (PTI) incidents, with fewer reported falls and trips attributed to the gap. Enhanced visibility and clear messaging have empowered travellers to exercise greater caution, contributing to a safer boarding and alighting experience. This initiative has not only safeguarded passengers but has also reinforced Heathrow Express's commitment to proactive risk management, ensuring that everyone can travel confidently and securely.

Gate line Signage

Background:

We received multiple reports of gate line employees experiencing abuse when enforcing the 'Gate lines close 60 seconds before departure' policy, which aims to minimise slips, trips, and falls caused by passengers rushing onto departing trains.

Action Taken:

To better inform passengers and support GWR staff, we introduced gate line signage to notify passengers in advance about the 60-second early closure of the gate lines.

The Impact:

This measure improved passenger awareness and helped them plan their journeys, accordingly, resulting in a decrease in incidents of aggression towards staff at the gate lines.

Equality, Diversity & Inclusion

Heathrow Express is proud to develop a diverse and inclusive workplace, where difference is celebrated and opportunity is available to all. As of December 2024, our team is made up of 145 colleagues, with full gender disclosure and 92% ethnicity/nationality disclosure, reflecting our commitment to transparency and continual improvement.

Gender Representation: Leading the Way

We are delighted to outperform the industry in gender representation, with females making up 39% of our overall workforce. This far exceeds

the UK rail sector average of 16.3%. Our achievements are particularly notable at the top: 50% of our Board is female, and we are led by a female business lead as well as a female director, setting a powerful example and demonstrating that gender is no barrier to leadership at Heathrow Express. These milestones demonstrate our dedication to championing gender equality and nurturing future female leaders.

While the majority of our leadership roles are currently held by males (70%), we celebrate the progress made and remain committed to further increasing female representation at every level. Our ongoing initiatives are focused on building a pipeline

of female talent and ensuring that women are empowered to progress into leadership positions.

Progress & Next Steps

While we are proud of our achievements, there is always room to grow. Work is underway to further embed ED&I data into the Heathrow EDI dashboard, enabling more regular tracking, analysis, and targeted action. This will support our ongoing commitment to transparency and continuous improvement.

Heathrow Express remains dedicated to cultivating an inclusive culture, supporting the progression of underrepresented groups, and ensuring that the richness of our workforce is reflected at all levels. By regularly reviewing our data and openly sharing our progress, we continue to set the standard for diversity and inclusion in the rail industry—celebrating what we have achieved, while always striving for even greater representation and opportunity in the years ahead.



Heathrow Express Celebrates Diversity on World Food Day

On World Food Day, Heathrow Express embraced the spirit of cultural diversity by hosting a lively Cookout, where colleagues were invited to bring dishes that celebrated their heritage. Colleagues had brought in an array of dishes from family recipes, childhood favourites, and cultural staples. The event was a wonderful celebration of Heathrow Express' diverse workforce and offered an opportunity for staff to connect, share stories, and enjoy many different flavours from around the world, reflecting the inclusivity and multiculturalism at the heart of the organisation.

In addition to the feast, colleagues had brought in donations of non-perishable food items, toiletries, and household products to the Social Supermarket, a community initiative based at Saint Mary's Church, Marylebone, demonstrating Heathrow Express' ongoing commitment to supporting local communities and promoting generosity among our workforce.

Supporting Women in the Rail Industry: Gold Sponsors of Women in Rail

Heathrow Express is committed to creating an inclusive and diverse workforce, recognising that gender diversity is crucial for industry progress. As a gold sponsor of Women in Rail, we actively support the organisation's mission to promote gender equality and increase

opportunities for women across the rail and transport sectors.

Our partnership with Women in Rail aligns with our ongoing efforts to address the gender gap within the industry and within our organisation. We encourage colleagues to participate in initiatives such as Altitude, Heathrow's Gender Equality Network, which plays a pivotal role in ensuring that gender is never a barrier to development or progression. These networks help to cultivate a workplace culture where all employees, regardless of gender, can thrive and contribute fully to Heathrow Express and the wider transport sector.

The social value delivered by our sponsorship is substantial. By providing tangible support for women pursuing careers in rail, we help to drive cultural change, inspire future female leaders, and create a more innovative and resilient workforce. Our dedication to gender equality not only benefits colleagues but also enhances the passenger experience by creating an environment which thrives on diverse perspectives.

Heathrow Express remains steadfast in its commitment to breaking down barriers and championing equality throughout the organisation. This approach underpins our broader social value strategy, which ensures that opportunities are accessible to all, and that our workforce reflects the diversity of the communities we serve.



Employment

Accessibility to Heathrow is widely recognised as a decisive factor in recruitment, with research from the Heathrow Area Transport Forum confirming that transport challenges often prevent qualified candidates from accepting roles. Many prospective employees, despite possessing the necessary skills and enthusiasm, are deterred by the lack of affordable and reliable transport options to the airport. Heathrow Express directly addresses this barrier, delivering substantial social value by facilitating access to employment for individuals who might otherwise be excluded from opportunities at one of the UK's largest employment hubs.

The impact of Heathrow Express is clearly reflected in feedback from the colleague travel survey, where 55% of Team Heathrow respondents identified time-saving as their primary reason for choosing the service. The fast, frequent, and reliable trains enable staff to commute efficiently, particularly benefiting shift workers who require dependable transport for early morning or late-night shifts. This convenience not only makes roles at Heathrow more accessible but also improves work-life balance by reducing the time spent travelling, freeing up valuable hours for personal, family, or leisure activities.

In addition to saving time, the affordability of Heathrow Express emerges as a significant factor in its social value contribution. The service offers a generous 75% discount for employees, making public transport a viable and attractive option compared to other modes. This initiative helps to alleviate the financial burden of commuting, supporting both current staff and expanding the talent pool for airport businesses by attracting candidates who may have previously been deterred by travel costs.

By combining convenience, cost-effectiveness, and substantial time savings, Heathrow Express encourages more people to opt for rail travel over less sustainable alternatives. This shift not only reduces congestion and supports environmental objectives but also strengthens community wellbeing by promoting social mobility and economic inclusion. Ultimately, Heathrow Express plays a pivotal role in breaking down barriers to employment, empowering individuals to access opportunities at Heathrow, and delivering meaningful social value to the communities it serves.





Operational Excellence at Heathrow Express

Operational excellence is a cornerstone of Heathrow Express' mission to deliver an extraordinary rail service. It encompasses the discipline, precision, and collaboration required to ensure every journey is safe, punctual, and seamless for passengers. In the context of a high-frequency airport rail link, operational excellence is not just about efficiency, it is fundamental to customer trust, satisfaction, and the broader social value Heathrow Express delivers.

Why Operational Excellence Matters

For Heathrow Express, operational excellence means more than just running trains on time. It reinforces the reliability that business and leisure travellers depend on, supports the airport's sustainability goals by encouraging modal shift from car to rail, and sets a benchmark for the wider rail industry. High standards of operational performance reduce delays, minimize disruptions, and ensure that passengers can plan their journeys with confidence.

Impact and Achievements

Heathrow Express has been recognized as a top performer for punctuality in the latest rail performance statistics published by the Office of Rail and Road (ORR). For the period April to June 2025, Heathrow Express achieved a punctuality rate of 90.8%, leading all open access operators by a margin of at least 18%. This achievement marks the sixth consecutive month of sector-

leading performance in 2025 and continues a record of topping ORR performance tables since 2021.

This sustained excellence is the result of:

Precision planning and real-time coordination between Heathrow Express, Great Western Railway (which operates the service under agreement), and Network Rail.

Operational discipline and teamwork, ensuring that every journey runs smoothly and safely.

A robust service frequency, with trains running every 15 minutes and reaching Heathrow from central London in just 15 minutes, providing a swift and dependable connection for all travellers.

Social Value Delivered

Operational excellence at Heathrow Express directly enhances the passenger experience, supporting the airport's role as a global gateway and contributing to the economic vitality of the region. By maintaining industry-leading punctuality, Heathrow Express:

- Builds trust and loyalty among passengers.
- Reduces stress and uncertainty for travellers.
- Encourages greater use of sustainable public transport.
- Sets a high standard for the rail sector, driving improvements across the industry.

Heathrow Express' commitment to operational excellence is not only a mark of technical and organizational achievement—it is a vital part of the social value the service delivers to the community, the economy, and the environment. By consistently leading the sector in punctuality and reliability, Heathrow Express ensures that passengers can depend on a service that is efficient, sustainable, and truly world-class.

Early Morning Service: Extending Connectivity

The introduction of the 04:34 Heathrow Express service marks a strategic enhancement to passenger accessibility and operational excellence. By providing an earlier departure, Heathrow Express supports travellers with early flight schedules, airport employees on shift work, and business passengers requiring timely connections. This initiative reinforces Heathrow Express' commitment to delivering social value through improved convenience, sustainability, and inclusivity.

Social value delivered through this service includes:

• Enhanced Accessibility

Expands rail options for passengers and staff during early hours, reducing reliance on private vehicles and taxis, and ensuring dependable access to Heathrow.

• Environmental Benefits

Encourages modal shift from road to rail at a time when road traffic emissions are disproportionately high, supporting Heathrow's sustainability objectives and reducing carbon footprint.

• Economic Contribution

Facilitates punctual travel for business passengers and operational staff, strengthening Heathrow's role as a global gateway and sustaining regional economic vitality.

• Passenger Wellbeing

Provides peace of mind for travellers with early flights, ensuring a stress-free, punctual start to their journey.

By aligning with Heathrow Express' high standards of punctuality and reliability, this early morning service demonstrates a continued commitment to creating a transport system that is inclusive, sustainable, and industry-leading.

Furthermore, this early morning addition has been met with positive feedback from both passengers and airport staff, who appreciate the increased flexibility and reduced stress associated with early commutes. The service also strengthens Heathrow Express's reputation for innovation, ensuring that the needs of all travellers—regardless of schedule—are prioritised. Such enhancements exemplify the company's ongoing drive to deliver meaningful improvements that benefit the wider community.





Next Steps: Looking Ahead to 2026

As Heathrow Express moves into 2026, we remain committed to continuous improvement across safety, wellbeing and social value. Our focus is on sustaining the strong progress made in 2025 while targeting the areas that will deliver the greatest benefit for customers, colleagues, and our local communities.

Safety continues to be our foundation. In 2026, we will prioritise an 8% reduction in customer accidents and maintain the two thirds reduction in colleague injuries achieved last year. We will further develop our learning culture by improving the quality and relevance of close call reporting, increasing proactive reporting, and maintaining

strong colleague participation. Our aim is to ensure that insights continue to translate into effective action, prevention, and visible safety improvements.

Alongside these safety priorities, our primary social value focus for 2026 is to deepen our support for our local community. We will do this through increased volunteering, educational activity and initiatives that enhance the travel experience for those who rely on our services. We will continue our partnership with the Grand Union Bid to support local organisations such as Pursuing Independent Paths. A structured Engagement and Community Calendar will

be embedded into colleague objectives to drive consistent involvement, supported by encouragement for both full team participation and individual sign up to activities throughout the year.

By embedding learning and community engagement into how we operate every day, Heathrow Express will continue to deliver lasting social value in 2026, supporting our local communities and enhancing the experience of everyone who travels with us.



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