

→ Passenger experience

BAA is focused on improving the experience of the 145 million travellers who pass through our airports each year.

Background

Congested airports, with limited capacity, mean that the experience of travelling through our London airports is not always as good as we would like it to be. We are working hard to refurbish our airports and build new terminals to improve our passengers' experience.

Our approach

Our aim is to continually improve our passengers' experience by providing modern, clean, efficient terminals and great customer service. The Government's approval for expansion at Heathrow sets the foundation to deliver an airport the UK can be proud of.

We are increasing the use of real-time monitoring at Heathrow to assess how smoothly passengers pass through our airport, enabling us to plan and allocate

our resources more efficiently. This has already resulted in a significant improvement in our security queuing performance: 95% of the time, passengers wait for no longer than five minutes in security queues.

Working with partners

Of the passenger processes in the airport terminal, BAA are only solely responsible for security. This means that the overall passenger experience depends on the performance of airlines, handling companies and Government agencies working in partnership with BAA to improve the end-to-end passenger experience. In 2008, we negotiated service level agreements with the UK Borders Agency at Heathrow which aim to deliver faster immigration clearance.

Queues at airline check-in counters can also cause passenger frustration, so we work with airlines and their ground handling agents to

support the use of off-site check-in and self-service check-in machines. For example, at Heathrow, we have implemented mobile phone boarding cards with bmi and Lufthansa, allowing passengers to check in online with an electronic boarding card sent to their mobile device.

Our performance

BAA

We regularly participate in the international Airport Service Quality (ASQ) survey. During 2008, we used the results to drive service improvements for customers.

Figure 3 shows the improvement in Heathrow's performance relative to comparable airports over the past year.

We frequently ask passengers their views about service and quality at BAA airports. We research customer perceptions through our Quality of Service Monitor (QSM) survey, which involves around 70,000 passengers a year. Passengers are asked to rate around 40 aspects of their departure experience and 20 aspects of their arrival experience. We set targets for our airports to improve scores in the QSM survey each year. Key QSM indicators include crowding, comfort, cleanliness, queuing, security, retail and restaurants.

The average score for overall airport experience across BAA airports improved from 3.95 in 2007 to 4.06 in 2008. The average score for queuing time improved from 3.77 in 2007 to 4.12 in 2008. Figure 4 shows our performance in overall airport experience and security queuing time for Heathrow since 2004.

We believe that the better airport experience reflects the improvements to customer service brought about by the opening of T5, which eased capacity at other terminals, as well as general improvements in areas such as cleaning and security times.

In August 2008, 99% of passengers waited less than five minutes in the central search areas, compared with 75% in August 2007 and 45% in August 2006. We have achieved this by implementing new technology, standardising the security process, recruiting around 600 more security staff and adding security lanes.

Figure 3: Heathrow's improvement in relation to comparable airports

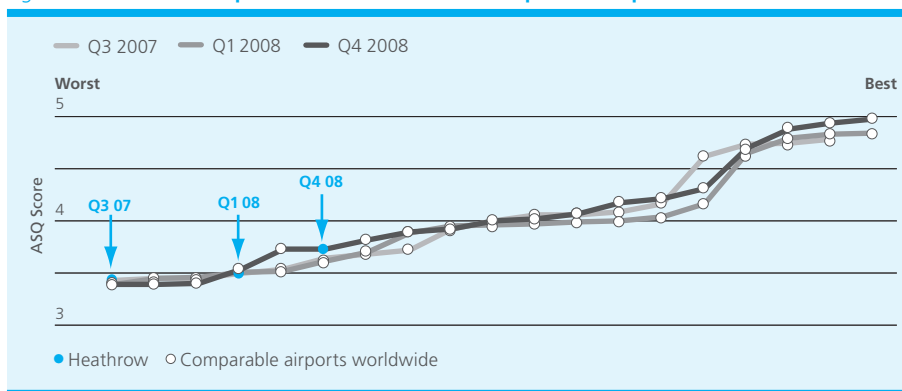
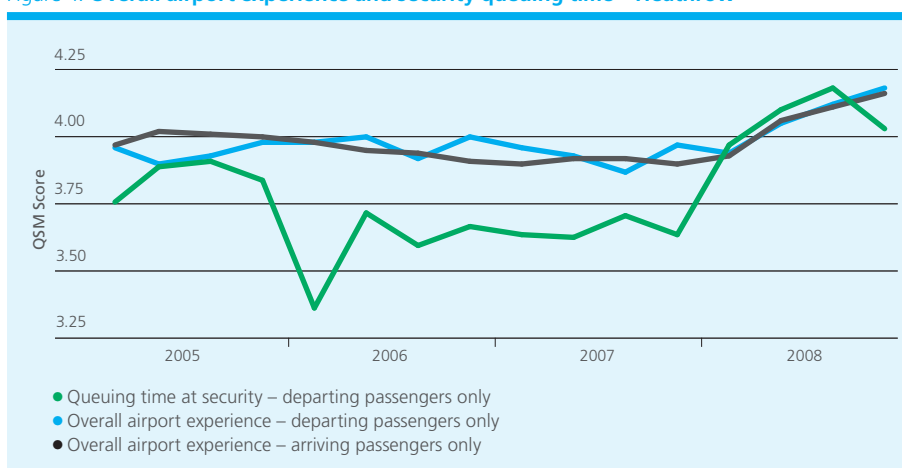


Figure 4: Overall airport experience and security queuing time – Heathrow



Our plans

BAA

In 2009 we will:

- Continuously improve the passenger experience, reflected in improved QSM scores, aiming to make every journey better for passengers.
- Maintain and improve on performance against the regulated Service Quality Regime measures.
- Conduct a review of the QSM survey to focus more attention on aspects that are most important to passengers.

Heathrow

Between 2008 and 2012 Heathrow is investing £4.1 billion to refurbish and renew facilities. This will transform passengers' experience of the airport and will provide London with a continuously improving international gateway.


A new terminal will replace Terminal 2. Terminals 3 and 4 are being refurbished, including forecourt redevelopments, check-in refurbishment and extension, refreshed departures lounges, new air bridges ready for the new A380 super-jumbo, baggage upgrades and many other improvements.

Our approach to sustainable construction is outlined on page 15.



Read more about our approach to improving the passenger experience in our individual airport corporate responsibility reports available at www.baa.com

→ Case study 2 Terminal 5 opening



BAA opened Terminal 5 in March 2008. The first week of operation suffered disruption to service resulting from some problems that were the responsibility of both BAA and British Airways. We have learnt valuable lessons which we will use to avoid the same mistakes when opening future facilities. The problems were quickly resolved and the facility now provides one of the best passenger experiences of any terminal in Europe, according to the independent Airport Service Quality ranking. T5 has brought 30% more terminal capacity at the airport, freeing up the space needed to start rebuilding and refurbishing the other terminals, to ensure the entire airport delivers the experience that passengers expect.