oneworld Alliance

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Selina Chadha
Civil Aviation Authority
Westferry Circus
Canary Wharf
London EH14 4HD
United Kingdom

Subj: **Heathrow Regulatory Reform and the Future Competitiveness of Global Hub Connectivity**

Dear Selina,

oneworld welcomes the opportunity to express its support for the Heathrow Reimagined submission to the Civil Aviation Authority's Spring 2026 Consultation on Heathrow capacity expansion and regulatory models.

As one of the world's leading airline alliances, **one**world connects hundreds of destinations across six continents through a network of member airlines serving millions of customers each year. Our alliance exists to make international travel more seamless, more connected and more valuable for customers travelling across multiple carriers and multiple markets.

The effectiveness of global airline alliances depends in significant part upon the quality, efficiency and competitiveness of major international hub airports.

Heathrow is one of the most important airports to that objective. It serves as one of the world's most significant connecting hubs, linking passengers, businesses and communities across Europe, North America, Asia-Pacific, the Middle East, Africa and Latin America. It is a critical gateway within the global aviation system and a central node in the international networks operated by many of our member airlines.

For that reason, the regulatory framework governing Heathrow has implications that extend far beyond the airport itself. It influences connectivity, passenger experience, network development, alliance cooperation and the competitiveness of international aviation markets.

oneworld therefore welcomes the CAA's conclusion that there is a strong case to revisit Heathrow's regulatory framework and supports the overall direction of reform set out in the Heathrow Reimagined submission.

In particular, we believe the review should focus on creating a framework capable of supporting three long-term objectives.

A globally competitive hub airport

The world's leading hub airports increasingly compete with one another for airlines, passengers, investment and connectivity.

Major hubs in Europe, North America, the Middle East and Asia continue to invest heavily in infrastructure, customer experience, operational resilience and network growth.

To remain competitive over the long term, Heathrow requires a regulatory framework that promotes efficient investment, cost discipline and innovation.

The objective should not simply be to deliver infrastructure, but to ensure that Heathrow remains an attractive platform for international connectivity and network development.

A better experience for globally connected customers

Alliance customers increasingly travel across multiple airlines, jurisdictions and continents within a single journey.

For these passengers, the quality of the hub experience is critically important.

Reliable operations, efficient transfers, resilient infrastructure and high service standards all contribute directly to the attractiveness of international air travel.

The future regulatory framework should therefore create stronger incentives for investment that improves passenger outcomes and enhances the overall effectiveness of Heathrow as a connecting hub.

A focus on customer outcomes, rather than solely infrastructure outputs, is particularly important in this regard.

A framework that supports long-term connectivity

Global airline networks are built over many years and rely upon confidence in the infrastructure that supports them.

The decisions being considered today will shape Heathrow's role in international aviation for decades to come.

This requires a framework that combines accountability with flexibility, encourages efficient capital deployment, and supports sustainable growth in connectivity.

Expansion, modernisation and future investment should be delivered within governance arrangements that provide confidence to airlines, passengers and investors alike.

Strong oversight, transparent decision-making and effective incentives are essential components of that framework.

Competition and governance have important roles to play

oneworld notes the CAA's recognition that competition coupled with good governance can often deliver stronger consumer benefits than regulation alone. Where opportunities exist to introduce greater competitive discipline into the provision of airport services and infrastructure, they should be carefully evaluated.

Equally, the scale of Heathrow's future investment plans requires governance arrangements capable of providing rigorous scrutiny, transparency, and meaningful accountability.

Together, stronger competition and stronger governance have the potential to improve efficiency, support affordability and enhance outcomes for airport users and the flying public.

Conclusion

Heathrow occupies a uniquely important position within the global aviation system which in turn has critical impact to **one**world. Its future success is therefore a matter of significance not only for the United Kingdom, but also for the wider international networks that depend upon it. **one**world supports the CAA's efforts to examine the future regulatory framework for Heathrow and believes the Heathrow Reimagined submission presents a compelling case for meaningful reform.

We encourage the CAA, Department for Transport and HM Treasury to pursue a package of reforms that:

- strengthens incentives for efficient investment and service delivery;
- improves governance, transparency and accountability;
- promotes affordability and value for users;
- makes greater use of competition; and
- supports Heathrow's continued role as one of the world's leading international hub airports.

The long-term competitiveness of global connectivity depends upon airports that are efficient, customer-focused and accountable. This review presents an important opportunity to strengthen the foundations upon which Heathrow's future success will be built.

Yours sincerely,

oneworld Management Company, Inc.

Signed by:
Ole Orvér
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Ole Orvér
Chief Executive Officer