



# London Gatwick gender and ethnicity pay gaps

November 2024



LONDON GATWICK

POWERED BY VINCI AIRPORTS

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# Becoming the airport for everyone

## Foreword from Stewart Wingate, CEO

At London Gatwick our vision is to be the airport for everyone, whatever your journey. That means we want everybody to be welcome – whether you are a passenger, one of our airport partners, or a colleague building your career. Diverse backgrounds, experiences, and perspectives fuel innovation and drive our success and I am committed to fostering a culture where everyone feels valued, respected and included.

Diversity and inclusion should not just be about reporting numbers – it's about creating a workplace where everyone can thrive, regardless of their race, gender, age, religion, identity or experiences. As we do this, I'm very pleased to have the support of our four Business Resource Groups (BRGs) to help deliver our ambitious DE&I agenda by providing invaluable lived-experience insights, perspectives and of course passion.

For the third year in a row, we have published our ethnicity pay gap alongside our gender pay gap report and we are pleased to see the trend of improvement continue this year.

Our gender and ethnicity pay gaps are a result of the imbalance of gender and ethnicity representation, particularly in the upper quartiles – where our leadership and management populations sit – rather than a result of unequal pay. The ambitions we have set ourselves for representation in our leadership and management levels for both gender and ethnicity will be key in helping us address this.

“ At London Gatwick our vision is to be the airport for everyone, whatever your journey. ”

We recognise that there is still work to be done to make our airport a more diverse, equitable and inclusive place to work. That is why as a leadership team we remain focused on setting a clear Diversity, Equity and Inclusion (DE&I) strategy, accompanied by the right plans, commitments and opportunities to make progress and drive real change.



**Stewart Wingate,**  
Chief Executive Officer  
London Gatwick

# Introduction

From David Conway, Human Resources Director

I'm proud of the improvement we continue to make in both our gender and ethnicity pay gaps, particularly as these have been driven by progress we've made against our action plans.

While we still have a gender and ethnicity pay gap we understand there are several key drivers for this, including representation.

We have more men than women in senior leadership positions that attract a higher level of pay and bonus rates. Similarly, there are fewer colleagues from a minority ethnic group represented in this population, which contributes to our mean and median ethnicity pay gap.

We are focused on minimising our gender and ethnicity pay gaps at London Gatwick, that's why our range of projects and initiatives include:

## 1. Ensuring a fair and inclusive reward approach

The role, and the person, is at the centre of our strategy to deliver a clear and inclusive reward approach.

We have implemented clear pay governance that sets out our approach to pay and put in place an annual review cycle that compares all roles to current market rates and addresses any areas that do not meet our pay criteria.

We also conducted an equal pay review, auditing the pay of all colleagues to prevent any potential equal pay issues. This review extends to our pay progression rates and promotions, so that all pay elements are closely monitored and tracked.



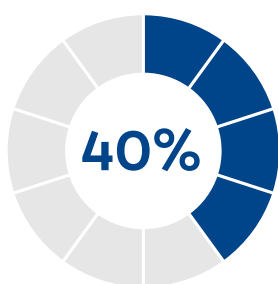


## 2. Clear ambitions to increase representation of women and minority ethnic individuals at leadership and management levels

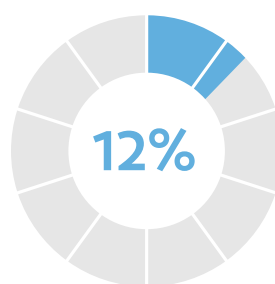
We've set ourselves an ambition to improve representation of underrepresented groups:



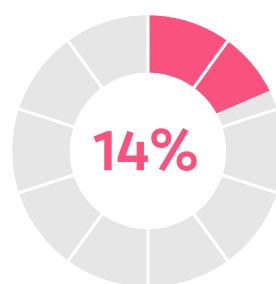
**Women in leadership roles by 2030**



**Women in manager roles by 2030**



**Ethnic minorities in leadership roles by 2030**



**Ethnic minorities in manager roles by 2030**

## 3. A DE&I strategy, and action plan to focus and drive activity

We continue to make positive progress against our DE&I action plan. We introduced DE&I training for our Leadership population this year; made improvements to our recruitment process to ensure that we not only attract diverse candidates, but that those involved in our hiring processes understand the critical role they play in this process and our expectations around inclusive hiring.

In addition, we continue to be supported by our four BRGS who play a vital role raising awareness of the barriers faced by each group.

Diversity, Equity and Inclusion remains a key priority for us and sits at the heart of our vision – to be the airport for everyone, whatever your journey. This report highlights the progress we've made so far, and the work we're doing to close our pay gaps.

**David Conway,**  
**Human Resources Director,**  
**London Gatwick**





# Definitions

The pay gap is the difference in the average hourly wage of all men and women or all white and all people from an ethnic minority background across a workforce. Different jobs pay differently, the number of women and men doing each job varies, and a gender pay gap exists. The same applies for ethnicity. This is distinct from equal pay, which is the difference in pay between people doing the same or similar jobs.

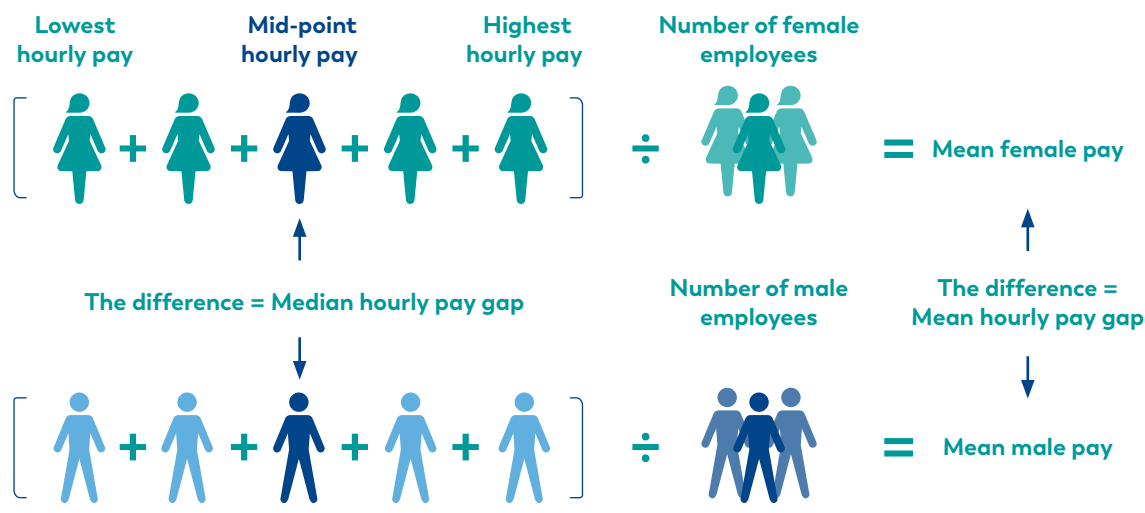
## What’s the difference between mean and median?

The mean pay gap is calculated by adding up the total pay of London Gatwick employees and dividing it by that number of employees.

The median gender pay gap is calculated by lining up all of London Gatwick’s employees’ pay and finding the mid-point for both categories (e.g. men and women). The difference between those two mid-points is the median gender pay gap.

The overall median gap uses the entire data set for each category, whereas the median gap for each quartile is the mid-point within the quartile population.

The proportion of people in each quartile will divide colleagues into four equal-sized groups from lowest paid to highest paid and publish the proportion of the demographics in each group – called a quartile. Where the number of employees is not divisible by four, we follow the government guidance about how to distribute people.



## What's the difference between the pay gap and equal pay?

A gender pay gap is not the same as paying a man and a woman differently for doing identical work. Equal pay is a legal requirement in the UK. We have robust processes and monitoring in place to ensure that our people are treated and paid fairly, meeting both our legal and ethical obligations.

## What is considered?

- 'Relevant' employees are all employees employed on the snapshot date, who have a contract of employment – including employees who are part-time, job-sharing, and on leave.
- Ordinary pay is the basis to calculate the hourly pay, and this includes any monetary payment, such as:

£ Basic pay    £ Allowances    📅 Pay for leave    📅 Shift pay

Bonus pay includes:

★ Performance bonus    £+ Ad hoc bonus    🏆 Long service milestone awards  
🐷 Retirement bonus    🤝 Retention bonus    ⌚ Long term incentive payment

“

*Able2 is about creating awareness of the experiences of disabled colleagues. We've been delighted to see the support from allies across the business who have shown up to learn how they can support their colleagues and recognise the fantastic contributions of disabled people to the business. Most importantly, it's been exciting to see the business taking steps to make the airport an accessible and inclusive employer.*

*Being Co-Chairs has given us the opportunity to engage with people across the business, helping to understand the individual challenges and opportunities to improve the experiences of our disabled colleagues.*

**Barry Cullen, Employment & Skills Lead and Able2 Co-Chair  
and Anna-Ruth Cockerham, Accessibility Manager and  
Able2 Co-Chair, London Gatwick**

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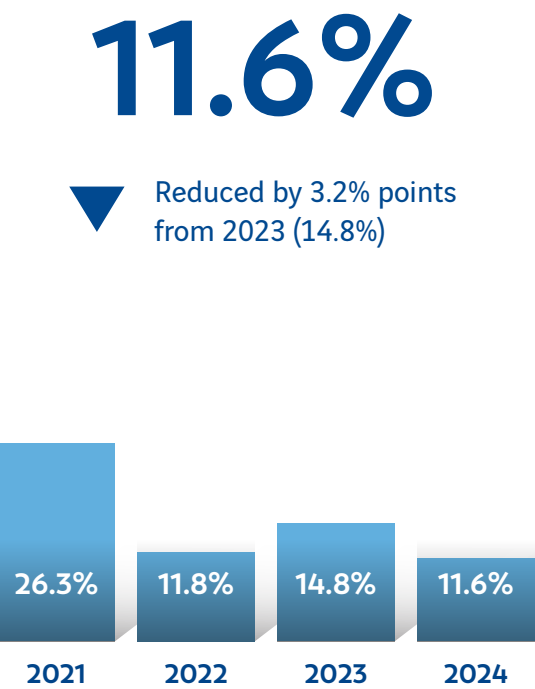


# Gender pay gap

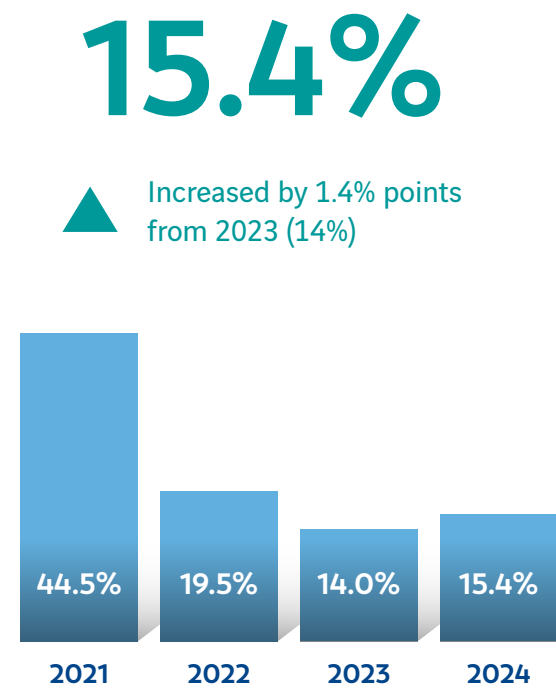
## On the snapshot date of 5 April 2024

We've made good progress against our gender pay gap measures, recording an improvement for the third year in a row.

Median gender pay gap as of 5 April 2024



Mean gender pay gap as of 5 April 2024



“

*Equal Plane is excited by what Gatwick has achieved over the last year to close the Gender Pay Gap, continuing to make Gatwick a more inclusive place to work. We've supported this through various initiatives such as a menopause workstream aimed at supporting and educating women who are experiencing symptoms; an International Women's Day event in March attended by over 200 people; as well as being instrumental in the development of Gatwick's female leadership programme.*

**Amanda Jakes, Head of Finance Business Partnering, and Equal Plane Co-Chair, and Holly Jubb, Senior Cyber Security Manager and Equal Plane Co-Chair, London Gatwick**

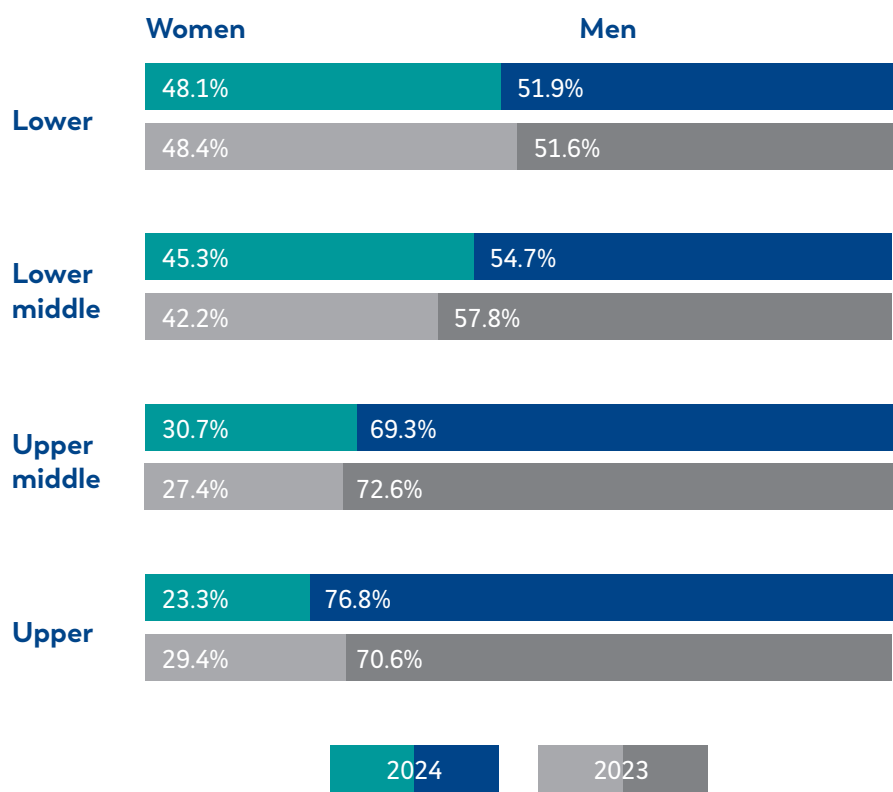
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## Headcount by quartiles

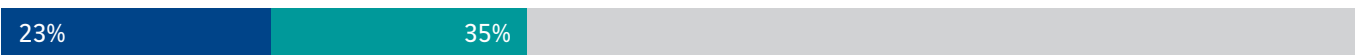
We've increased female representation across the lower to upper middle quartiles, which has contributed to the median pay gap improvements. The slight decrease in representation in the upper quartile has seen a corresponding increase in the mean pay gap. We are confident that our focused plan to deliver a clear and inclusive reward approach (e.g. implementation of a global grading structure) is having the positive impact we expected. With the initiatives we are putting in place to develop and support female colleagues to progress, we are creating a talent pipeline that will increase representation in the upper quartiles over time.



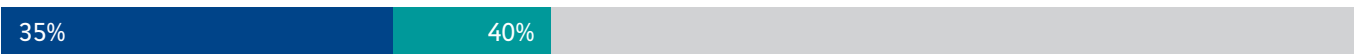
(Numbers have been rounded up to one decimal place.)

## Progress against our ambitions

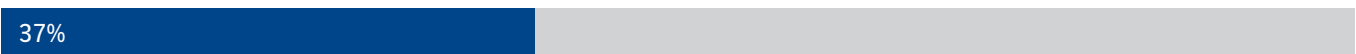
Leadership representation (Global grades: A to C)



Management representation (Global grades: D to F)



Gatwick overall representation



# Gender bonus gap

Median gender bonus gap as of 5 April 2024

27.4%

▲ Increased by 20.2% points from 2023 (7.2%)

Mean gender bonus gap as of 5 April 2024

73%

▲ Increased by 34% points from 2023 (39%)

Employee eligible to receive the bonus, April 2024



This year our gender pay gap bonus showed a significant increase which was due to the maturity of long-term incentive payments in March 2024 for individuals in the upper quartile – the majority of which are men.

“ Our goal with Gatwick Pride is to ensure that nobody feels isolated. Whether you’re a member of the LGBTQIA+ community, or a member’s loved one, our ambition is to provide support and information to anybody who seeks it.

Ania Abbott, Decade of Change and Engagement Manager and Gatwick Pride, Co-Chair, London Gatwick ”



“ I’m looking forward, as the new Co-Chair, to continuing the work that we have started over the past year, helping to expand Gatwick Pride within the workplace.

David McLean, Security Officer and Gatwick Pride, Co-Chair, London Gatwick ”

# Ethnicity pay gap

## Calculating the ethnicity pay gap

In calculating our Ethnicity Pay Gap we used the same approach as our gender pay gap, with this forming our base data set. Of those full-pay relevant employees, 87% of our colleagues have declared their ethnicity with us, meaning these calculations do not represent the full picture within London Gatwick. We also recognise that while we continue to improve our declaration rate, the ethnicity pay gap outcomes are likely to fluctuate as we understand more about the diversity of our workforce.

In order to calculate the pay gap, we split people into three categories across each of the quartiles:

- **Ethnically diverse**
- **White (British/Irish/Other white)**
- **Unknown**

The mean gap is the calculation of the difference in average pay or bonus of a person in one group (Ethnically diverse) versus the average pay/bonus of a person in a comparator (White – British/Irish/Other White) group, regardless of the role held.

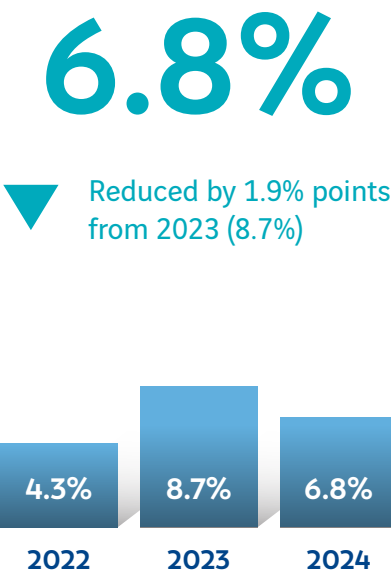
The median gap is the calculation of a person’s pay or bonus gap – based on the exact midpoint between the lowest and highest-paid person – in one group versus the equivalent person in the comparator group.

## Ethnicity pay gap

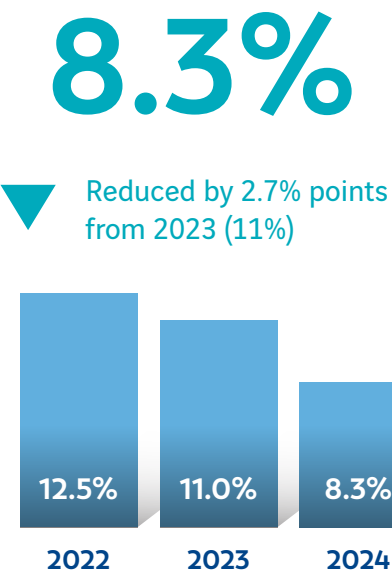
On the snapshot date of 5 April 2024

We’ve made progress against our mean and median ethnicity pay gaps with both measures showing percentile point improvements. This has been driven by an increase in representation, particularly at the upper quartile level (+1.9%).

Median ethnicity pay gap as of 5 April 2024

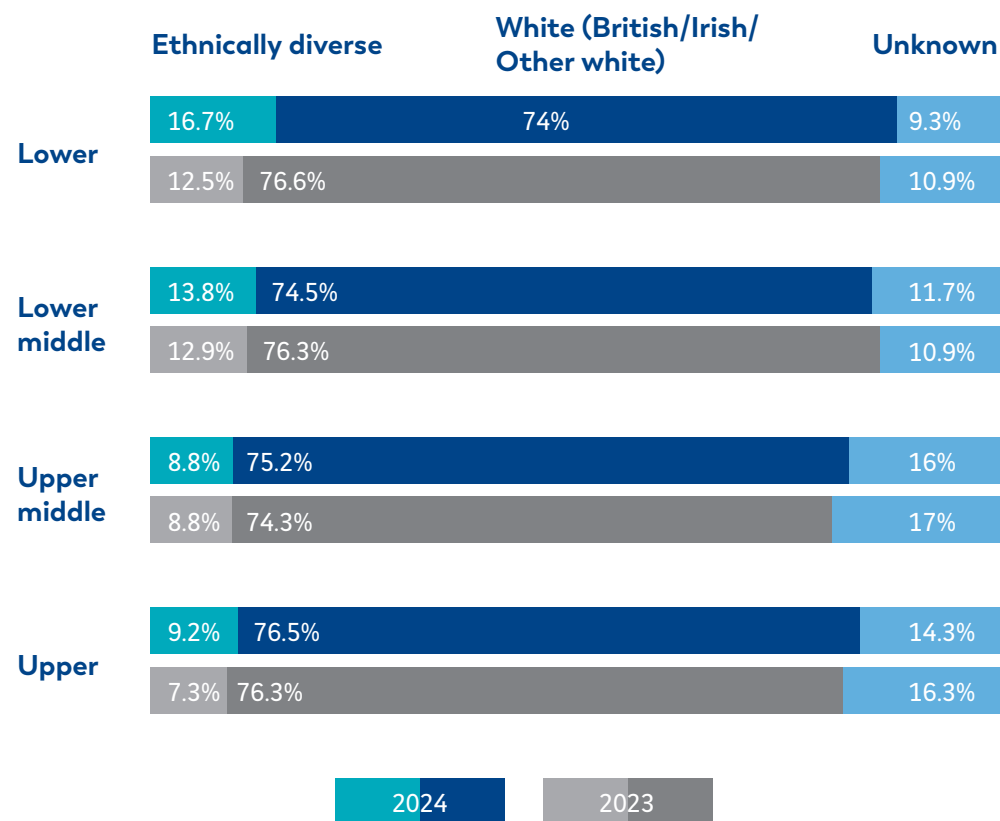


Mean ethnicity pay gap as of 5 April 2024



## Headcount by quartiles

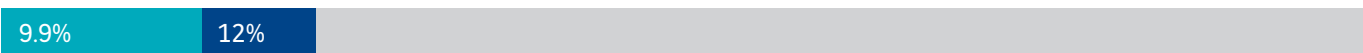
The reason for the median hourly pay gap within the lower quartile is due to the length of service, with 57% of individuals in their first year of service, who will be at the starting salary point for their negotiated grade. Representation in this quartile has increased, with 21% of new starters identifying as ethnically diverse. There is a strong degree of pay parity amongst the lower-middle to upper quartiles.



(Numbers have been rounded up to one decimal place.)

## Progress against our ambitions

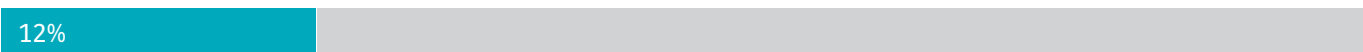
Leadership representation (Global grades: A to C)



Management representation (Global grades: D to F)

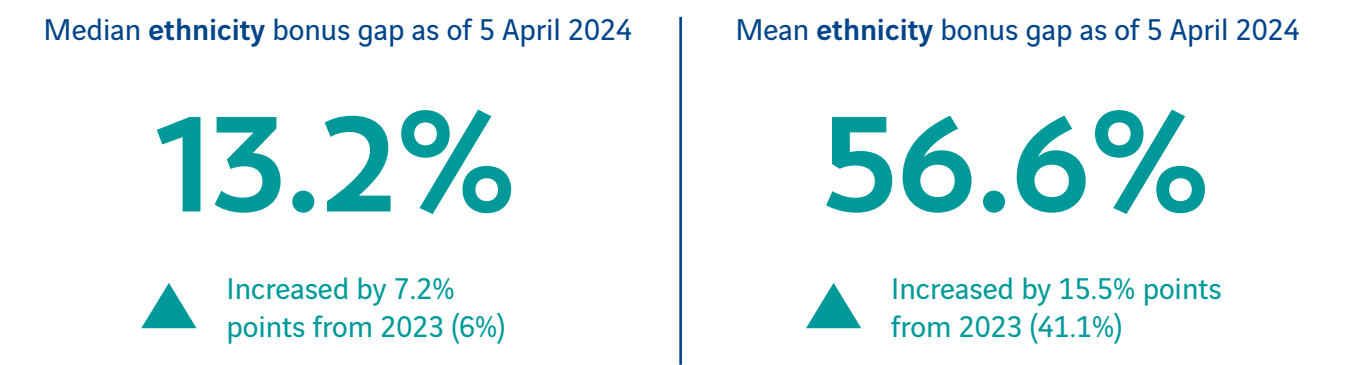


Gatwick overall representation

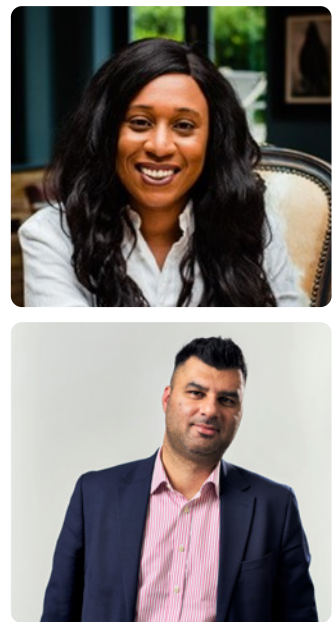


# Ethnicity bonus gap

This year our ethnicity pay gap bonus showed a significant increase due to the maturity of long-term incentive payments in March 2024 for individuals in the upper quartile – where the majority of this population are in the White (British/Irish/Other) category.



Employee eligible to receive the bonus, April 2024



“

*Being Co-Chairs of REACH is a unique opportunity to drive meaningful change. This role enables us to actively contribute to creating an inclusive workplace that attracts and retains diverse talent.*

*Understanding our Ethnicity Pay Gap data is crucial for developing initiatives that promote equity and advocate for ethnically diverse representation. It’s rewarding to be part of a BRG that collaborates to build a culture where everyone feels valued, respected, and empowered to succeed.*

”

**Asher Prower, Business Change Manager and REACH Co-Chair, and Usman Afzal, Head of the Project Management Office (PMO), Construction and REACH Co-Chair, London Gatwick**





## Reflecting on our progress

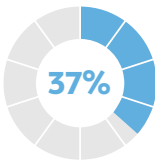
Our DE&I strategy has three key pillars that our action plan is aligned to: firm foundation, open and honest communication, and increasing confidence and capability. We've highlighted some of the key achievements in the last 12 months below:

### Firm foundation

- We've reviewed our family friendly policies and enhanced the amount of pay provided for maternity/ adoption (to up to six months full pay), as well as increasing our paternity/parental leave policy.
- We've created a transitioning at work policy that provides support and guidance to colleagues and line managers.
- We've introduced 'Licence to hire', mandatory eLearning for all hiring managers and those involved in the hiring process which is required to be completed prior to the shortlisting process.
- In 2023 (April 6 2023 – April 5 2024)

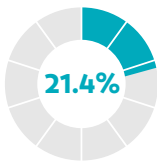


**we recruited 546  
colleagues, with**



**of those women.**

In terms of ethnicity,



**of new joiners were from an  
ethnic minority making up**



**of our current  
workforce.**

- Our average disclosure rate for ethnicity, sexual orientation, religion, disability is 69% (as of April 5 2024).

## Increasing confidence and capability

We've rolled out DE&I confident manager training, making a deliberate decision to make this training optional. Together with our delivery partner we focused on making this training informative, engaging and relevant for our people. By adopting an optional approach, we recognised that DE&I learning journeys are personal and unique to each individual. It also respects the fact that people are at different stages of understanding and readiness to engage with DE&I topics. Our strong commitment to DE&I and visible support and engagement from our Executive team helped us deliver the sessions to 93% of managers. This training is being extended to include all colleagues.

We've had 20 of our female colleagues complete our Empowering Women development programme, aimed at creating a future pipeline of talent. 15% of attendees have been promoted since attending.

## Open and honest communication

We created a DE&I calendar that's visible on our intranet homepage. It aims to celebrate and raise awareness for dates that are specific to our Business Resource Groups (BRGs), as well as the faiths and religions that our colleagues and passengers observe.

We've created dedicated DE&I intranet pages with online resources for colleagues and line managers to promote understanding and awareness.

Our four BRGS have worked collaboratively with us to provide essential input in policy and procedure changes over the past 12 months as we've been working through all our people policies. Specifically, our BRGs have supported us to review the language and intent of the policies to ensure they are inclusive, non-gendered and that all colleagues can see how the policy could apply to them. Each BRG is represented by at least one Executive Sponsor.

“Equal Plane's contributions to a more inclusive workplace for women continue to drive real change, and it's been a joy to support and observe. Our International Women's Day event and contributions to the Women in Leadership programme were standout achievements. I'm excited to see what the group achieves in 2025 to help us reach our ambitious manager and leadership 2030 targets.”

**Bronwen Jones,**  
Development Director and  
Equal Plane, Executive  
Supporter, London Gatwick



## Our Business Resource Groups

### Able2

Able2's aim is to promote an environment in which those with disabilities and long-term health conditions can be supported with dignity and respect, feel at home, and thrive at London Gatwick. Their main focus areas are men's mental health, and wider awareness for neurodiversity and accessibility.

#### Key achievements for 2024 so far include:

- Raising awareness of accessibility tools.
- Celebrated Neurodiversity Celebration Week with an awareness event. Recording of the event was made available for those unable to attend.
- Established a Gatwick Support Network meet up series.
- Launched a podcast series focused around mental health.

“

*Able2 is particularly good at explaining the different forms of disability including mental health issues and neurodiversity. Working with Able2 is an enriching experience because accessibility for all is at the heart of our job as an airport operator and employer.*

”

**Cédric Laurier, Chief Technical Officer and Able2 Executive Sponsor, London Gatwick**





## Equal Plane

Equal Plane was our first network and was set up by colleagues who were driven to tackle gender bias at London Gatwick. Their aim is to make our airport a more attractive place for women to work – a place they can have a career, not just a job. They have seven workstreams/ initiatives focused on: gender obstacles, flexible working, shaping HR policies, menopause awareness, financial independence, supporting career development and return to work post maternity. In addition to supporting the development of our menopause policy, they also run a monthly menopause support group, Pause for Menopause, to share experiences and peer support. Five of these sessions have also been delivered as GP-led discussions.

### Key achievements for 2024 so far include:

- Consulted and collaborated on our Empowering Women course. The first cohort of 20 colleagues have now graduated and the business is supporting a second cohort.
- For International Women's Day, hosted an event for around 200 colleagues, which featured a motivational talk on mental toughness, by Penny Mallory, former World Rally Car Championship driver.
- Helped shape maternity and paternity leave policies, and line manager guidelines.
- Implemented furnished welfare rooms for colleagues who may need some private restful space. For example, if breastfeeding, or experiencing menopausal symptoms.

“

*It has been amazing to watch what Equal Plane has pioneered over the past few years, and how their successes, and those of their colleagues, have led to a fantastic set of BRGs being developed to lead change. I'm thrilled that Equal Plane's continued reach and strong achievements have transformed the working experience for both existing colleagues, and the evolving diversity of our new generation of graduates and apprentices. I'm proud to advocate allyship and can't wait to see what the group achieves in 2025.*

”

**Jim Butler, Chief  
Financial Officer and  
Equal Plane, Executive  
Sponsor, London Gatwick**



## Gatwick Pride

Gatwick Pride is a network of colleagues who are passionate about promoting LGBTQ+ matters. The group is underpinned by a shared commitment to the values of inclusivity, harnessing the power of diversity in all its forms and the treatment of everyone with fairness and respect. The aim is to represent and advocate for LGBTQ+ colleagues and the areas of interest important to us at London Gatwick, as well as supporting the wider business with its diversity aims. Key priorities for Gatwick Pride are: promoting inclusivity through business governance, making London Gatwick a better place to work, supporting the education of our colleagues and supporting passengers in the community.

“

*I'm honoured to be the new Executive Sponsor of Gatwick Pride and excited to listen and learn from our teams' lived experiences. This will help us drive a more diverse, equitable and inclusive culture at Gatwick Airport, where everyone feels empowered and valued.*

”

**Belen Llamas, General Counsel & Company Secretary and Gatwick Pride Executive Sponsor, London Gatwick**



### Key achievements for 2024 so far include:

- Celebrated LGBT+ History Month for the first time – raising awareness throughout the month via our internal communication channels and hosting an event with guest speakers and panel discussion.
- For Pride Month, coordinated a pan-airport presence, including rainbow epaulettes for security colleagues, visual displays on passenger display screens, and key rainbow “assets” across both terminals. In addition to events, Gatwick Pride has consulted on relevant policy updates to ensure inclusivity and developed an action plan with Stonewall based on the 2023 Workplace Equality Index submission.





## REACH (Race Ethnicity and Cultural Heritage)

REACH (Race Ethnicity and Cultural Heritage) promotes and supports Black, Asian and Minority Ethnic individuals across the business to make those uncomfortable conversations, comfortable. Our colleague network is an inclusive group, passionate about promoting matters of Race, Ethnicity, and Cultural Heritage (REACH). The group is underpinned by a shared commitment to values of positive representation, informed engagement and the treatment of all individuals and groups with dignity and respect. The group purpose is to advocate and provide a collective and influential voice for Black, Asian and Minority Ethnic colleagues and support the wider business with their diversity aims.

“

*I'm delighted to support the REACH group and can see what a positive influence is being made across our airport. A guest speaker event and allyship campaign REACH ran to celebrate Black History Month were incredibly thought-provoking and well attended by colleagues from across the business.*

”

**Mark Johnston, Chief Operations Officer and REACH Executive Sponsor**



### Key achievements for 2024 so far include:

- #MyNamels campaign – part of Race Equality Week.
- Established partnership with Investing in Ethnicity and completed the Maturity Matrix assessment.
- Conducted a series of panel discussions and townhalls covering stereotypes, inclusive culture, and microaggressions.
- Supported Ramadan guidance for colleagues and raising awareness.
- Hosted guest speaker Camille John, an inclusion mentor to the British Airways Chairman and CEO; and ran an internal allyship recognition colleague campaign.

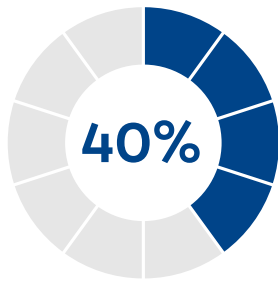


## Our representation ambitions

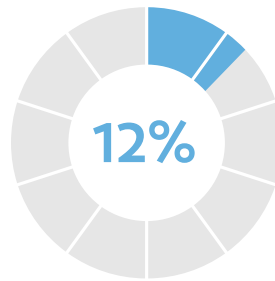
Our ambition is to improve representation of underrepresented groups, in particular:



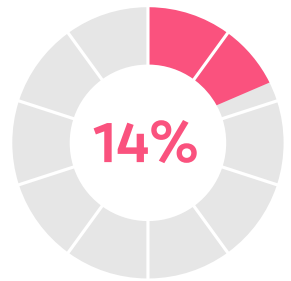
**Women in  
leadership roles  
by 2030**



**Women in  
manager  
roles by 2030**



**Ethnic minorities  
in leadership roles  
by 2030**



**Ethnic minorities  
in manager roles  
by 2030**

As part of our ongoing review of progress against our representation ambitions, we have re-aligned our timeframe beyond our current DE&I strategy from 2026, to the London Gatwick Decade of Change 2030 timeframe. We recognise that our ambitions are a stretch from where we are now and have set ourselves internal milestone markers each year leading up to 2030 to monitor our progress against our ambitions. The ambitions published in the Pay Gap Report are reflective of the 2026 marker.

When we set ambitions, we review the regional labour reports to understand the working population in the South-East, as well as UK reviews such as – McGregor-Smith and Parker Review for ethnicity, and the Hampton-Alexander review for gender.





## What's next?

### For 2025 our focus will be to:

- Evolve our DE&I awareness training to:
  - support people managers and colleagues to become allies and active bystanders
  - support Senior Leaders to play a more visible and active role in championing DE&I initiatives and activities, to help embed DE&I throughout all employee touchpoints.
- Utilise insights from external benchmarks to understand best practice and how we could apply these, together with our BRGs' support to continue to evolve our DE&I focus areas.
- Conduct a Disability Smart Assessment through the Business Disability Forum to understand the opportunities to mitigate any accessibility barriers.
- Continue to review and evolve our hiring processes and monitoring our incoming talent pipeline to ensure our inclusive hiring processes are helping us to achieve our representation ambitions.
- Continue to review our people policies to ensure they are inclusive and serve the evolving diversity of employees.
- Continue fostering a trusted environment where colleagues feel comfortable and safe sharing their identity information. This will help us better understand the diversity within our company and guide our DE&I initiatives.



“ Diversity and inclusion should not just be about reporting numbers – it's about creating a workplace where everyone can thrive, regardless of their race, gender, age, religion, identity or experiences... we remain focused on setting a clear Diversity, Equity and Inclusion (DE&I) strategy, accompanied by the right plans, commitments and opportunities to make progress and drive real change.

Stewart Wingate, CEO, London Gatwick

”



# Gender pay gap April 2024 – Understanding the requirements

Following a review of the reporting guidance this is to check the understanding and scope of what we need to do for reporting purposes.

The guidance is found here:

<b>GPG collection</b>	Gender pay gap reporting - GOV.UK ( <a href="http://www.gov.uk">www.gov.uk</a> )
<b>GPG who reports</b>	Who needs to report their gender pay gap - GOV.UK ( <a href="http://www.gov.uk">www.gov.uk</a> ) GPG
<b>What to report</b>	The gender pay gap information employers must report - GOV.UK ( <a href="http://www.gov.uk">www.gov.uk</a> )
<b>GPG calculations</b>	Making your gender pay gap calculations - GOV.UK ( <a href="http://www.gov.uk">www.gov.uk</a> )

## GATWICK AIRPORT LIMITED

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