



# Gender and ethnicity Pay gap report 2025

**Heathrow**

# Equality, diversity, and inclusion (ED&I) is a critical part of our business strategy

At Heathrow every year, we welcome millions of passengers from around the world. We want to ensure the vibrant diversity of our customer base is reflected throughout our organisation.

We are proud to confirm that since 2024, overall female representation has increased to 43%, up 2 percentage points. This is encouraging to see however, female representation at senior levels has declined slightly, which means our gender pay gap has widened. The median gap is now 10.6% and the mean gap is 10.5%, reflecting fewer women in higher-paid roles this year. Although this result is not what we had hoped for, we are pleased to announce that our gender pay gap is 10.6%, 2.2 percentage points below the UK national average of 12.8% (source ONS April 2025).

Representation of colleagues from Black, Asian and Minority Ethnic backgrounds remains strong at 51%, a slight decrease of 1 percentage point from last year. While the bonus pay gap has improved overall, changes in representation at senior levels mean the median ethnicity pay gap has increased to 24.8% from 20.7%. These figures reinforce why our commitment to equity, diversity, and inclusion is essential to our organisation.

Closing the gender and ethnicity pay gaps requires sustained effort, bold action, and accountability at every level. An inclusive Heathrow helps us attract and retain the best talent, deliver exceptional service, and reflect the communities we serve. We know that achieving equity takes time, commitment, and consistent action. The data in our latest pay gap report shows that progress is not always linear. While there are areas of great improvement, we know that others may need renewed focus.

We are committed to remaining transparent in our reporting and will work with colleagues across the business to shape how we share these insights. It is important that our narrative remains clear, honest, and reflective of our values. We will continue to learn from our data, listen to our colleagues, and take purposeful, data-driven action to close the gaps - creating an environment where everyone can thrive with a true sense of belonging.



Declaration: I confirm that the information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Thomas Woldbye**  
Chief Executive Officer

To be an  
**extraordinary**  
airport,  
fit for the  
future



# What is a pay gap?

## What is a pay gap?

Pay gap reporting looks at all jobs and all rates of pay, and makes comparisons between the average pay for different groups of colleagues. It tells you whether some groups of colleagues typically earn more or less than other groups.

A pay gap is not the same as equal pay where everyone who does a job of equal value must earn the same pay.

A pay gap report makes the differences clear. The pay gap report shows us how much more we need to do in order to create a Heathrow that really does give everyone an equal chance of success.

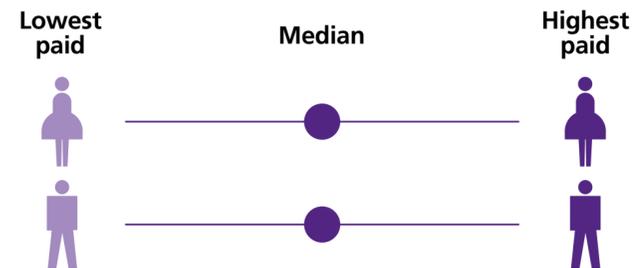
## How do we calculate the gap?

We have used the same methodology to calculate our ethnicity pay gap as our gender pay gap reporting.

### Median pay gap

Imagine lining up all our colleagues in a row in order of their hourly pay rate – lowest at one end, highest at the other. The median hourly pay is what the colleague in the middle of the row earns.

We can do the same imaginary line-up to give us the median hourly pay for smaller groups of colleagues e.g. Male, Female, White and Black, Asian and Minority Ethnic. If we find a difference between two groups, that's the median pay gap.



## Mean pay gap

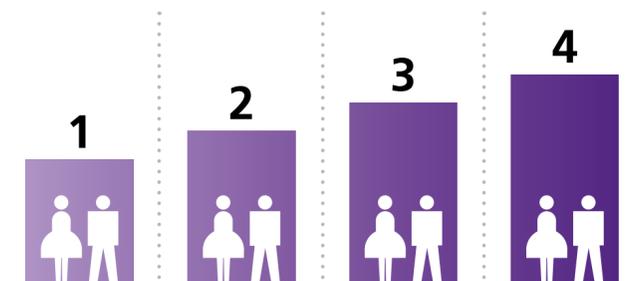
'Mean' is another word for 'average'. The mean hourly pay of a group of colleagues is their average hourly pay. To find it, we add up all their hourly rates and divide the total by the number of colleagues in that group. Once again, if we find a difference between two groups, that's their mean pay gap.



## Putting colleagues into quartiles

Let's go back to that long line of Heathrow colleagues arranged in order of their hourly pay rates. If we start counting them from the lowest-paid end and we break the line into four equal-sized groups, we'd get what's known as four pay quartiles – the four equal-sized sections of a line arranged in order of their rates of pay.

We can then look at the make-up of each quartile to tell us whether we have more Male, Female, White or Black, Asian and Minority Ethnic colleagues in higher or lower-paid quartiles.



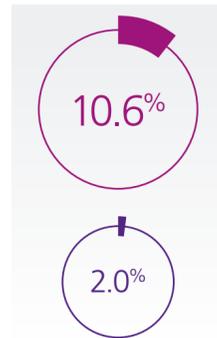
# 2025 gender pay gap

## Gender pay gap

The percentage by which female's pay varies against male's pay.

### Median 2025

(percentage difference between female's and male's median hourly pay).



### Mean 2025

(percentage difference between female's and male's mean hourly pay).



Median 2024

Mean 2024

## Gender bonus gap

Percentages of females and males who received a bonus.

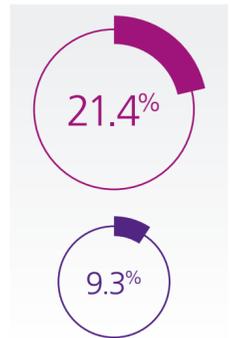
### Median 2025

(percentage difference between female's and male's median bonus pay).



### Mean 2025

(percentage difference between female's and male's mean bonus pay).

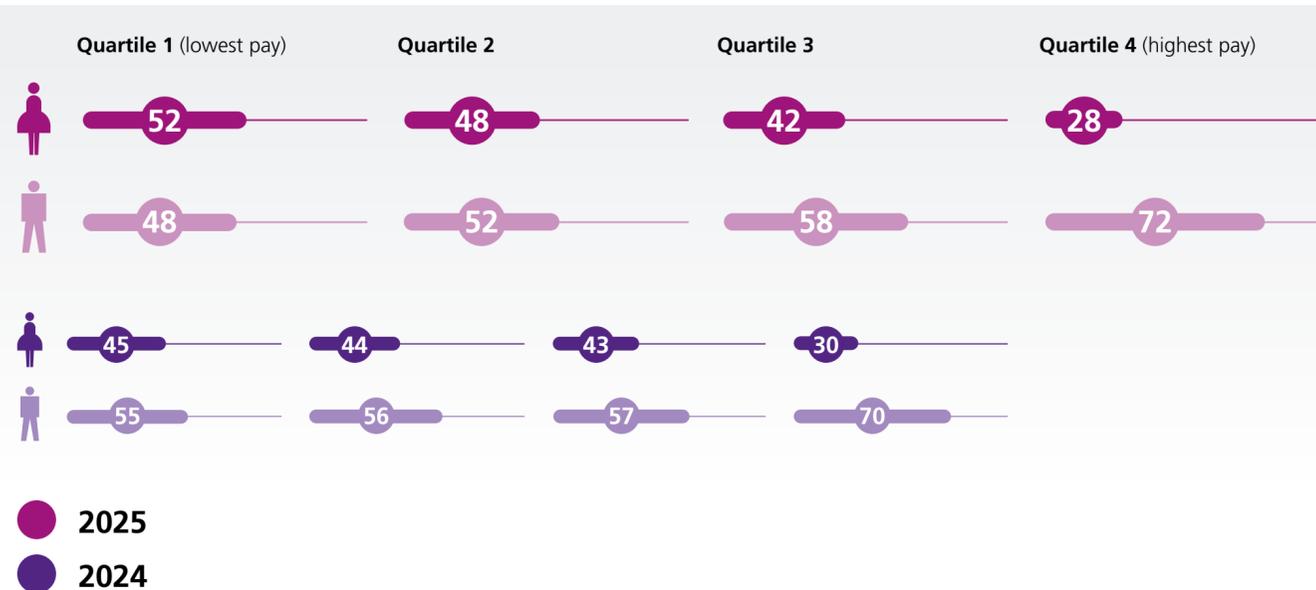


Median 2024

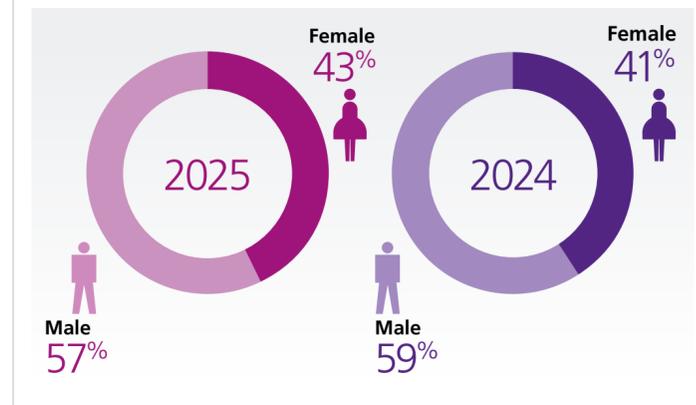
Mean 2024

## Our pay quartiles

Proportion of females and males in each quartile.

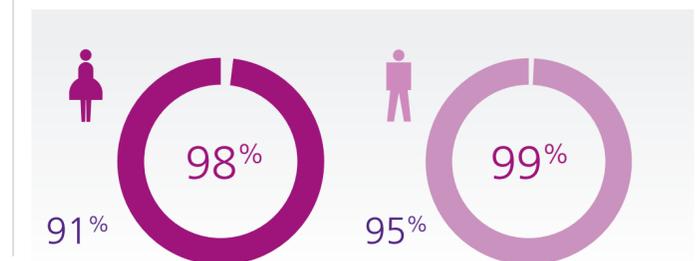


## Representation



## Bonus payments

Percentages of females and males who received a bonus.



# 2025 ethnicity pay gap



## Ethnicity pay gap

The percentage by which Black, Asian and Minority Ethnic pay varies against White pay.

### Median 2025

(percentage difference between White and Black, Asian and Minority Ethnic colleagues' median hourly pay).



### Median 2024



### Mean 2025

(percentage difference between White and Black, Asian and Minority Ethnic colleagues' mean hourly pay).



### Mean 2024



## Ethnicity bonus gap

The percentage by which Black, Asian and Minority Ethnic colleagues' bonuses vary compared to White colleagues' bonuses.

### Median 2025

(percentage difference between White and Black, Asian and Minority Ethnic colleagues' median bonus pay).



### Median 2024



### Mean 2025

(percentage difference between White and Black, Asian and Minority Ethnic colleagues' mean bonus pay).

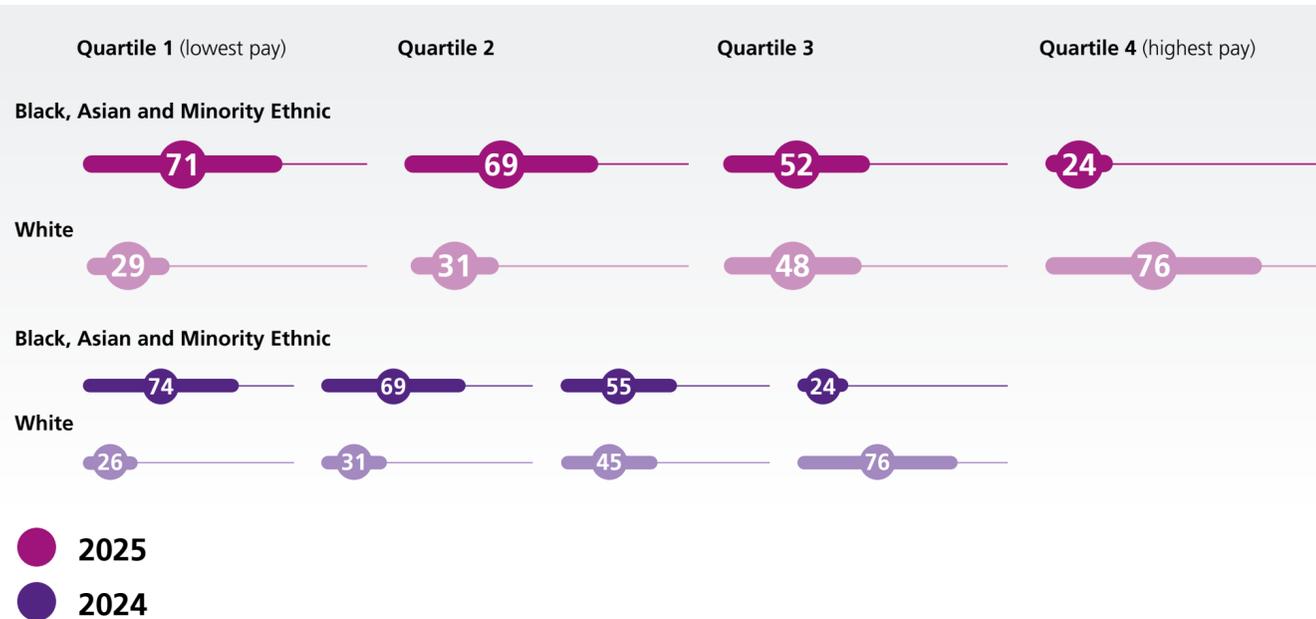


### Mean 2024



## Our pay quartiles

Proportion of Black, Asian and Minority Ethnic, and White colleagues in each quartile.



## Representation



## Bonus payments

Percentages of Black, Asian and Minority Ethnic, and White colleagues who received a bonus.



### Gender

In 2025, Heathrow saw a positive shift in gender balance, with 57% male and 43% female colleagues. This marks a 2 percentage point increase in female representation compared to 2024.

Our gender pay gap, however, has widened. The median gender pay gap increased from 2% to 10.6%, with the mean gender pay gap rising from 6.6% to 10.5%.

This change is largely due to a decrease in the proportion of women in management roles, and driven by more female leavers and more male hires in senior bands (middle management to Executive).



### Ethnicity

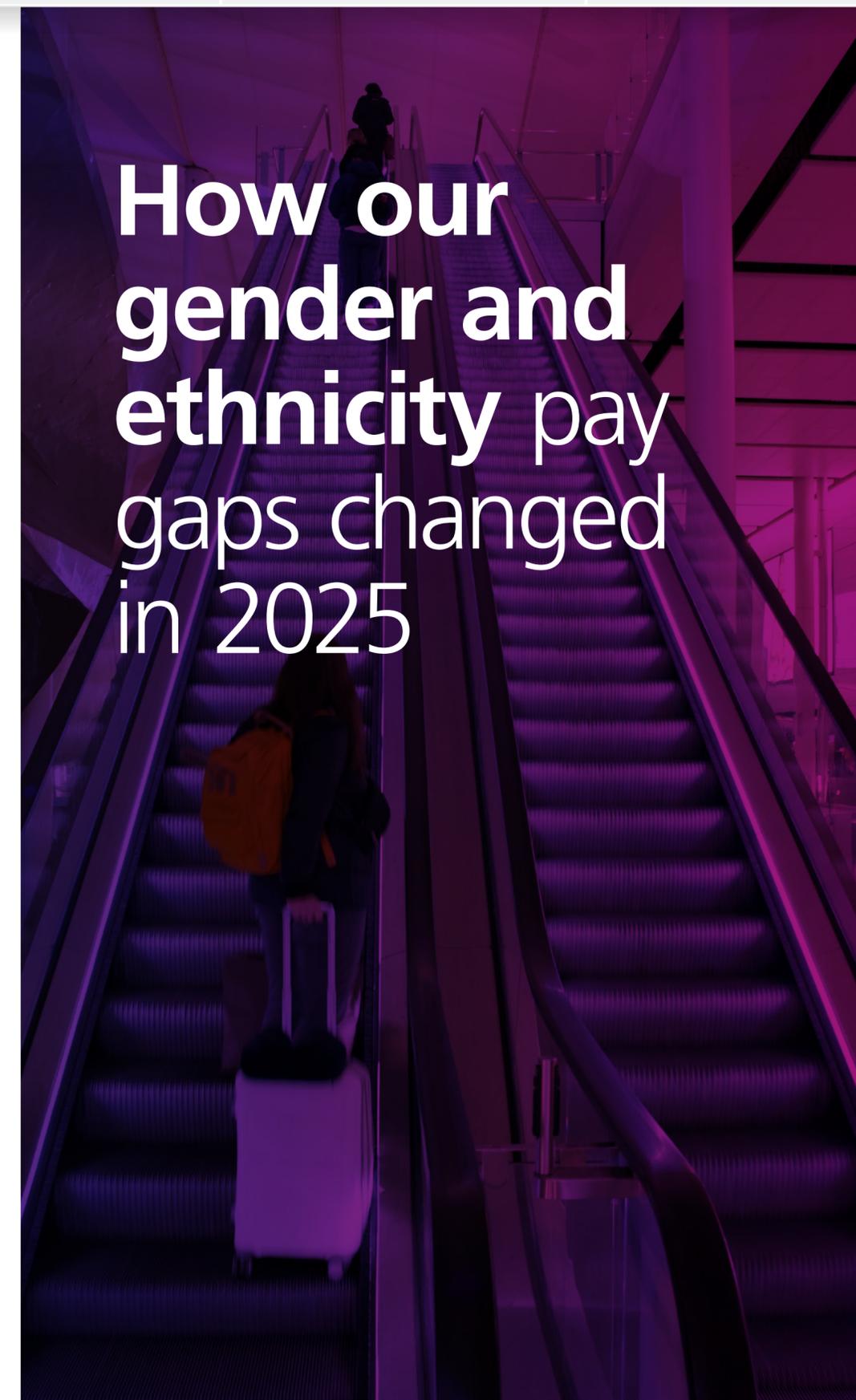
Among all colleagues included in the calculation, 51% identify as Black, Asian, or Minority Ethnic, 43% as White, and 6% chose not to disclose. Of these figures, only 24% of colleagues in the highest paid quartile were from Black, Asian, or Minority Ethnic backgrounds. This indicates that while diversity exists across Heathrow, it remains concentrated in junior or lower-paid roles.

This year, the median ethnicity pay gap increased from 20.7% in 2024 to 24.8%, driven by an increase in the representation of White colleagues in the second pay quartile (upper middle).

In contrast, the mean ethnicity pay gap slightly decreased from 25.2% to 24.9%, reflecting more balanced representation of White and Black, Asian, or Minority Ethnic colleagues among new starters and leavers over the past year.



# How our gender and ethnicity pay gaps changed in 2025



# Our progress

North  
Fast Track

In our 2024 report, we outlined a series of commitments to help close the gender and ethnicity pay gaps. Over the past year, we have taken meaningful steps to deliver on these promises, focusing on four key areas: building strong foundations, creating career fulfilment, developing an inclusive organisation, and amplifying colleague voice.

## Building foundations

We refreshed our mandatory *Right Where I Belong* learning module to continue supporting inclusive behaviours across the organisation. Alongside this, we launched a new module focused on *Preventing Sexual Harassment*, reinforcing our commitment to a safe and respectful workplace for all.

We also began holding functional-level conversations to explore demographic data and insights. These sessions help us identify gaps and targeted actions we can take to improve representation and inclusion within functions.

## Creating career fulfilment

We wanted to deepen our understanding of the lived experiences of underrepresented colleagues. To do this we trialled a reverse mentoring programme with ten senior leaders, including Executive members and Directors

Through our career champions and mentoring programmes, we continued to support career development and maintained our commitment to emerging talent by recruiting and onboarding new graduates through our graduate scheme. Our diversity networks have partnered with our resourcing team to create more inclusive content to reach a broader talent pool.

Our refreshed *Selecting for Success* module strengthened inclusive hiring practices and helped hiring managers make consciously inclusive decisions. We also offered unconscious bias training at mid-year to support fair and thoughtful recruitment. Our *No Place Like Heathrow* social campaign continued to spotlight diverse career pathways and share the lived experiences of colleagues across the organisation.

## Developing an inclusive organisation

We are proud to say over 100 senior leaders completed inclusive leadership training through tailored EDI spotlight sessions. These sessions reinforced expectations at the most senior levels and supported a culture of inclusive leadership.

Our diversity networks continue to lead important conversations on topics that open up meaningful and impactful conversations.

## Amplifying our colleague voice

By introducing demographic specific questions into our Pulse survey (our colleague engagement survey), we were able to better understand how different groups experience the workplace. This data is helping us identify engagement trends and to support us to take targeted action to support retention and progression. These insights inform functional level plans and help us focus attention where it is most needed.

Together, these actions reflect our commitment to delivering on the promises made in 2024 and demonstrate the progress we are making toward closing our gender and ethnicity pay gaps.

Our data shows that progress has been limited, reminding us that there is still important work to do to close the pay gaps. In response, we have developed a focused action plan to drive meaningful change ahead of next year.

We will continue working closely with the Resourcing team to enhance our inclusive hiring capabilities. This includes equipping hiring managers with the tools and training needed to adopt inclusive practices, and leveraging targeted job boards to attract more women and ethnically diverse talent. These strategic initiatives are aligned with our 2026 and 2030 diversity goals and are purposely designed to drive lasting change in representation, particularly at senior levels.

In addition, our diversity network co-leads will also continue to collaborate with the Resourcing team to deliver inclusive content for our weekly LinkedIn posts. This will not only strengthen our employer brand but also broaden our appeal to a more diverse pool of candidates, reinforcing our reputation as an employer of choice.

We will continue to prioritise our colleague voice, using insights from our colleague survey and our five diversity networks to shape targeted interventions.

In November 2025, we introduced a new survey feature that allows colleagues who select 'disagree' or 'strongly disagree' to the statement "Heathrow is inclusive for all" to provide verbatim feedback. This gives us a much clearer picture of the reasons behind their responses and allows us to take informed action.

Following a successful pilot, we will fully launch our reverse mentoring scheme in 2026. This initiative connects senior leaders with colleagues from underrepresented groups, helping to build empathy, shift mindsets, and strengthen equitable decision-making.

Our diversity networks will continue to play a vital role in raising awareness of key issues such as women's health, career progression, and the barriers faced by underrepresented groups. These conversations are helping to foster a stronger sense of belonging across the organisation.

We will also continue to use EDI data to monitor demographic trends and work with leaders to ensure accountability for progress at a functional level.

Together, these actions form a targeted and ambitious plan to close the gender and ethnicity pay gaps and build a workplace where all colleagues can thrive, regardless of background.

# Our action plan to develop an inclusive organisation



# Creating an inclusive organisation for all. Beyond gender and ethnicity.

We recognise that this report focuses primarily on gender and ethnicity. However, as outlined in Heathrow 2.0, our ambition is to create an inclusive environment for all colleagues.

By collecting broader diversity data and encouraging colleagues to voluntarily share characteristics such as disability status and sexual orientation, we continue to make progress. We also acknowledge that this report currently takes a binary approach to gender and uses the term *Black, Asian and Minority Ethnic*. Whilst we recognise that these terms are imperfect and do not fully reflect the identities and experiences of many of our colleagues, we remain committed to evolving our language and approach as we listen, learn, and grow.



# Chief People Officer's statement

This report reflects both the progress we have made and the work that still lies ahead. The increase in some of our pay gaps this year is a challenge we cannot ignore. It reminds us that progress is not always straight forward, and that we must accelerate our efforts. Closing the gender and ethnicity pay gaps is a long-term commitment, and meaningful change requires sustained focus and accountability.

Our mission as a People Team is clear: powering a winning team by creating extraordinary experiences. The diversity within that winning team is one of our greatest strengths, and it is something we must never take for granted. As we look ahead, we remain committed to growing and developing our talent, ensuring every colleague has a sense of belonging and experience an extraordinary career at Heathrow.

This means continuing to invest in talent, embedding equity into every decision, and ensuring Heathrow remains a place where everyone can thrive.



As Chief People Officer, I confirm that the information contained in this report is accurate.

**Jo Butler**  
Chief People Officer