



Heathrow's gender pay gap report

As of 5 April 2019

What we're reporting and why it matters

Since 2017, UK companies with 250 or more employees have published their Gender Pay Gap, showing the average hourly pay of women and men. Heathrow welcomed this increased transparency, and we are pleased to present our 2019 Gender Pay Gap report, that demonstrates the work we are doing to ensure that Heathrow is a great place to work for all colleagues.



Emma Gilthorpe, Executive Director Expansion



Carol Hui, Chief of Staff and General Counsel



Paula Stannett, Chief People Officer

This report sets out where we are today as an organisation and the initiatives we have put in place to support and encourage all our colleagues to succeed and drive positive change. This allows us to attract and retain the best talent, working towards a more inclusive industry, and helping to address our Gender Pay Gap.

The requirement to publish the gender pay gap is an important step for organisations nationwide to work towards closing the gap.

We are making progress to address our gender pay gap, in particular improving female representation in more senior, higher paid roles, by recruiting and promoting women into these roles. We have progressed, but there is still more to do, and this report shows our ongoing plans to improve our Gender Pay Gap.

We want to set an example as female leaders in what has traditionally been a male-dominated industry, and help our colleagues achieve their potential in a diverse and inclusive workplace.

Our people are a vital ingredient in successfully delivering an expanded airport, just as our people are crucial to delivering a safe airport with happy passengers today.

What is the gender pay gap?

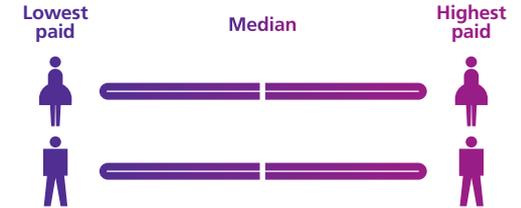
The Gender Pay Gap compares pay for all men and women across all types of jobs at all levels of the organisation.

- 1 Because different jobs pay differently and the number of women and men doing each job varies, a gender pay gap may exist.
- 2 This is distinct from equal pay, which is the difference in pay between women and men doing the same or similar jobs.

How is it calculated?

Median pay gap

The median pay gap is calculated by comparing the hourly pay of the middle female to the hourly pay of the middle male. The middle paid person is determined by imagining lining up of all the males and all the females in an organisation and selecting the middle person in each queue.



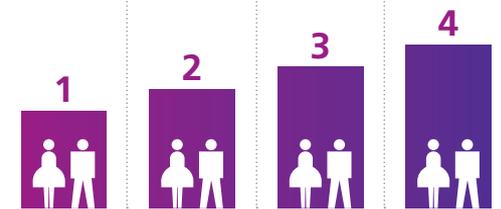
Mean pay gap

The mean pay gap is calculated by comparing the average hourly pay of all the women with the average hourly pay of all men in an organisation.



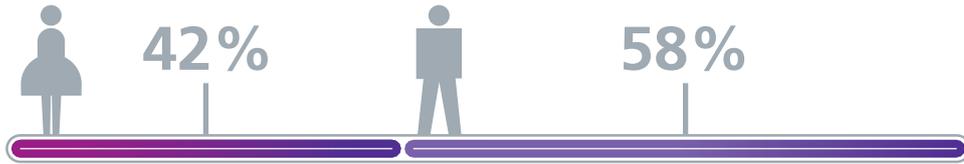
Proportion of women and men in each quartile

The proportion of women and men in each quartile is calculated by dividing all the people in an organisation into four equal-sized groups from lowest paid to highest paid and reporting the proportion of women and men in each group – called a quartile.

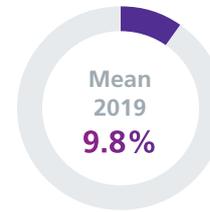
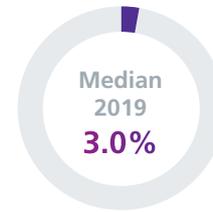


Our 2019 results

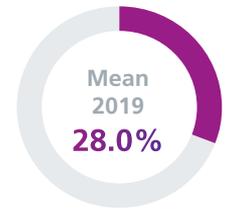
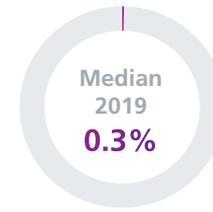
Our gender split across more than 7,000 colleagues working for Heathrow



Gender pay gap

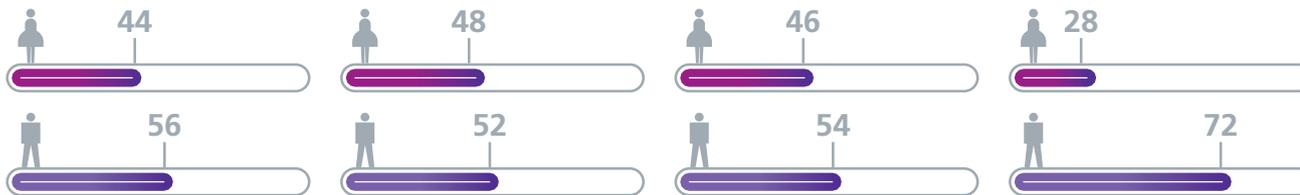


Gender bonus gap



Gender split in pay quartiles

% of women and men in each quartile from all roles across Heathrow from frontline to senior management.



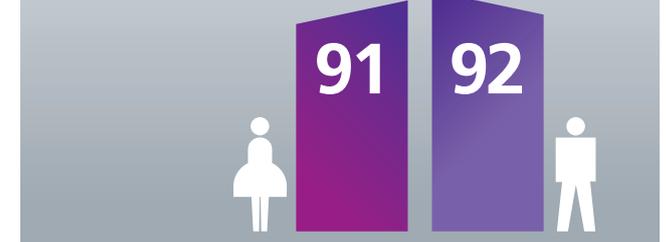
Quartile 1 (lowest pay)

Quartile 2

Quartile 3

Quartile 4 (highest pay)

% who received bonus



Where we will focus

How we will tackle it

By conducting a deep dive analysis, themes and trends have been identified to enable understanding of what's behind the numbers, which shows gender representation as an area that needs to be addressed.

Over the last three years, we have improved the proportion of women in the top pay quartile from 24% to 28%, by focussing efforts on recruiting and developing women into more senior roles to be able to fulfil their full career potential.



Since 2017, the proportion of women in the top pay quartile has increased from 24% to 28%, showing that focus in increasing the number of women in senior roles is working.

1

Developing our talent

To ensure we develop our people, we have a number of development programmes to build sustainable leadership skills, knowledge and behaviours to achieve Heathrow's priorities and establish Heathrow as a Great Place to Work.

2

Promoting our new agile working guidelines

Heathrow has introduced and embedded agile working guidelines to ensure all colleagues have more choice over where and the way in which they work. These lead to a focus on outcomes and help develop a culture of trust, empowerment and respect. This includes providing our operational colleagues with options for working in a more agile way, such as more job share opportunities and simplified ways to swap shifts. We will continue to improve tools and increase options for agile working.

3

Growing our altitude gender network

Our Altitude network has moved away from being a female network, to a network that represents gender. Open to all at Heathrow, it provides an inclusive and supportive network, engaging colleagues to share their personal stories, experiences and challenges, as well as offering workshops to encourage colleagues to increase their confidence.

4

Career returners

Heathrow Career Returners programme is aimed at both genders, but partnering with Women Returners, we offer a structured fixed-term opportunity for individuals who have had a period of absence from the workplace to step back into professional roles. Offering this programme provides access to often untapped or underutilised groups of high calibre individuals who are often female.

5

Talent acquisition

Our team of in-house specialist recruiters support line managers on best practice, including effective attraction strategies, driving inclusive selection whilst creating a great candidate experience and ensuring compliance with legislation. The team have D&I focus that aims to support the gender balance.

Chief People Officer's statement

Heathrow is proud to offer rewarding careers at the forefront of one of the world's most dynamic sectors.

For us, our colleagues are the most important part of our business, and we continue to work to make Heathrow a diverse and inclusive organisation. Our gender pay gap report is a vital tool that will help us continue to attract and retain the best talent to work at Heathrow – both male and female.

Our Heathrow 2.0 sustainability programme aims to make our company a better place to work, and we consider the gender pay gap reporting requirements to be a vital tool in helping us to deliver our commitments.

Our report covers over 7,000 colleagues who work at all levels directly for Heathrow, including our Executive Committee*. We will continue to work together to improve our results over the long-term and producing an annual report will ensure that we hold ourselves to account.

As Chief People Officer, I, Paula Stannett, can confirm that the information contained herein is accurate.



*Companies are required to publish on the basis of the employees in each individual corporate entity. This report covers all employees of LHR Airports Limited. The LHR Business Support Centre Limited and Heathrow Express Operating Company Limited employees are not covered in the report above – they have not published a separate report as they do not fit the criteria for gender pay gap reporting in that they have less than 250 employees.

