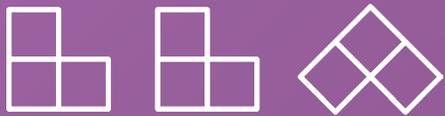


Gender Pay Gap

2025 Report



London Luton Airport



Introduction

LLAOL has been reporting their Gender Pay Gap since reporting requirements began back in 2017. This has given us an understanding of our demographics and subsequent learnings for future actions.

We understand it is possible to have a gender pay gap and to pay men and women fairly. Equal pay and Gender Pay Gaps are different. The difference in men and women's pay for the same, similar or equal value work is 'equal pay'. Whereas the gender pay gap is calculated by taking all employees across the business and comparing the average pay between men and women for all roles.

LLAOL continue to approach pay fairly and consistently across the organisation whilst making longer term commitments to reducing the gender pay gap.

As a business inclusivity is at the heart of our values, making insights from this reporting a driving force to improve our approach to continue to be an employer of choice.



Foreword from Nik Jones HR Director

Our continued focus on building internal capability in 2025, supported by recruitment efforts, led to meaningful progress in gender representation. Female representation increased by 2% overall, with an average rise of 11% across our pay quartiles. This shift in our workforce composition was a contributing factor in the 24% decrease in our mean hourly pay gap year-on-year.

The aviation industry has historically faced challenges in recruiting women, especially in technical or leadership roles. Knowing this, we are acutely aware of the importance of representation and the importance of addressing this.

We have continued to invest in meaningful initiatives to support our long-term diversity goals. In 2025, we launched a new apprenticeship scheme to widen access into aviation careers, alongside targeted recruitment campaigns and educational outreach to encourage more people to consider opportunities within the industry. Our development programme is open to all colleagues and designed to identify and nurture future talent at every level of the organisation. Through these initiatives, we aim to build a more representative workforce and create a truly inclusive culture. .

2025 focused on strengthening internal capability, widening access routes into aviation, and continuing to build genuine representation across our workforce.

We remain guided by colleague insight, ensuring we invest where it matters most and continue to foster a culture where everyone feels supported, valued, and able to be their true self at work.

Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Nik Jones
HR Director

What is Gender Pay Gap Reporting?

Each year, using the snapshot period of 5th April, employers who have over 250 employees are required to report on gender pay information using the Government's calculation methodology.

The Gender Pay Gap measures the difference in average pay between men and women, expressed as a percentage of the average male earnings at the snapshot period.

Employers are required to calculate and report on:

- Mean Gender Pay Gap
- Median Gender Pay Gap
- Percentage of men and women in each hourly pay quarter (Quartiles)
- Mean Gender Bonus Pay Gap
- Median Gender Bonus Pay Gap
- Percentage of men and women who received bonus pay



How is this calculated?

Mean

This is the average. If we add together all the hourly rates of male employees and calculate the average and do the same for female employees, the mean pay gap (as a percentage) is the difference in pay between the average male and female hourly rate.

Median

The median is the middle point of a range of numbers. We must order all our male pay rates in order of lowest hourly rate earned to highest and all females pay data the same, the median pay gap (as a percentage) is the difference in pay between the middle pay rate on the male data and the middle pay rate on the female data.

Pay Quartiles

In this calculation, we work out the percentage of men and women in 4 equally-sized groups, ranked from highest to lowest hourly pay. We start by sorting our employees from highest to lowest hourly pay. Then we divide the list into quarters and work out the percentage of men and women in each quarter.

Gender Pay Gap

**2025
Results**

Mean
18.6%

Median
13.8%

Mean – 18.6% (24% improvement YOY)

Median – 13.8% (10% improvement YOY)

Gender Bonus Pay Gap

**2025
Results**

Mean
29.0%

Median
35.4%

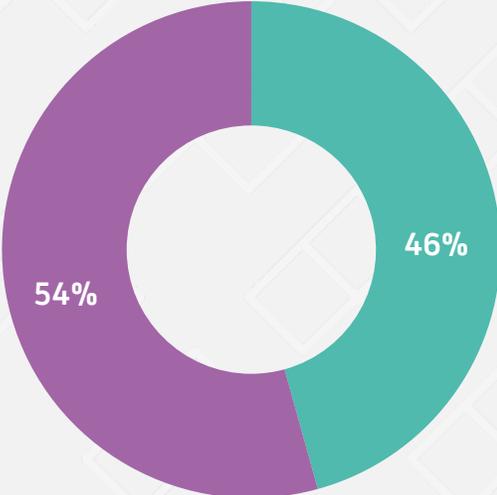
Percentage of
employees who
received a
bonus:

98.3% Female

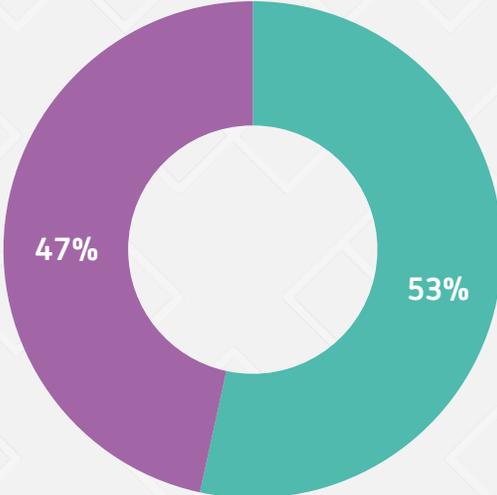
99.3% Male

Our Pay Quartiles

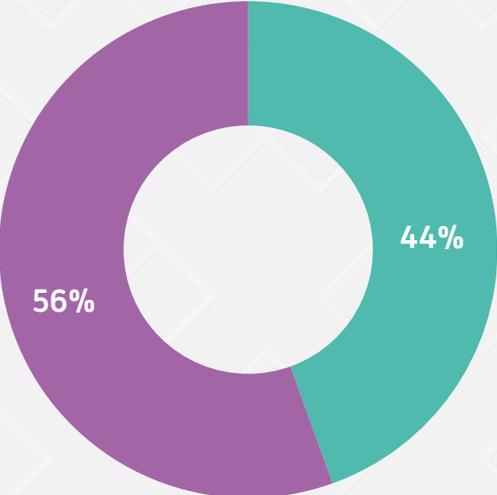
Lower



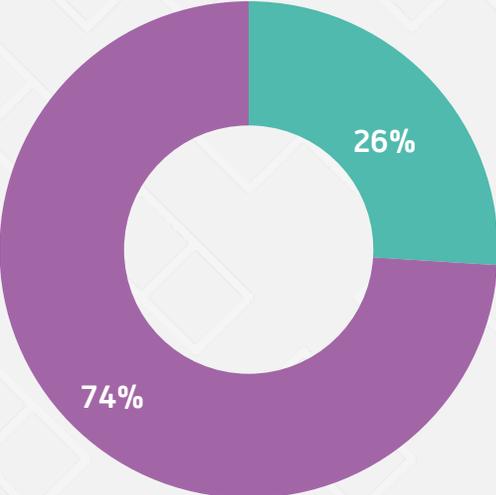
Lower middle



Upper middle

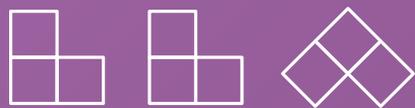


upper



 Female  Male

This data reflects each pay quartile and the percentage of male and females within them.



London Luton Airport

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