



BA Better World

BA GENDER PAY GAP REPORT: GATWICK GROUND SERVICES (GGS) 2025



GENDER PAY GAP

Gatwick Ground Services (GGS) provides ground handling and customer operations at London Gatwick. The workforce is predominantly blue collar, with men more represented in Ramp and Dispatch and women more represented in Passenger Services and Cleaning.

Over the past year, GGS has continued to grow and evolve, with the workforce expanding from 740 to 1,080 colleagues *, an increase of 340 people (45.9% rise) as the operation has scaled to meet demand.

Alongside this growth, we have seen positive movement in representation, with female colleagues increasing from 33.8% to 34.61%, and male representation shifting from 66.2% to 65.39% **. While these percentage-point changes may seem modest, they signal gradual but meaningful progress towards a more balanced workforce across our operation

There is also encouraging improvements in the hourly gender pay gap. The mean gap narrowed from 8.00% to 6.89%, showing that on average, the pay position for women has improved year-on-year, even as our organisation expanded significantly. The median gap moved slightly from 11.00% to 11.39%, remaining broadly stable and reflecting the continuity in the underlying pay structures. These improvements demonstrate that the work already in flight (widening access to operational pathways, embedding fairness into pay governance, and diversifying talent pipelines) is starting to have an impact.

From a Bonus perspective, in 2025, 95% of colleagues did not receive a bonus, which is an improvement on 2024 where 97% of employee did not receive one. Within this very small group, the median bonus gap remained broadly flat, shifting from 32.00% to 32.61%, but the mean gap widened from 35.00% to 43.84%, driven by a handful of higher-value awards in management roles where men remain over-represented.

These results show progress, particularly in pay equity and female representation, and they reflect the hard work already underway across our teams. However, they also highlight where we still have significant work to do. Ensuring equity across every part of GGS, especially within bonus-eligible pathways, remains paramount. GGS is committed to sustained, long-term action to ensure that every colleague, regardless of role or background, has a fair opportunity to develop, progress and be paid equally at GGS.



Amanda Green,
Senior HR Manager GGS

*Employee numbers as of April 2025

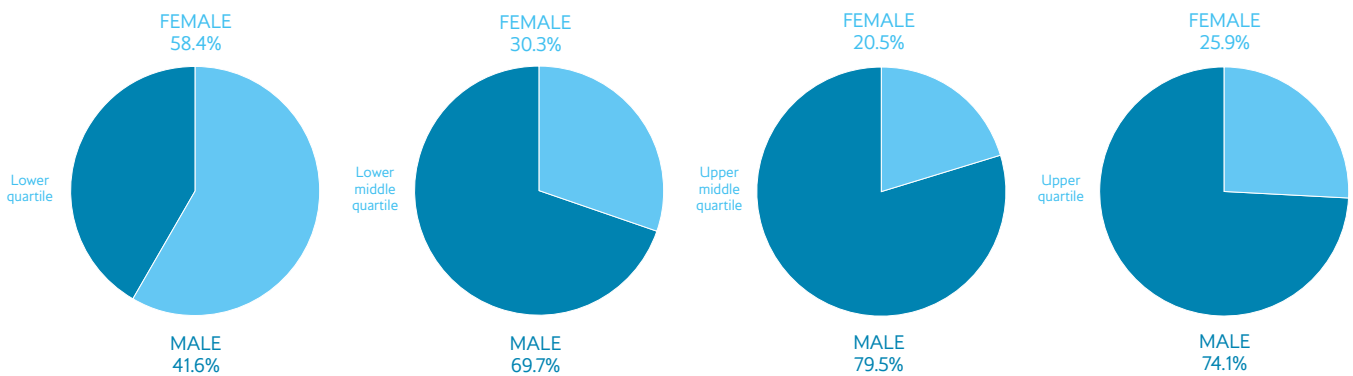
**In line with legislation, our gender pay data is reported using 'male' and 'female' categories, while recognising that colleagues may identify beyond this binary

GENDER PAY GAP

PAY GAP TYPE	PERCENTAGE
MEDIAN GENDER PAY GAP	6.89%
MEAN GENDER PAY GAP	11.39%
MEDIAN GENDER BONUS GAP	43.84%
MEAN GENDER BONUS GAP	32.61%
POPULATION WITH NO BONUS	95%

Proportion of Women and Men in Each Pay Quartile

Gender pay reporting requires all colleagues to be divided into four equal-sized pay quartiles.



WHAT THE GENDER PAY GAP TELLS US

The 2025 mean gender pay gap is 6.89%, an improvement from 2024's 8.0%, showing that the average position has moved in women's favour.

The median pay gap is 11.39%, compared with 11.0% in 2024, indicating that the central point of the pay distribution has remained broadly stable year on year.

These outcomes reflect both the scale up of the GGS workforce in 2025 and shifts in how premium pay, shift allowances and operational roster patterns are distributed across teams.

BONUS PARTICIPATION AND BONUS GAP

Bonus participation at GGS remains low due to the nature of the operation. Where bonuses are awarded, they apply primarily to management roles, which tend to have higher male representation. This concentration drives the mean gender bonus gap of 43.84%, while the median bonus gap of 32.61% remains more stable mean gender bonus gap of 43.84%, while the median bonus gap of 32.61% remains more stable.

PAY QUARTILES: REPRESENTATION PATTERNS

The structure of our workforce continues to shape the GGS gender pay outcomes. As an operational business, GGS has a high concentration of men working in Ramp and Dispatch roles, which typically sit in the middle to upper pay quartiles due to the shift patterns, premiums and allowances attached to these positions. In contrast, Passenger Services and Cleaning roles, where women are more strongly represented, fall within the Lower quartile, reflecting the nature and pay framework of these roles. This occupational distribution remains the primary driver of our gender pay gap.

The 2025 pay quartiles reflect this pattern clearly. Female representation remains strongest in the Lower quartile, aligned with the higher number of women working in Passenger Services and Cleaning. Encouragingly, the Upper quartile has seen an increase in female representation since 2024, indicating progress in women's access to higher-paid roles across the operation. However, the Upper Middle quartile has become more male-skewed, highlighting the continued dominance of male-led operational roles at this level. Together, these trends reinforce the importance of supporting women into mid- to higher-paid operational pathways, strengthening progression into more technical/team leader roles and ensuring opportunity at every stage of career development within GGS.

GSS'S COMMITMENT GOING FORWARD

The 2025 results highlight meaningful progress for Gatwick Ground Services (GGS), with improvements in the mean gender pay gap and increased female representation in higher-paid roles showing that earlier interventions are beginning to take effect. These developments are encouraging, yet the results also make clear that further progress is needed to achieve a more balanced workforce across all parts of the organisation. Continued focus on opening opportunities and supporting females in opportunities, particularly in operational roles, technical skills and leadership opportunities, remains essential to sustaining long-term change.

A key focus for the year ahead is creating clearer pathways for women to enter operational roles that have traditionally been male-dominated, particularly within Ramp and Dispatch. These areas offer strong prospects for pay progression and technical development, and greater access to the training and qualifications required for these roles will help more women build confidence and capability in these environments. Strengthening re-skilling routes and expanding operational training will be central to supporting this shift.

Alongside this, increasing female representation in team leader and management positions remains an important priority. This will involve improving the visibility of internal opportunities, providing more structured development support, and expanding acting-up experiences that enable colleagues to prepare for leadership roles. Together, these steps are designed to build a broader and more diverse pipeline of future leaders and create a workplace where progression is both transparent and genuinely accessible.

Alongside these initiatives, GGS will continue to review how overtime, allowances, shift patterns and progression opportunities are allocated, ensuring these processes remain transparent, consistent and fair across all teams. Strengthening this foundation (using data and better communication on development and role opportunities) is essential for identifying any disparities early and addressing them in a timely and effective way.

The 2025 results show real momentum, but they also highlight where focus now needs to sharpen. The next phase is about turning progress into lasting change, building stronger pathways, clearer development processes and better supported opportunities to leadership roles so every colleague can move forward equally and equitably.

DEFINITIONS

EQUAL PAY	is when men and women performing equal work receive equal pay, as set out in the Equality Act 2010.
GENDER PAY GAP	refers to the difference between men's and women's average earnings across the organisation, expressed as a percentage of men's earnings.

I confirm that the information and data provided is accurate and in line with mandatory requirements.

Amanda Green,
Senior HR Manager GGS

