



ETHNICITY PAY GAP REPORT

2024



Lisa Tremble

Chief People, Corporate Affairs and Sustainability Officer

At British Airways, we're committed to our journey to increase diversity and create an inclusive environment where everyone feels welcome and can thrive. As a global business, serving customers all around the world, we believe we have a responsibility to represent and reflect global Britain.

This is the first time we've published data on our ethnicity pay gap. It's crucial we understand the issues that cause the gap so we can continue to target our efforts and improve our ethnic minority representation and equity, across every level and area of our business.

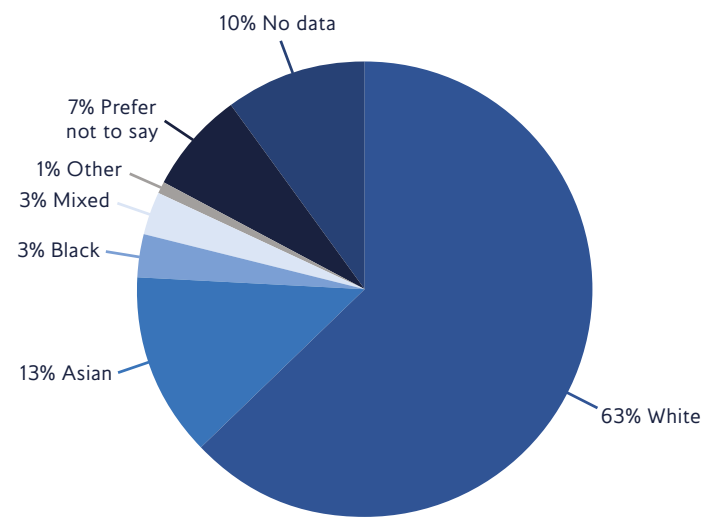
Ethnicity is one of the key pillars of our Inclusion and Diversity Strategy, and we have implemented several strategic initiatives to help us continue driving long-term, sustainable change. These initiatives will support us with our ambition to achieve 14% ethnic minority representation at our senior executive level by the end of 2025 and 20% by 2030. We've seen the representation within our most senior colleague community increase from 8% in 2019 to 12% in 2024. We know we still have a long way to go, but we continue to make significant strides towards building a truly inclusive and diverse workplace for all.

A handwritten signature in black ink, reading "Lisa Tremble". The signature is stylized with a large, looped "L" and a cursive "Tremble".

Our Colleagues

Colleague data included in the report: We are reporting on 24,173 colleagues (those based in the UK who shared their ethnicity data) which represented 83% of our total colleagues, using a snapshot date of 5 April 2023. We identify ethnic minority colleagues as people from Black, Asian, Mixed and other ethnic backgrounds. We continue to encourage our colleagues to disclose their ethnicity and by publishing this report, we hope to illustrate the tangible changes we are working towards across British Airways. We will continue to closely monitor our disclosure rate year on year and the steps we can take to encourage greater participation.

Number of Colleagues



Understanding our Ethnicity Pay Gap

Our ethnicity pay gap represents the disparity in pay between our colleagues from a white background and our colleagues from an ethnic minority background (comprising of our Asian, Black, Mixed and Other ethnic background colleagues). We combined the ethnic minority groups for this report to ensure there is a robust sample size for each area of the business, in line with Government guidance. We hope to provide a more detailed breakdown in future reports.

	Mean	Median
All	39%	10%
Excluding Flight Crew	2%	1%
Excluding Flight Crew and Senior Leaders	1%	1%

Our mean hourly ethnicity pay gap is **39%** and our median hourly pay gap is **10%**.

Median is the difference between the median (middle) hourly pay rate for all white colleagues in the organisation when ordered from lowest to highest, and the median hourly pay rate for all ethnic minority colleagues in the organisation when ordered from lowest to highest.

Mean is the difference between the mean (simple average) hourly pay rate for all white colleagues in the organisation and the mean hourly pay rate for all ethnic minority colleagues.





Causes of the Ethnicity Pay Gap

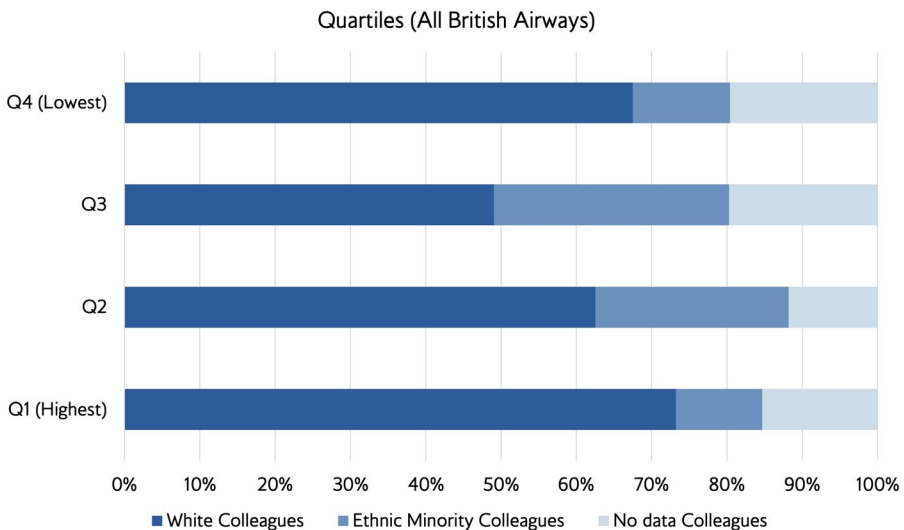
The gap is predominantly driven by the under-representation of ethnic minorities in our pilot community. We also have a lower ethnic minority representation at our senior management level. When we remove both pilots and our most senior leaders, both the mean and median gaps are reduced to 1%.

It is important to note that pay for operational roles such as our pilots, cabin crew, airport colleagues and engineers are all collectively agreed with trade unions, and we have a pay framework that is applied equally regardless of gender and ethnicity.



What do the pay quartiles tell us?

Our highest pay quartile contains the highest proportion of white colleagues versus other individual pay quartiles, which is a key driver of our ethnicity pay gap, while our third quartile contains the highest number of ethnic minority colleagues. To reduce our gap, we would need to see a more even distribution of white and ethnic minority colleagues in each pay quartile.

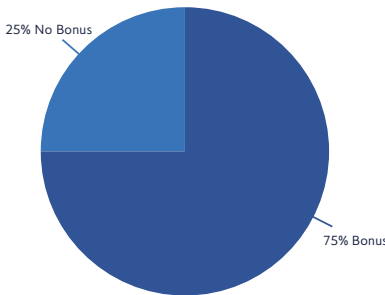


Our Ethnicity Bonus Gap

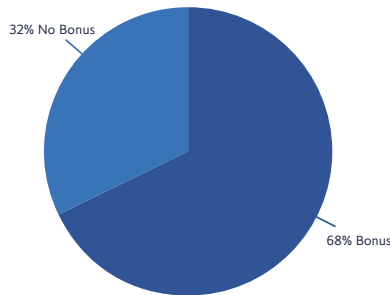
We currently have more white colleagues in our highest paid roles, receiving higher bonus payments, as these bonus payments are usually based on a percentage of colleague's base salary, and these are driving the mean bonus gap.

	Mean	Median
All	32%	-13%

White Colleagues



Ethnic Minority Colleagues



WHAT ARE WE DOING TO CLOSE THE GAP?

We launched our new Inclusion & Diversity Strategy in 2023 and one of the key pillars is ethnicity. We've committed to increasing the ethnic minority representation in our senior leadership community and among our pilots. Our aim is that ethnic minority colleagues feel equally included, valued, and developed as all other colleagues. We are working on implementing several initiatives to support change in this space





BeME (Being of Minority Ethnic)

We continue to build and support our ethnic minority colleague network group which has gone from strength to strength in the past year:

- Driving cultural awareness – BA-wide events and communications to celebrate different cultures and educate everyone e.g. Black History Month, Diwali and Lunar New Year.
- Mentoring, networking and role-modelling – providing our colleagues with events and forums to connect with each other, identify role models and share career successes.
- Curating community and belonging – bringing colleagues together from different cultural backgrounds through social events and roadshows.



I&D Data

Alongside our efforts to improve our ethnicity disclosure rate, we have built dashboards that allow our leadership teams and managers to review the ethnicity breakdown of their teams and identify where we have representation gaps, both from an entry-level recruitment perspective but also from a promotion and progression perspective. Having been able to report and track this data more accurately, we have an ambition of achieving 14% ethnic minority representation for our management roles by the end of 2025 and 20% by 2030 (with specific representation ambitions for each ethnic group).



I&D Action Plans

We are working closely with leadership teams to improve both inclusion and representation for our ethnic minority colleagues. Examples of local actions include:

- Regular I&D surveys and forums where colleagues from all backgrounds can share their experiences, increase cultural awareness, whilst bringing their unique ideas directly to their leaders, holding them to account in the process.
- Bespoke training for different areas of the business, with a strong focus on working across cultures and tackling biases throughout the colleague lifecycle.
- Targeted outreach and development programmes aimed at ethnic minority applicants and colleagues, addressing barriers to inclusion and diversity in our processes.



Speedbird Pilot Academy

Our commitment to levelling the playing field in the aviation industry is underscored by the year-on-year expansion of our Speedbird Pilot Academy.

- The second cohort, this year, will consist of up to 200 aspiring pilots. This initiative is a step towards addressing the social, gender and ethnicity imbalances, ensuring that aspiring pilots from all backgrounds have equal access to pursue opportunities in the aviation sector.
- Covering the cost of training and providing support for living costs eliminates financial barriers that have historically impacted diversity in pilot recruitment.
- Talent attraction: we partnered with organisations such as the Black Young Professionals Network and Sanctuary Graduates to reach potential applicants from a range of different ethnic and socio-economic backgrounds.



Leadership development programmes

We are working with external organisations, such as McKinsey and WiHTL to give our ethnic minority colleagues the tools to further develop their leadership skills, build their internal network and support their career progression.



Inclusive leadership and behaviors

As part of our I&D strategy, we launched a new mandatory I&D e-learning package, with a focus on inclusive behaviours, biases and allyship, that every single colleague will be required to complete by the end of 2024. Our most senior leadership team have also completed an Inclusive Leadership programme which was designed to bolster their I&D knowledge, develop their own inclusive leadership skills, find their personal connection to I&D, and support their advocacy of I&D.



Recruitment

We have reviewed the end-to-end recruitment process by:

- Producing specific I&D guidance for all hiring managers, in addition to a section focused on inclusive recruitment within our line manager recruitment training package;
- Working with organisations to improve our data capabilities to review ethnicity data within the job market; and
- Mandating the use of language bias software across all job ads and descriptions, to ensure they are inclusive and open to all.