



BA Better World

BRITISH AIRWAYS GENDER AND ETHNICITY PAY GAP REPORT 2024



GENDER AND ETHNICITY PAY GAP

We continue our work on closing the gap, in-line with our commitment to building a better and more equitable British Airways.

Our 'Inclusion Starts with I' strategy is underpinned by the ethos that talent, not background, should determine an individual's career. Since we launched our strategy in October 2023, we have made significant progress, which includes the introduction of a number of key initiatives to boost inclusion as part of our mission to have a more representative workforce.

Our strategy has been embraced by colleagues across British Airways and this is evidenced by the progress outlined in this report, which shows the advances we have made in areas such as leadership training, career development programmes, and broader inclusion efforts. We achieved our 2025 target of 40% women in senior leadership roles in 2023, two years ahead of schedule. However, we are still strongly committed to achieving equal representation of women in senior leadership roles by 2030, or sooner. We are also committed to ensuring a higher representation of ethnic minorities in leadership positions at British Airways and creating an environment where colleagues from all backgrounds can succeed and feel valued. We will build on the progress we have made during 2024 and our commitment to inclusion reflects both our heritage as a global carrier and the diverse customers we proudly serve worldwide.



Lisa Tremble, Chief People,
Corporate Affairs and Sustainability
Officer. Sponsor of WINGS
(Gender Colleague Network Group)



Andy Best, Chief Technical Officer.
Sponsor of Be.ME (Ethnicity
Colleague Network Group)

OUR GENDER PAY GAP

In 2023, we reported a Mean gender pay gap of 57% and a Median of 37%. In 2024, our Mean gender pay gap reduced to 54%, while the Median decreased to 27%.

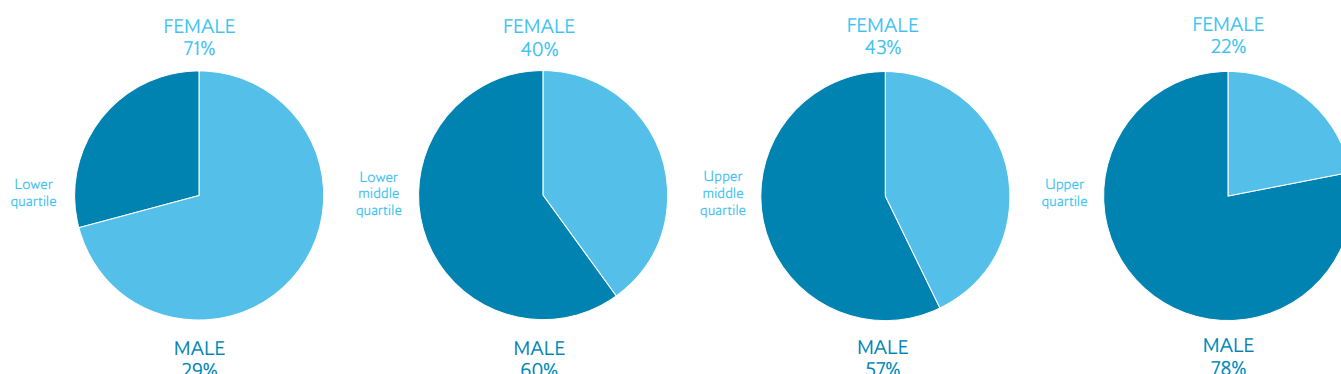
Our gender pay gap is largely driven by the under-representation of women in traditionally male-dominated roles and the over-representation of women in traditionally female-dominated roles. When Pilots (male-dominated) and Cabin Crew (female-dominated) are excluded from our pay gap figures, our Mean gap reduces to 8% and Median, to 2% respectively. These figures are below the national average.

Our industry-specific operational roles are represented by our recognised trade unions whereby certain contractual terms, including pay, are collectively agreed. Therefore, in respect of these roles, we continue to utilise a pay framework that is applied equally regardless of gender and ethnicity.

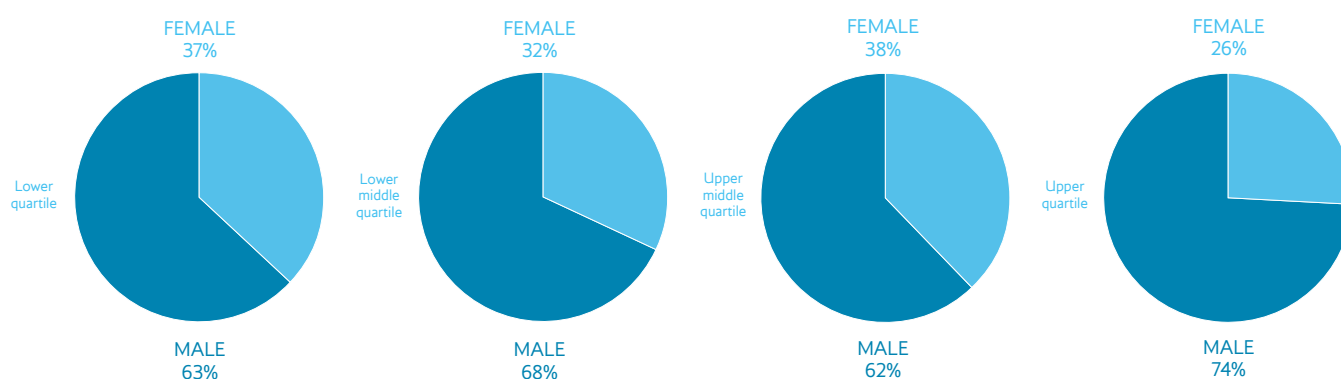
| BRITISH AIRWAYS PAY GAP | | | | |
|---|------|------|--------|------|
| | MEAN | | MEDIAN | |
| | 2023 | 2024 | 2023 | 2024 |
| GENDER PAY GAP | 57% | 54% | 37% | 27% |
| GENDER PAY GAP EXCLUDING FLIGHT CREW | 19% | 15% | 30% | 19% |
| GENDER PAY GAP EXCLUDING CABIN CREW | 52% | 50% | 24% | 17% |
| GENDER PAY GAP EXCLUDING FLIGHT CREW AND CABIN CREW | 11% | 8% | 10% | 2% |

PROPORTION OF WOMEN AND MEN IN EACH PAY QUARTILE CIRCLE GRAPHS

Percentile 2024



Percentile excl. Flight crew and cabin crew



When we exclude flight crew and Cabin Crew from the quartile calculation, the lower quartile evens out considerably between male and female representation. However, there is still a noticeable gap in the upper quartiles, caused by the significantly higher representation of men in engineering roles and slightly higher representation in our senior leadership roles.

CAUSES OF THE GENDER PAY GAP

Our gender pay gap is driven by the fact that we have much larger numbers of male Pilots and Engineers (these roles attracting comparably higher salaries) in the upper quartile than female, and more female Cabin Crew than male Cabin Crew in the lower quartiles. Each of these areas demand ongoing, long-term efforts to transform the demographics of our workforce.

As Cabin Crew make up a large portion of our overall headcount any changes we see to the pay gap in this population impacts and explains the overall drop in the mean and median pay gap for 2024.

Compared to last year we see a 4% increase in the number of female colleagues in the upper quartile which in turn means higher salaries for women in that quartile and can explain a decrease in the pay gap this year. Moreover, the Pilot and Cabin Crew pay gap lowered relative to 2023.

OUR BONUS PAY GAP

Our Mean bonus gap was 60% and our Median was 57%.

| BRITISH AIRWAYS PAY GAP | | | | |
|--------------------------------------|------|------|--------|------|
| | MEAN | | MEDIAN | |
| | 2023 | 2024 | 2023 | 2024 |
| GENDER BONUS GAP | 58% | 60% | 24% | 57% |
| GENDER PAY GAP EXCLUDING FLIGHT CREW | 58% | 60% | 24% | 51% |

CAUSES OF THE BONUS PAY GAP

Our bonus gaps are largely driven by gender representation across different roles. Bonuses are generally paid as a percentage of annual salary so male colleagues (who are more likely to be in roles with higher salaries) will generally receive a higher bonus payment than female colleagues (who are more likely to be in roles with lower salaries).

We're proud to offer part-time contracts which help with work life balance, but these do drive the bonus gap. We have significantly more female employees on part-time contracts (75%), compared to male (25%).

OUR ETHNICITY PAY AND BONUS GAP: OUR COLLEAGUES

We are reporting on 25,643 colleagues (those based in the UK who shared their ethnicity data), representing 83% of our total colleagues, using a snapshot date of 5 April 2024. We define ethnic minority colleagues as those 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.

| ALL BRITISH AIRWAYS | | | | | | |
|---------------------|-------|---------|-------------------|-------|-------|-------|
| WHITE | ASIAN | NO DATA | PREFER NOT TO SAY | BLACK | MIXED | OTHER |
| 61% | 14% | 11% | 6% | 4% | 3% | 1 |

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.

In 2023, we reported a Mean ethnicity pay gap of 39% and a Median of 10%. In 2024, the Mean ethnicity pay gap is 42% and the Median is 15%.

| BRITISH AIRWAYS PAY GAP | | | | |
|---|------|------|--------|------|
| | MEAN | | MEDIAN | |
| | 2023 | 2024 | 2023 | 2024 |
| HOURLY PAY | | | | |
| ALL COLLEAGUES | 39% | 42% | 10% | 15% |
| EXCLUDING FLIGHT CREW | 2% | 8% | 1% | 9% |
| EXCLUDING FLIGHT CREW, BAND 1 AND DIRECTORS | 1% | 7% | 1% | 9% |

CAUSES OF THE ETHNICITY PAY GAP

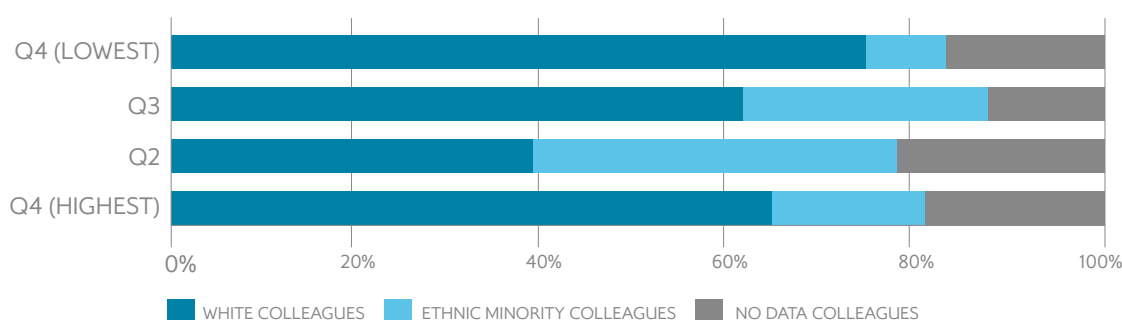
Our ethnicity pay gap analysis reveals two key factors affecting our metrics: firstly, we have lower representation of ethnic minorities among our Pilot workforce, and secondly, they are underrepresented at the senior management level. When excluding both Pilots and senior leadership positions from the calculations, our ethnicity pay gap narrows significantly - showing a mean gap of 7% and a median gap of 9%.

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 strive for a more even distribution of White and ethnic minority colleagues in each pay quartile.

Quartiles (All British Airways)



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, albeit a reduction in the mean pay gap versus the previous year.

The median bonus pay gap has reduced due to a large representation of White colleagues receiving a bonus in roles with lower pay vs a lower percentage of Ethnic Minority colleagues in the same group.

| BRITISH AIRWAYS PAY GAP | | | | |
|--|------|------|--------|-------|
| | MEAN | | MEDIAN | |
| BONUS | 2023 | 2024 | 2023 | 2024 |
| ALL COLLEAGUES | 32% | 23% | -13% | -104% |
| EXCLUDING FLIGHT CREW | 31% | 24% | -13% | -107% |
| EXCLUDING FLIGHT CREW, BAND 1 AND DIRECTORS | 22% | 11% | -13% | -108% |

HOW ARE WE ADDRESSING THESE DIFFERENCES?

At British Airways, we believe that talent, not background, should determine an individual's career. We are committed to fostering an inclusive workplace where diversity thrives. Our leaders and colleagues have embraced our inclusion strategy since its launch and we are proud of the progress we have made. Some of the key initiatives underpinning our work include:

- Better use of data to give leaders a better understanding of how representative their teams are.
- Inclusion and diversity e-learning to give colleagues practical tips to foster an inclusive workplace.
- Targeted leadership training in help increase resilience and confidence in strategic decision making as well as work placement, coaching and networking opportunities for colleagues.
- Strengthening our five colleague-led inclusion networks, ensuring that all employees feel supported and have access to career development opportunities. Our ethnicity and gender-aligned networks, Be.ME and WINGS, have been particularly active in driving change.
- Recognising the impact of caregiving responsibilities on career progression, particularly for women and ethnic minority colleagues, we launched the Parents & Carers Network in January 2025. This network provides support and advocacy for colleagues balancing work and caregiving duties.
- Seeing an increase in the number of female and ethnic minority applications to our fully-funded Speedbird Pilot Academy training programme.
- Through the Speedbird-Z Digital Platform, connecting with over 42,000 students, leading to an increase in diversity across our graduate and apprenticeship hires. In 2024, we hosted 609 students for work experience and insight days, with 45% of participants identifying as female and over 50% coming from ethnic minority backgrounds. Initiatives such as 'Your Flying Future' and our partnerships with The King's Trust, Fantasy Wings, and Air League have further supported young people from disadvantaged backgrounds in pursuing careers in aviation.
- Working closely with our operational teams, we have launched and delivered the first year of our inclusion and diversity action plans across Flight Operations, Engineering, Gatwick, and Cabin Crew. Each business area has taken a tailored approach to fostering inclusion.

We remain committed to increasing diversity at the leadership level. We have already met our target of 40% female senior leadership representation ahead of the 2025 deadline, but we recognise that this percentage fluctuates due to recruitment and attrition. We continue to monitor our progress closely and expect our initiatives to support further growth in female leadership representation, with a goal of reaching 50% by 2030.

For ethnic minority representation, we are working towards a target of 14% in senior leadership by 2025 and 20% by 2030. Currently, 11.8% of our senior leadership team comes from an ethnically diverse background, and we remain focused on increasing this number through targeted career development and recruitment initiatives.

OUR ONGOING COMMITMENT

We are continually monitoring our progress and taking action to address the gender and ethnicity pay gaps. From recruitment and career development to engagement and awareness, we are implementing holistic and impact-driven strategies to create lasting change. We recognise that meaningful progress takes time, but we are fully committed to achieving true equity for all our colleagues.

APPENDIX

| | |
|-------------|--|
| METHODOLOGY | The methodology used is as set out in Government Gender Pay Gap reporting guidelines (Gov.uk) and ACAS Managing Gender Pay Gap Reporting (March 2021). |
| SCOPE | Our subsidiaries businesses have, where applicable, reported their data separately. |

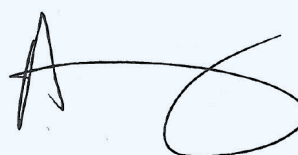
DEFINITIONS

| | |
|-----------------------|---|
| 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. |
| MEAN GENDER PAY GAP | is the difference between the mean (simple average) hourly pay rate for all men in the organisation and the mean hourly pay rate for all women. It is expressed as a percentage of men's earnings. |
| MEDIAN GENDER PAY GAP | is the difference between the median (middle) hourly pay rate for all men in the organisation when ordered from lowest to highest, and the median hourly pay rate for all women in the organisation when ordered from lowest to highest. It is expressed as a percentage of men's earnings. |

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



Lisa Tremble, Chief People,
Corporate Affairs and Sustainability Officer.
Sponsor of WINGS (Gender Colleague Network Group)



Andrew Fleming
General Counsel and Company Secretary