



BA Better World

BRITISH AIRWAYS MAINTENANCE CARDIFF GENDER PAY GAP REPORT 2024



GENDER PAY GAP

Our gender gap has reduced this year as we continue our work to close the gap. At British Airways Maintenance Cardiff, we are committed to continuing to build a more diverse and inclusive workplace culture where everyone is valued and respected for their contribution to the organisation. In October 2023, British Airways launched their 'Our Inclusion Starts with I' strategy, and we took the opportunity to embed this strategy at BAMC. This campaign emphasised the importance of recognising the value we all bring and gain from ensuring that our workplace is representative, inclusive, and access to opportunity is equitable. We have advanced our approach and acknowledge the importance of looking at this subject through both a nuanced and intersectional lens. Our key initiatives support driving equity across multiple under-represented groups.

In 2024, we made significant progress in our colleague education/awareness, transparent career progression, early career activity and inclusion efforts, and we are continuing to expand our work in 2025.

This report is designed to give you the full picture of what we are doing to build a better and more equitable British Airways Maintenance Cardiff.



Tony Caine
Director of Maintenance, British Airways Maintenance Cardiff Ltd

OUR GENDER PAY GAP

At BAMC, our median Gender Pay Gap is 15.0% which is slightly higher than the current national median average of 13.1%. The mean and median for the Bonus Pay Gap is 100%.

PAY AND BONUS DIFFERENCES		
	MEAN	MEDIAN
HOURLY PAY DIFFERENCE	15%	15%
BONUS PAY DIFFERENCE	100%	100%

CAUSES OF THE GENDER PAY GAP

Our median Gender Pay Gap has reduced to 15% and the mean Gender Pay Gap has moved from 20% 2023 to 15% in 2024. Our industry-specific operational roles are governed by trade unions whereby contractual terms, including pay, are collectively agreed. Therefore, in respect of these roles, we continue to use a pay framework that is applied equally regardless of gender.

The gender pay gap is driven by the representation of women in specific areas due to the nature of our industry. We have more male colleagues in our senior technical and management roles, who earn higher salaries compared with our female colleagues who work predominantly in administration and support roles who earn lower salaries.

This requires sustained long-term efforts to reshape the workforce demographics and remains a key focus area for us. There has been a further improvement on gender from 2023 where 93.4% of the workforce captured in the snapshot are male and 6.6% are female. The majority of our staff are employed in heavy mechanical roles, and we continue to find it difficult to attract women into these positions, despite running a number of proactive initiatives, including early talent activity. The aviation industry has seen significant changes since the pandemic, and recruiting into these skilled roles remains a challenge.

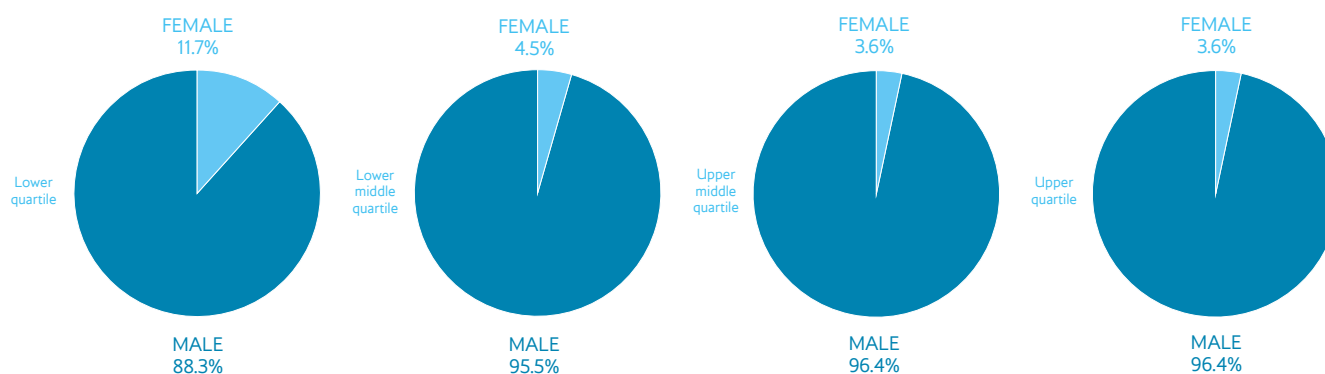
CAUSES OF THE BONUS GAP

Men and women have the same opportunity to earn a bonus at British Airways Maintenance Cardiff and the level of bonus is dependent on grade. The mean and median are both 100% as a result of under-representation of women in our most senior roles. These are the roles which are eligible for an incentive payment.

PAY QUARTILES

Given that only 6.6% of British Airways Maintenance Cardiff's workforce is female, the gender distribution across the four equal quartiles shows that there is an under-representation of women in our most senior highly paid roles and a significant over-representation of women in the lower paid roles. Whilst this drives the difference in pay between male and female, it is fairly reflective of the overall make up of our workforce, which is male dominated.

Proportion of women and men in each quartile



HOW WE ARE ADDRESSING THESE DIFFERENCES

At BAMC, we are committed to fostering an inclusive workplace where diversity thrives. Since launching our inclusion strategy, our leaders and colleagues have taken individual accountability for embedding inclusion into their daily practices and professional responsibilities. We are proud of the progress we have made and remain focused on ensuring equity, particularly in relation to gender. Below, we highlight the key initiatives driving this change.

INCLUSIVE LEADERSHIP AND TRAINING

- In 2024, every colleague completed our mandatory 'Be an Original' inclusion and diversity e-learning, equipping them with practical tools to foster an inclusive workplace. We also designed and rolled out at BAMC our engineering bespoke I&D training programme which focussed on increasing awareness, knowledge building and understanding barriers and biases with regards to inclusion and diversity.
- New joiners are required to complete an Inclusion and Diversity e-learning package upon joining the business to support education and awareness.

DATA AND ACCOUNTABILITY

- We are encouraging and empowering our colleagues to disclose their demographic data and digging deeper into the gaps around our female representation.

LEADERSHIP DEVELOPMENT AND CAREER PROGRESSION

- Created an engineering specific careers portal where colleagues can see the variety of roles available and skills and behaviours required to fulfil the roles
- Leadership development programmes available for all colleagues which recognises potential as well as performance.

RECRUITMENT AND RETENTION INITIATIVES

- We hosted several onsite visits to allow groups of students from local schools/colleges/charities to explore the opportunities for careers within Aviation/ Engineering. We welcomed a total of 97 students with a high proportion of female visitors.
- We are actively recruiting for the 2025 apprenticeship and undergraduate business placement programmes and continue to engage with local schools and universities, placing an emphasis on actively recruiting females into the business. Demographic analytics throughout the recruitment process ensures no bias.
- We have introduced a new work experience programme to allow students 1-weeks work experience at our Engineering facility, and are encouraging female applicants.

INCLUSIVE HIRING AND RECRUITMENT PRACTICES

- Hiring criteria now place greater emphasis on potential and transferable skills rather than prior experience, which has historically limited access to certain roles.
- All job adverts are screened using bias-detection software to ensure inclusive language, and every senior leadership hiring process now requires shortlists that include female candidates.

OPERATIONAL INCLUSION AND DIVERSITY ACTION PLANS

We have launched and delivered the first year of our inclusion and diversity action plans across Engineering, for example, we:

- Hosted quarterly I&D forums to provide opportunity for colleague opinion and feedback whilst shaping future I&D initiatives.
- Launched an I&D Working Group.
- Implemented recruitment changes to ensure balanced interview panels and diverse talent pools.
- Improved the family leave policy, providing enhanced time off for all employees with parenting responsibilities. This increases the options available to female employees and we continue to review our policies and flexible working arrangements to promote equal opportunities to all colleagues.

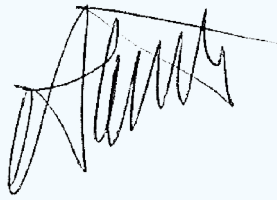
OUR ONGOING COMMITMENT

We are continually monitoring our progress and taking action to address the gender 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.

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.



Tony Caine,
Director of Maintenance,
British Airways Maintenance Cardiff Ltd