



BA Better World

# BA GENDER PAY GAP REPORT EUROFLYER 2025



# GENDER PAY GAP

Euroflyer Limited, a wholly owned subsidiary of British Airways Plc, employs 653\* colleagues and operates scheduled passenger services from London Gatwick.

As we publish our first Gender Pay Report, we do so with a clear commitment to building a fair, inclusive and equitable workplace. At Euroflyer, we want every colleague to feel respected, valued and able to thrive. Fairness is central to who we are and our approach to transparency and opportunity aligns with the UK's wider efforts to address structural inequalities highlighted through gender pay reporting.

We recognise that meaningful progress doesn't come from one action alone. It requires consistency, from fair and open recruitment to development that supports progression, to transparent reward practices. Creating an environment where people can belong and perform at their best underpins all of this.

While gender pay figures are only one lens through which to understand fairness, they provide valuable insight into where we can continue to strengthen representation and ensure no unintentional barriers stand in the way of opportunity.

\* Employee numbers as of April 2025.



Monika Holliday,  
Head of People

Please note: This first report excludes Euroflyer pilot colleagues (~250), who are included in the British Airways Gender Pay Gap Report due to contractual arrangements. As pilot roles typically have higher average earnings, this should be considered when interpreting the figures

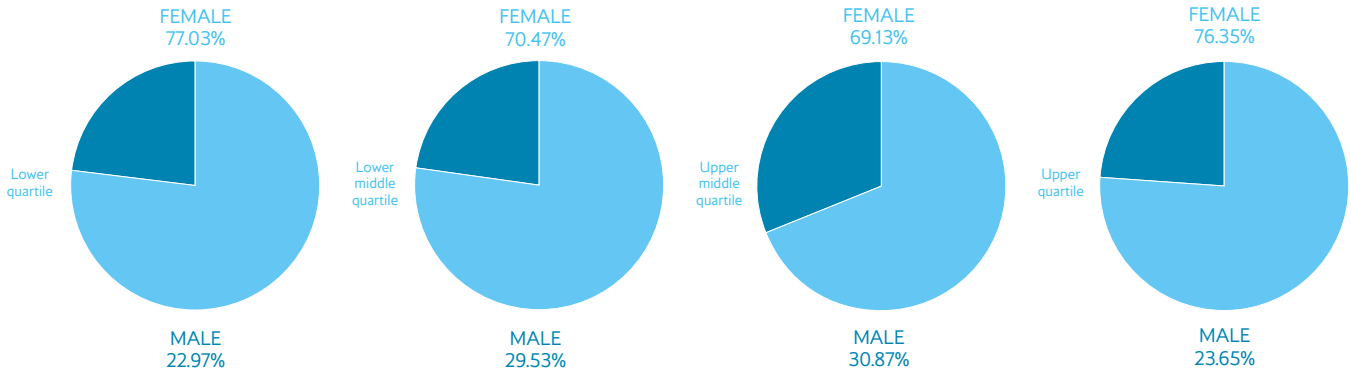
## OUR GENDER PAY GAP

BA EUROFLYER PAY GAP	
PAY GAP TYPE	PERCENTAGE
MEDIAN GENDER PAY GAP	1.01%
MEAN GENDER PAY GAP	-6.37%
MEDIAN GENDER BONUS GAP	13.77%
MEAN GENDER BONUS GAP	50.87%
POPULATION WITH NO BONUS	32%

## PROPORTION OF WOMEN AND MEN IN EACH PAY QUARTILE

Gender pay reporting requires all colleagues to be divided into four equal-sized pay quartiles. At Euroflyer, the data shows consistently strong representation of women across all pay levels.

The distribution closely reflects the structure of our workforce, where Cabin Crew (a population that is predominantly female) makes up a significant proportion of roles. Based on the data, we do not see evidence of women being disproportionately concentrated in lower-paid positions.



## UNDERSTANDING OUR GENDER PAY AND BONUS GAPS

Euroflyer's gender pay gap results largely reflect the profile of our ground-based workforce, noting that pilots are not included in these figures. Women make up 73% of colleagues, and the majority work in Cabin Crew roles, where pay structures are consistent and not heavily influenced by individual variation. This distribution naturally impacts our overall averages and helps explain why women earn slightly more on average. These results relate to the roles people occupy, rather than any difference in pay for equal work.

Team size and organisational structure also influence the figures. Some departments are small, meaning the pay of one or two individuals can noticeably affect the results. In contrast, larger operational areas with standardised pay frameworks show very small differences between men and women, demonstrating strong consistency in how roles are rewarded. Pay at Euroflyer is set by the responsibilities of the role, and women hold a substantial proportion of roles across the organisation, including those with higher earning potential. Together, these factors help explain the negative mean pay gap.

A similar pattern is reflected in the bonus gap. Differences in average bonus amounts are driven by the types of roles eligible for higher payments and the size of the teams in which they sit. Some management and specialist roles carry larger bonus potential and are held by smaller groups of employees, often with a greater proportion of men. In these cases, a single higher-value award can significantly affect the averages. Most colleagues, however, work in Cabin Crew roles, where bonus payments are standard and consistent.

Bonus participation also plays a role. This year, 30% of men and 33% of women did not receive a bonus, meaning that although the majority of colleagues did, a slightly higher proportion of women fell outside bonus eligibility. Overall, 32% of the workforce did not receive a bonus, which influences the distribution of payments and the resulting bonus gap.

We're encouraged by our first Gender Pay Gap results. It's important to recognise that, as pilots are not included, the figures should be read in the context of the office-based and cabin-crew workforce profile. With this understanding, our focus is on continuing to strengthen fairness and representation across Euroflyer, ensuring reward decisions are consistent and transparent, and that opportunities to grow are clear and accessible for everyone. We're improving how we use data across our people processes so decisions on recruitment, pay and progression are evidence-based and applied consistently. These insights help us identify emerging trends early and respond quickly, supporting fair outcomes across teams.

Across the colleague journey, we're taking practical steps to keep fairness at the centre of how we hire, develop and retain our people. In recruitment, this includes using inclusive language, monitoring representation at each stage, carefully reviewing starting pay, and continuing to strengthen the diversity of our talent pipeline.

For progression, we apply clear and consistent criteria, involve a range of perspectives, track gender representation in promotions and development opportunities, and make career pathways easier to navigate through greater visibility and stronger manager support. To support retention, we offer flexible working where operationally possible, review exit data to understand emerging themes, and continue to strengthen long-term development opportunities, particularly in operational and leadership roles.

We're proud of the progress reflected in this year's results and remain focused on continual improvement. By maintaining fair and transparent processes, fostering an inclusive culture, and ensuring development opportunities are accessible to all, we will continue to strengthen representation and build a more equitable workplace across Euroflyer.

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## 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.

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

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



Monika Holliday, Head of People

