



BA Better World

BA GENDER & ETHNICITY PAY REPORT 2025



GENDER AND ETHNICITY PAY GAP

Our commitment to transparency and fairness at British Airways is key to the way we evolve as an organisation. As we continue our journey to build a fairer and more inclusive airline, we remain focused on meaningful, long-term change that benefits our colleagues, customers and communities.

Since launching our **Inclusion Starts with I** strategy in October 2023, we have accelerated progress. This strategy has empowered teams across British Airways to champion inclusion in ways that are tangible.

Over the past year, we have focussed on progressing our colleague network groups, widening access to career development opportunities and expanding programmes that build confidence and belonging.

Looking ahead in 2026 and beyond, we remain dedicated to our inclusion efforts. Our work is far from over, but we continue to build momentum and strengthen the foundations of a British Airways where everyone can truly belong.



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



Colm Lacy,
Chief Commercial Officer.
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OUR GENDER PAY GAP

Note that all figures in this report apply to UK-based colleagues only.

In 2024, we reported a Mean gender pay gap of 54% and a Median of 27%. In 2025, our Mean gender pay gap stayed the same at 54%, while the Median increased to 31%.

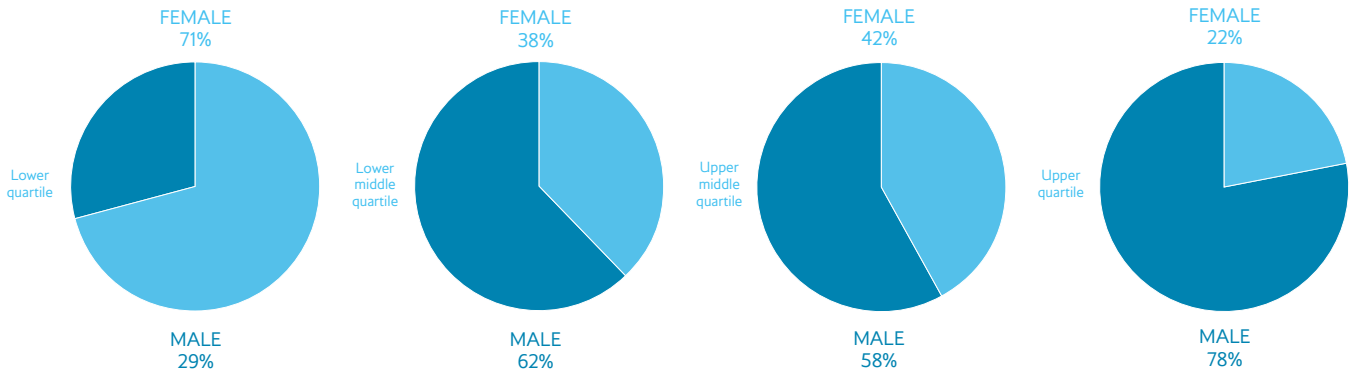
Our gender pay gap is driven by a lower representation of women in traditionally male-dominated roles and a higher representation of women in traditionally female-dominated roles. When Flight Crew (male-dominated) and Cabin Crew (female-dominated) are excluded from our pay gap figures, our Mean gap reduces to 7% and Median, to 2% respectively.

Our industry-specific operational roles are represented by our recognised trade unions whereby certain contractual terms, including pay, are collectively agreed. As a result, these roles operate within a pay framework that is applied consistently, irrespective of gender or ethnicity.

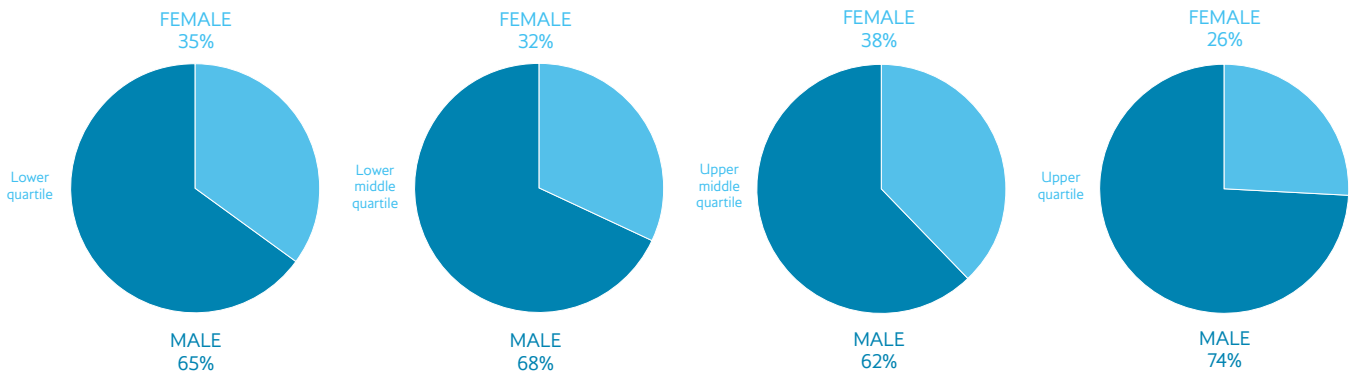
BRITISH AIRWAYS PAY GAP				
	MEAN		MEDIAN	
	2024	2025	2024	2025
GENDER PAY GAP	54%	54%	27%	31%
GENDER PAY GAP EXCLUDING FLIGHT CREW	15%	16%	19%	23%
GENDER PAY GAP EXCLUDING CABIN CREW	50%	49%	17%	16%
GENDER PAY GAP EXCLUDING FLIGHT CREW AND CABIN CREW	8%	7%	2%	2%

PROPORTION OF WOMEN AND MEN IN EACH PAY QUARTILE CIRCLE GRAPHS

Percentile 2025



Percentile excl. Flight crew and cabin crew



In 2025, there has been little overall change across the quartiles, with the lower and upper quartiles remaining unchanged from last year. However, both the lower middle and upper middle quartiles show a slight shift in gender balance, with an increase in male colleagues and a corresponding decrease in female colleagues.

CAUSES OF THE GENDER PAY GAP

Our gender pay gap is partially driven by the fact that we have larger numbers of male Flight Crew and Engineers (these roles attracting comparably higher salaries) in the upper quartile than female. Each of these areas demand ongoing, long-term efforts to eliminate any potential barriers to entry into certain roles on the basis of gender.

Flight Crew and Cabin Crew continue to be the largest contributors to the overall pay gap. When these groups are removed from the analysis, the Mean gender pay gap decreases by 1% from 2024, highlighting the impact of these roles on the overall figures.

While the headline pay gap remains stable, the shift in the Median points to developments in workforce composition and pay distribution. Flight Crew roles remain male dominated. Although female representation is increasing, many female Flight Crew are newer entrants and therefore sit lower on the pay scales than longer serving male colleagues, contributing to the pay gap.

OUR BONUS PAY GAP

Our Mean bonus gap was 35% and our Median was 17%.

BRITISH AIRWAYS PAY GAP				
	MEAN		MEDIAN	
	2024	2025	2024	2025
GENDER BONUS GAP	60%	35%	57%	17%
GENDER PAY GAP EXCLUDING FLIGHT CREW	60%	35%	51%	9%

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 will generally receive a higher bonus payment than female colleagues, due to higher male representation in higher paying roles such as Flight Crew. The drop in the gender bonus gap from 2024 to 2025 is largely explained by EBIT-related payments being made to all non-management colleagues in 2025 (under collectively agreed pay deals).

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 (67%), compared to male (33%).

OUR ETHNICITY PAY AND BONUS GAP: OUR COLLEAGUES

We are reporting on 27,413 colleagues (those based in the UK who shared their ethnicity data), representing 84% of our total colleagues, using a snapshot date of 5 April 2025. We define ethnic minority colleagues as those from Black, Asian, Mixed, and other Ethnic backgrounds. We continue to encourage colleagues to share their ethnicity information, and through this report we aim to demonstrate the meaningful progress being made across British Airways. We will keep our disclosure rates under close review year on year and identify further actions to support increased participation.

ALL BRITISH AIRWAYS						
WHITE	ASIAN	NO DATA	PREFER NOT TO SAY	BLACK	MIXED	OTHER
61%	16%	9%	4%	6%	3%	1%

ETHNICITY PAY GAP

Our ethnicity pay gap represents the difference 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 2024, we reported a Mean ethnicity pay gap of 42% and a Median of 15%. In 2025, the Mean ethnicity pay gap is 41% and the Median is 14%.

BRITISH AIRWAYS PAY GAP				
	MEAN		MEDIAN	
	2024	2025	2024	2025
HOURLY PAY				
ALL COLLEAGUES	42%	41%	15%	14%
EXCLUDING FLIGHT CREW	8%	7%	9%	7%
EXCLUDING FLIGHT CREW, BAND 1 AND DIRECTORS	7%	6%	9%	8%

CAUSES OF THE ETHNICITY PAY GAP

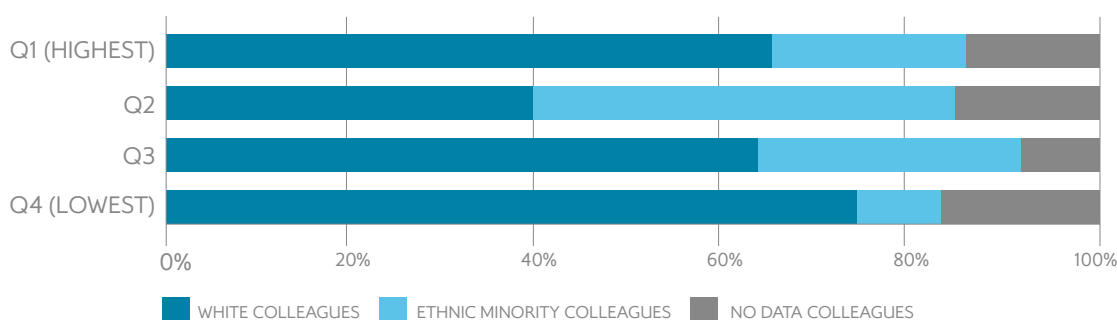
Our ethnicity pay gap analysis reveals two key factors affecting our metrics: firstly, we have lower representation of Ethnic minority colleagues among our Flight Crew workforce, and secondly, there is less representation at a senior management level. When excluding both Flight Crew and senior leadership positions from the calculations, our ethnicity pay gap narrows significantly - showing a Mean gap of 6% and a Median gap of 8%, which has improved since 2024.

It is important to reiterate that pay for operational roles such as our Flight Crew, 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 QUANTILES 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

The Ethnicity Bonus Gap increased from 23% to 31%, primarily due to higher bonus payments awarded at senior management levels, which were predominantly received by White colleagues. This increased the differential compared with the previous year.

BRITISH AIRWAYS PAY GAP				
	MEAN		MEDIAN	
	2024	2025	2024	2025
BONUS				
ALL COLLEAGUES	23%	31%	-104%	6%
EXCLUDING FLIGHT CREW	24%	31%	-107%	1%
EXCLUDING FLIGHT CREW, BAND 1 AND DIRECTORS	11%	27%	-108%	1%

HOW ARE WE ADDRESSING THESE DIFFERENCES?

At British Airways, 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. Below, we highlight the key initiatives implemented in 2025 that support our long-term ambition for change.

INCLUSIVE LEADERSHIP & TRAINING

In 2025, we continued to focus on inclusive leadership aligned to our Inclusion starts with I strategy. Leaders continued to complete inclusive leadership workshops, contributing to an increase in leaders feeling equipped to champion inclusion. Our Active Allyship workshops delivered across specific departments including our contact centre operations in India deepened colleagues' understanding of inclusive behaviours, while providing practical tools to turn allyship into daily action. With up to 95% of colleagues completing our "Be an Original" I&D e-learning, we continued to build a shared baseline of awareness across the organisation.

LEADERSHIP DEVELOPMENT & CAREER PROGRESSION

SOAR our internal work experience programme has provided 16 operational colleagues with the opportunity to work in a head office role and access coaching around networking, building a CV and interviewing techniques. We saw measurable impact across all KPIs, including a 40% increase in the ability to navigate growth opportunities within the organisation and gaining the relevant skills and experiences to progress these opportunities.

COLLEAGUE NETWORKS DRIVING CHANGE

We continue to strengthen our colleague led inclusion networks, which are open to all colleagues, ensuring that all employees feel supported and have access to meaningful development opportunities. Our ethnicity and gender aligned networks, Be.ME and WINGS, are active drivers of change. Be.ME has continued to expand its reach through a wide range of impactful initiatives, including cultural briefings, powerful celebrations of Black History Month and Diwali, and leadership events designed to support Ethnic minority progression and raise awareness across the business, ensuring that all employees feel supported and have access to meaningful development opportunities. Both networks continue to grow in membership, and WINGS has recently launched its first ever mentoring programme to support women's career development.

Alongside them, CAPE (Carers and Parents Empowered) network has grown rapidly, now supporting around 950 colleagues, and is playing an increasingly vital role in shaping a workplace where parents and carers feel understood and valued. CAPE has also launched a new colleague benefit through our partnership with KareHero, which provides expert guidance across the adult care journey including emergency support, care assessments, funding advice and legal help such as free Power of Attorney support. This partnership has already delivered significant impact, with hundreds of colleagues signed up and substantial care related financial support identified.

RECRUITMENT INITIATIVES

We have now completed three recruitment rounds for the Speedbird Pilot Academy (SPA) which continues to make careers in aviation accessible to all. This has resulted in an increase in offers extended to women, those from an Ethnic minority background and individuals from working class backgrounds.

Through the STEM Inspire Ambassadors programme, more than 100 colleagues from across British Airways are working to bolster awareness at local schools of STEM careers with a few focused on Flight Operations and engineering. This complements our existing emerging talent offering which engages local schools, colleges and UK-wide universities.

Through the Speedbird-Z Digital Platform, we've connected with over 80,000 students, leading to an increase in diversity across our graduate and apprenticeship hires. In 2025, we hosted just shy of 1,000 students for work experience and insight days, with 30% of participants in STEM opportunities identifying as female and over 50% coming from Ethnic minority backgrounds. We are proud that 28% of our successful apprentice and graduate offers came from our student talent pipeline activity in addition to 22% of our Speedbird Pilot Academy offers.

INCLUSION & DIVERSITY IN AVIATION CAREERS

Working closely with our operational teams, we have continued to deliver our Inclusion and Diversity action plans across Flight Operations, Engineering, Heathrow, Gatwick, and Cabin Crew. Each business area has taken a tailored approach to fostering inclusion.

LEADERSHIP REPRESENTATION & COMMITMENT TO CHANGE

We recognise the importance of providing opportunities to all colleagues to develop their careers and we have seen an increase in our gender diversity in leadership roles.

OUR ONGOING COMMITMENT

We are committed to driving meaningful and measurable progress on our gender and ethnicity pay gaps, and we continue to act across every stage of the colleague experience. From recruitment and career development to early careers and cultural awareness, we are embedding long-term, systemic change rather than one-off interventions. We remain unwavering in our commitment to creating a workplace where every colleague has equal opportunity to thrive.



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