



BA Better World

# BRITISH AIRWAYS MAINTENANCE CARDIFF GENDER PAY GAP REPORT 2025



# GENDER PAY GAP

British Airways Maintenance Cardiff Limited is a wholly owned subsidiary of British Airways Plc and employs 453 people. The principal activity of the company is the maintenance, repair and overhaul of wide-bodied, long-haul Boeing aircraft.

This activity takes place in a dedicated, purpose-built facility in South Wales called British Airways Engineering Wales.

“At British Airways Maintenance Cardiff people are at the heart of our business and we place value on the contribution they make. 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’s business performance.”



Tony Caine  
 Director of Maintenance, British Airways Maintenance Cardiff Ltd

## OUR GENDER PAY GAP

At BAMC, our median Gender Pay Gap is 8.93% which is lower than the current national median average of 12.8% for all employees. The mean is 11.36% and 0% median for the Bonus Pay Gap.

PAY AND BONUS DIFFERENCES		
	MEAN	MEDIAN
HOURLY PAY DIFFERENCE	11.36%	8.93%
BONUS PAY DIFFERENCE	100%	100%

## CAUSES OF THE GENDER PAY GAP

Our median Gender Pay Gap has reduced to 8.93% and the mean Gender Pay Gap has moved from 15% in 2024 to 11.36% in 2025.

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 2024 where 92.94% of the workforce captured in the snapshot are male and 7.06% 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 before and post the global pandemic. The aviation industry has seen significant changes since the pandemic, and recruiting into these skilled roles remains a challenge.

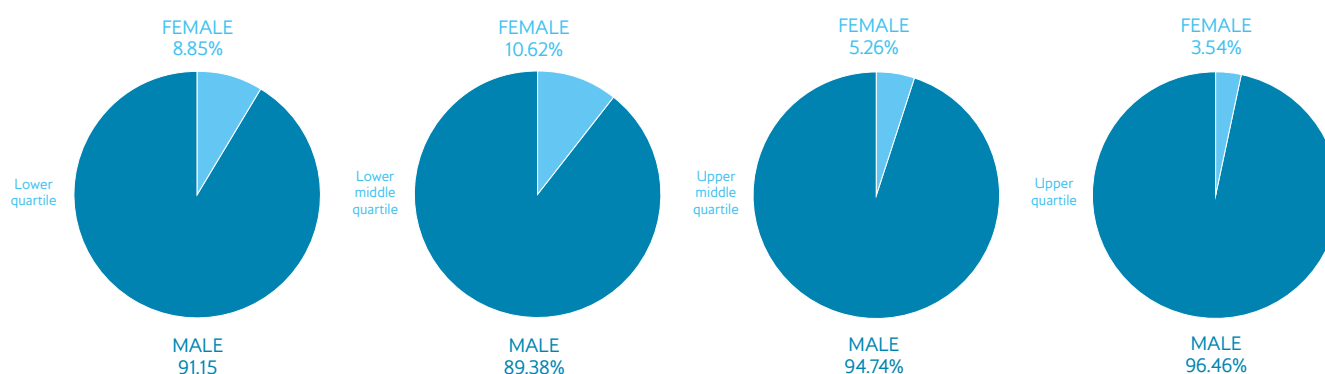
## CAUSES OF THE BONUS GAP

Men and women have the same opportunity to earn a bonus at British Airways Maintenance Cardiff, 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 7.06% 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

We continue to explore ways of how we increase the number of female employees into the business. As part of this:

- We attended several local outreach events to allow groups of students from local schools/colleges/charities to explore the opportunities for careers within Aviation Engineering.
- We are actively recruiting for the 2026 apprenticeship and 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 continue our work experience programme to allow students 1-weeks work experience at our Engineering facility, and are encouraging female applicants;
- We are encouraging and empowering our colleagues to disclose their demographic data and digging deeper into the gaps around our female representation;
- New joiners are required to complete an Inclusion and Diversity e-learning package upon joining the business to support education and awareness. The training is repeated by all colleagues every three years
- 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 appropriate steps to address the Gender Pay Gap across all aspects of our colleague lifecycle, from recruitment and progression to engagement and awareness. We appreciate that it will take time to further drive and sustain a positive improvement, and we are fully committed to achieving true gender equity for our colleagues.

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## DEFINITIONS

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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.

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We 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