Diversity
We are proud to be a business that welcomes and nurtures differences. Diversity and inclusion are a way of life for us.

Our diversity initiatives are all about dignity and respect. They are designed to promote good relationships between colleagues, irrespective of their background, religion or culture.

We continue to focus on developing our Dignity at Work strategy to reduce harassment and bullying in the workplace. We have appointed and trained harassment advisors, drawn from across the business, in response to colleagues’ requests for people they can approach confidentially about any issues they may have. The advisors act as a listening ear and provide practical advice and guidance. Our intention is to adopt a more informal approach to resolving potential conflicts using internal mediators.

As a responsible company, we take disability very seriously. We welcome applications from people with disabilities as we aim to employ the most talented people and we support individuals with disabilities in reaching their full potential by making reasonable adjustments for them in the workplace.

We introduced a Building Ability strategy to identify and promote the needs of disabled customers and colleagues. We constantly look at how we can improve the journey experience for disabled customers.

All frontline employees are trained in disability awareness to increase their knowledge about disabled customers and employees.

Overall, our Dignity at Work strategy involves training, communications and workshops across the business. All departments have targets to achieve and all employees must complete the online ‘Expect Respect’ training course.

The marketplace
Customer
We listen carefully to our customers because it is our best guarantee that we will invest in the products and services they value most. Their feedback and opinions have a huge bearing on our strategy to become the leading global premium airline with a sustainable future.

But it’s also vital that we listen to their wider concerns. They expect us to be a highly responsible business with an active CR programme. For that reason, we are embedding our One Destination programme into every aspect of our products in a visible and high profile way.

Premium service
We aim to provide a premium service to all our customers at every touch point, providing comfort, convenience and reliability. Our people play a crucial role in delivering the upgraded customer experience we want everyone who travels with us to enjoy.

In keeping with the best companies in the hospitality sector, we are investing in an extensive training programme for our customer-facing colleagues to support this.

The service we provide on the ground at our main hub, Heathrow, is highly valued by our customers. In 2009 we consolidated our Heathrow operations by completing the final moves out of Terminal 4 into Terminal 3 and Terminal 5, thereby offering a smoother travel experience, extensive facilities and consistently high levels of punctuality.

Our new premium lounges at Terminal 3, which we share with our oneworld partners, are proving as popular as those in Terminal 5.

On-board experience
Our long-term commitment to offering premium products valued by our customers saw two important launches
Running a responsible business continued

during the year. The innovative, all-business class service from London City to New York was launched in September and was an instant success with customers.

We also introduced our stylish new First cabin, offering our customers a sophisticated environment in which to work, sleep, eat and be entertained.

**ba.com**
Our website has become a significant and integrated part of the British Airways travel experience. We are constantly improving our online offering to make it easier for customers to find the best offers, make the right travel choices and purchase more extensive travel packages in one seamless booking.

Nearly one-third of our bookings are made through ba.com, accounting for 20 per cent of our revenue. ba.com has also become an invaluable medium for communication with our customers, becoming their first point of call for up-to-date information especially during periods of disruption.

In 2009, improvements included the introduction of the value calculator, allowing customers to see the extra value they receive when they choose to fly with British Airways rather than with one of our competitors.

**Cargo**
BAWC has a reputation for tremendous innovation. During the year we once again led the field by introducing the next generation of cool chain airfreight logistics products, under the brand name Constant Climate. We have also started developing our express airfreight proposition, Prioritise, which will be relaunched during 2010.

Our Boeing 747 freighter programme, operating cargo-only flights to 16 destinations on key global trade lanes, continues to be successful and we have now reaffirmed our strategic commitment to this market.

Our loyalty programme, offering small and medium sized businesses the opportunity to earn loyalty points to use on flights and hotels, has proven its worth in the downturn, winning continued support from this important and valuable customer segment.

**Overseas branches**
We fly to a number of destinations around the world (see pages 2 and 3). In addition to the overseas branches we have established in many of these countries, we have branches in countries to which we do not fly.

**Suppliers**
Each year we spend some £5.2 billion purchasing goods and services from our suppliers. We are determined to build strong and trusted relationships with our supply partners but also to boost the efficiency of our procurement process.

**Efficient procurement**
We procure goods and services through a strategic sourcing process, using benchmarking to make sure we achieve maximum value both at the point of purchase and over the life of a supply contract.

During the year, our procurement team reviewed our spending with our top 500 suppliers who account for some 94 per cent of total annual external spend. The structure of our commercial deals and the specification of the goods and services being bought were fully investigated, resulting in considerable savings over the year.

**Corporate responsibility in the supplier base**
As we describe in more detail in our annual CR report we have taken a fresh look at our supplier CR strategy. Called ‘Responsible Procurement’, the new multi-faceted approach allows us to understand much more clearly if the CR credentials of our suppliers match up with our own ‘One Destination’ corporate goals.

**Supplier risk**
We have overhauled our supplier risk assessment and monitoring process in favour of a less subjective approach, using external company data and analytics.

**Payment performance**
We continue to maintain supplier payment performance around our target of 90 per cent of suppliers paid in accordance with mutually agreed terms. The number of days’ purchases in creditors at 31 March 2010 is calculated in accordance with the provisions of the Companies Act 2006 and was 33 days (2009: 32 days).