



BA Better World

BRITISH AIRWAYS GENDER PAY GAP REPORT 2023



GENDER PAY GAP

“Our gender pay gap has reduced this year, as we continue our work towards closing the gap.

Aviation has historically been a male-dominated industry, and while women make up almost 50% of our colleagues and almost half of our junior management positions, we are aware of a number of areas of imbalance and have plans to address our low numbers of women in traditionally male-dominated roles, including pilots, skilled engineers and in senior leadership.

We’re committed to reducing the gap. In 2023 we met our target of 40% of senior leadership roles being held by women by 2025, two years early. We also introduced our new Speedbird Academy, a fully-funded pilot programme, to support our drive to improve representation in the pilot community.

At British Airways, we know that fostering an inclusive and diverse workforce will help us deliver better outcomes for our people and our business, and while there is much more work to do, we’re proud of the progress we’ve made so far.”



Lisa Tremble, Chief People, Corporate Affairs and Sustainability Officer

OUR GENDER PAY GAP

In 2022, we reported a Mean gender pay gap of 67% and a Median of 32%. In 2023, our Mean gender pay gap reduced to 57%, while the Median increased to 37%.

Our gender pay gap is largely driven by the under-representation of women in traditionally male-dominated areas and the over-representation of women in traditionally female-dominated areas.

When pilots (male-dominated) and cabin crew (female-dominated) are excluded from our pay gap figures, our Mean gap reduces to 11% and Median, to 10%. These figures are below the national average.

Our industry-specific operational roles are generally represented by our recognised trade unions whereby contractual terms, including pay, are collectively agreed. Therefore, in respect of these roles, we continue to utilise a pay framework that is applied equally regardless of gender.

(Data snapshot date is 5 April 2023)

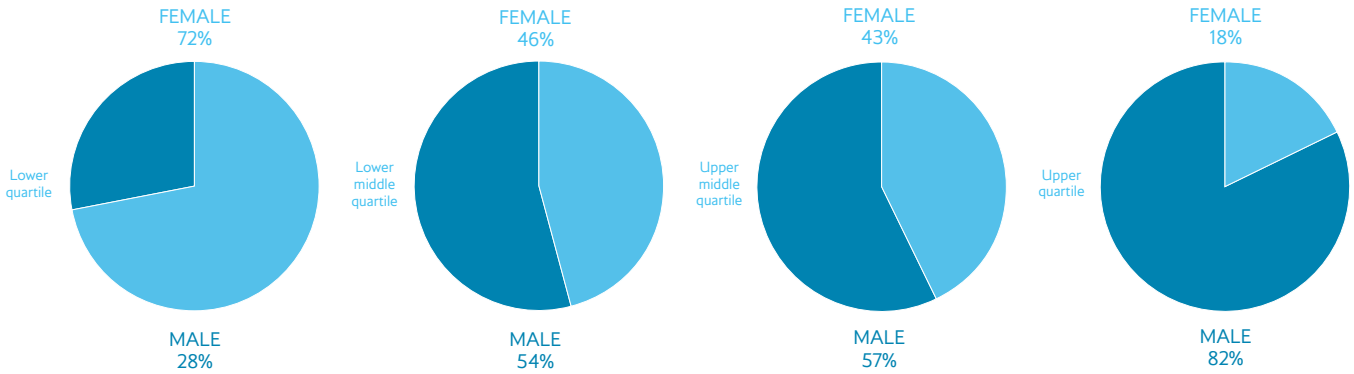
BRITISH AIRWAYS PAY GAP				
	MEAN		MEDIAN	
	2022	2023	2022	2023
GENDER PAY GAP	67%	57%	32%	37%
GENDER PAY GAP EXCLUDING FLIGHT CREW	17%	19%	18%	30%
GENDER PAY GAP EXCLUDING CABIN CREW	62%	52%	29%	24%
GENDER PAY GAP EXCLUDING FLIGHT CREW & CABIN CREW	11%	11%	13%	10%

*14.9% ONS average GPG in 2022

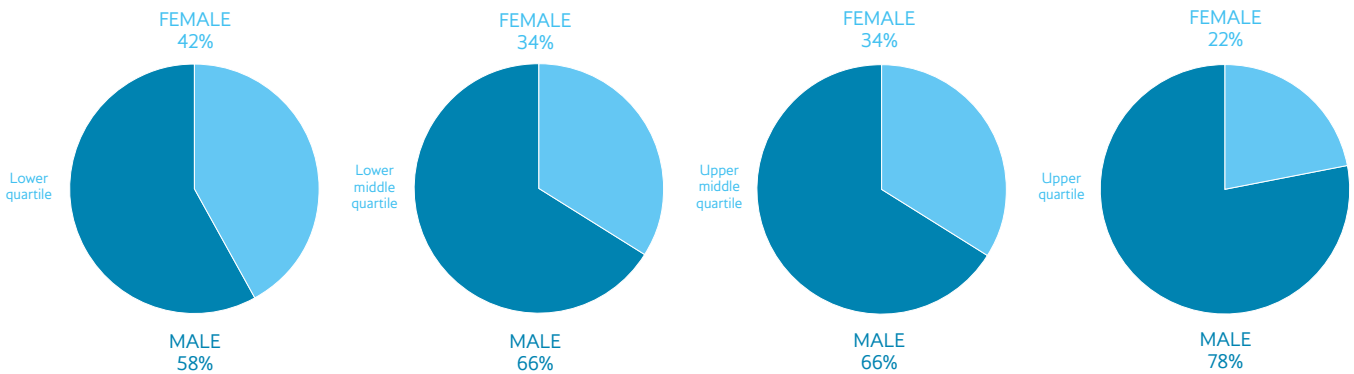


PROPORTION OF WOMEN AND MEN IN EACH PAY QUARTILE

PERCENTILE 2023



PERCENTILE EXCL. FLIGHT CREW AND CABIN CREW



When we exclude flight crew and cabin crew from the quartile calculation, the lower quartile evens out considerably between male and female representation. However, there is still a noticeable gap in the upper quartiles, caused by the significantly higher representation of men in engineering roles and slightly higher representation in our senior leadership roles.

CAUSES OF THE GENDER PAY GAP

Our gender pay gap is driven by the fact that we have much larger numbers of male pilots and engineers in the upper quartile, than female, earning higher salaries, and more female cabin crew than male cabin crew in the lower quartiles, earning lower salaries. Each of these areas requires sustained long-term efforts to reshape our workforce demographics.

However, across the airline, almost 50% of our colleagues are female (46%) and we've achieved almost equal representation in junior management roles (48% female). Our female pilot community also continues to increase year on year and is currently at 6.6%, which is above the national average for the UK pilot workforce (around 5%).

Our Mean gender pay gap has reduced due to a number of factors. As we rebuild our business and schedule post-Covid, our (majority male) pilots are flying more along with increased productivity from our (majority male) ground colleagues. The net effect of this effectively reduces their hourly pay rate. At the same time, our numbers of female cabin crew and Heathrow operations colleagues has increased, maintaining their hourly rate.



OUR BONUS PAY GAP

Our Mean bonus gap was 58% and our Median was 24%.

BRITISH AIRWAYS PAY GAP				
	MEAN		MEDIAN	
	2022	2023	2022	2023
GENDER BONUS GAP	55%	58%	87%	24%
GENDER PAY GAP EXCLUDING FC	50%	58%	28%	24%

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 (who are more likely to be on higher salaries) will generally receive a higher bonus payment than female colleagues (who are more likely to be on lower salaries).

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 (65%), compared to male (35%).

Overall, however, in 2023 more female colleagues received a bonus compared to 2022.

HOW WE ARE ADDRESSING THESE DIFFERENCES

OUR NEW I&D STRATEGY

We launched our new Inclusion & Diversity strategy 'Inclusion Starts with I' in Autumn 2023 to address inclusion and representation. As part of this:

- We are working closely with our Flight Operations (i.e. pilots), Engineering and Cabin Crew leadership teams to create specific I&D Action Plans, closely monitoring diversity at all levels of seniority and ensuring that we are taking steps to ensure that there is equity across all progression opportunities;
- We are encouraging and empowering our colleagues to disclose their demographic data and digging deeper into the gaps around our female representation;
- We have launched a new Women's Inclusion Network Group for Success (WINGS) - a network of colleagues, inclusive of all genders, set up and dedicated to promoting gender equality at British Airways. The group aims to (i) create a safe space and forum for discussions and ideas, (ii) provide support and opportunities for our female community to develop their careers and (iii) inspire our women to pursue their career development to leadership roles
- We also created a new mandatory company-wide Inclusion and Diversity e-learning package to support education and awareness, focusing on bias and inclusive leadership
- We are committed to addressing our gender pay gap in our strategy, which includes gender representation targets and specific initiatives designed to attract and retain females across our STEM roles, particularly pilots and engineers



RECRUITMENT AND REDUCING ECONOMIC BARRIERS TO ENTRY

SPEEDBIRD PILOT ACADEMY

British Airways' commitment to gender equity in the aviation industry is underscored by the expansion of its Speedbird Pilot Academy's inaugural cohort in 2023, welcoming 100 aspiring pilots - an increase from the initially planned 60 places. By covering the entire £100,000 cost of training and providing support for accommodation and food, the academy eliminates financial barriers that have historically affected diversity in pilot recruitment. This initiative is a ground breaking step towards addressing gender imbalances, ensuring that aspiring female pilots have equal access to and motivation to pursue opportunities in the aviation sector. We collaborate with various organisations to reach, educate and inspire young women to pursue a career in the industry. The Speedbird Pilot Academy, with its increased capacity, stands as a testament to British Airways' commitment to breaking down gender-related barriers and fostering a more equitable future for women in aviation. Through this programme we were able to recruit a higher percentage of women than through our direct entry recruitment, and we will continue to focus on improving these statistics each year.

PARTNERSHIPS

As part of our British Airways Community Fund, we have continued to sponsor placements for 300 students on 'Fantasy Wings' programmes to support them to achieve roles in the aviation industry. To date we have supported 600 students with another 300 later this year.

We also have a long-standing partnership and provide funding to the Air League, a charity focused on changing lives through aviation. Each year many people benefit from Air League support to help them start a career in aviation, breaking down barriers to the industry through scholarships and support programmes.

RECRUITMENT

We have a new Inclusion & Diversity recruitment checklist for all senior roles, which ensures that we hard-wire inclusion and diversity into our recruitment by design. Our resourcing specialists work with hiring managers to ensure recruitment activities and opportunities have a broad appeal to create more diverse interview shortlists. We aim for diverse shortlists in all leadership appointments. We have also provided 'Inclusive Recruitment' training to all of our recruitment teams to ensure that our end-to-end recruitment process is attractive and inclusive to all prospective colleagues, regardless of background.

OUTREACH

We recognise the importance of outreach, particularly in the early careers space, where a core aim is to inspire and encourage young women at schools/universities to consider a future career in one of our STEM roles. We pride ourselves in our commitment to drive change at this level and delivered a huge number of programmes, including but not limited to:

- The Young Professionals Females of the Future Event in March 2023, engaging with more than 450 young female students;
- Promotion of our student website, 'Speedbird-Z', with more than 27,000 users, more than 40% of which are female;



- 14 female mentors available on Speedbird-Z for students to reach out to with questions about careers at British Airways;- Supporting the introduction of 'HerCraft', a network for Women in Engineering, hoping to remove the fear of joining a male dominated industry, by providing blog posts and promoting our Engineering apprenticeships; and
- Work Experience Insight Days for Engineering and Flight Operations, with female students making up 35% of participants.

LEADERSHIP REPRESENTATION

We're also aiming for 40% of our senior leadership roles being held by women by 2025, rising to 50% by 2030. We're making promising progress and are continually monitoring this at every level. In 2023, in our most senior level leadership roles, we reached our 40% 2025 target early*.

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 career development, to engagement and awareness. We appreciate that it will take time to further drive and sustain positive change, and we are fully committed to achieving true gender equity for our colleagues.

It is important to note that the legislative requirements are binary in regard to gender (specifying female compared to male). Whilst we are reporting our statistics in the manner set out by law, we recognise and support all gender identities.



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.
BONUS GENDER PAY GAP	is the difference between the mean (simple average) value of bonuses for all men in our organisation and the mean value of bonuses for all women. It is expressed as a percentage of the mean bonus for men.
PAY QUANTILES	are calculated by taking all the hourly pay rates, from lowest to highest, for all men and women and dividing them into four equal sections of 25% - lower, lower middle, upper middle, upper.

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



Andrew Fleming
General Counsel and Company Secretary