

BRITISH AIRWAYS

Holidays

# GENDER PAY GAP REPORT 2025

At British Airways Holidays, we are committed to building a culture where everyone feels they belong, are valued, and have a fair opportunity to grow. Creating a more inclusive workplace takes time, consistency and deliberate action. Closing our gender pay gap is one important part of that journey.

Our median gender pay gap has improved by 6 percentage points, while our mean gap remains broadly unchanged. Low attrition has limited short term shifts in representation, but it also creates an opportunity to focus on progression, remove invisible barriers and embed equity into how we grow. We know meaningful change requires sustained, systemic action within every part of the colleague lifecycle, including our commitment to hire diverse talent into new roles.

We are listening closely to colleagues, learning from our data, and ensuring fairness continues to be embedded into how we hire, develop and lead. Our HR platform is improving visibility of representation and helping us identify where further change is needed. Our 2026 D&I strategy sets clear priorities for the year ahead, including improving representation, supporting fair and inclusive decision making, and deepening a culture of belonging across all teams.

We know there is more to do. We remain committed to sustained, long term progress, not short term fixes so that every colleague has the opportunity to thrive.

I confirm that the data and information presented in this report is accurate and meets the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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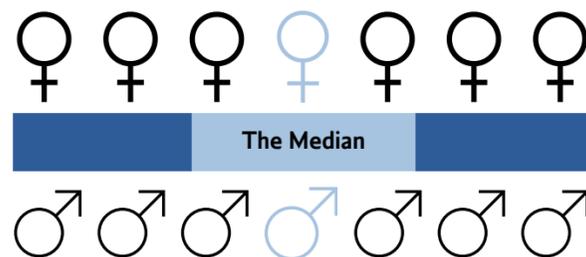
**Helen Miller**

Chief People & Communications Officer,  
IAG Loyalty

## How we work out our figures

### The Median

If you put all men and women in line, from lowest paid to highest paid, the man and the woman in the middle of each line is the median value.



### The Mean

The mean is the calculation of the average value of men and women's pay

$$\begin{aligned} & \text{Female icon} \frac{\text{Total value of all female salaries}}{\text{The amount of women in the business}} = \text{The Mean} \\ & \text{Male icon} \frac{\text{Total value of all male salaries}}{\text{The amount of men in the business}} = \text{The Mean} \end{aligned}$$

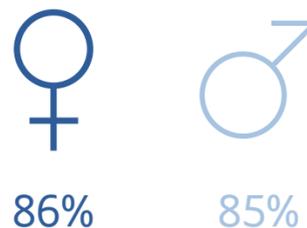
## Our results

Gender pay gap is the percentage difference between average hourly earnings for men and women in a company. A positive % indicates a favourable gap towards men, and a negative % indicates a favourable gap towards women.

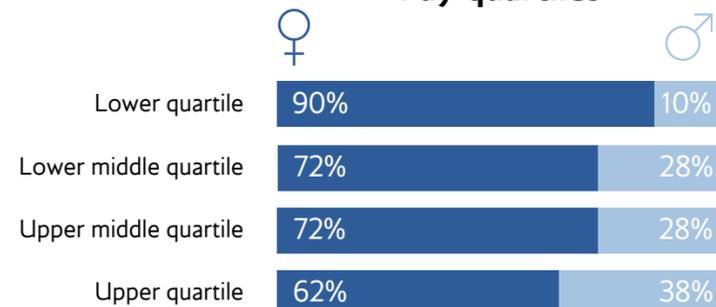


This is different to equal pay which is the difference in pay between men and women that perform the same role with the same level of experience. It's against the law to pay people unequally because of their gender.

### Percent receiving bonus



### Pay quartiles



## The key drivers causing our gender pay gap



### The gender balance at every level

Women are well represented throughout our business, including at our most senior levels. However, as well as being very well represented at senior levels, women also occupy a very high proportion of our non-managerial roles.



### The size of our business

As a relatively small business, changes in our workforce such as new hires, leavers, or internal moves can have a noticeable impact on our gender pay data year-on-year. While this context is important, we remain focused on long-term progress and structural change.

# Our D&I Strategy

This year, we have made progress, with our median gender pay gap reducing by 6 percentage points. While our overall gender balance remains strong, the structure of our workforce continues to influence our pay gap. Women are well represented across the business, but remain over represented in our more junior roles. We remain committed to continuing to strengthen internal pathways into leadership, supporting progression for colleagues in part time roles, and reviewing the systems that may unintentionally hold people back.

Over the past year, we've partnered with colleague-led communities and listening groups to challenge assumptions, shape guidance and build trust. This has strengthened two way dialogue and informed practical changes across the colleague experience.

Our HR platform, introduced in 2025, is improving visibility of representation across teams and pipelines. This strengthens our ability to measure progress, identify progression pinch points and hold ourselves accountable — not only on pay, but on equity of opportunity.

We are reviewing how flexible working influences progression and access to leadership. Women continue to engage strongly in internal moves and part time roles, and we want this to translate into sustained senior progression.

Our D&I strategy is anchored in three pillars:

- 1 Grow Diverse Representation**  
Build teams that reflect the communities we serve.
- 2 Champion Fair and Inclusive Decision-Making**  
Ensure decisions are fair, inclusive and informed by diverse perspectives.
- 3 Deliver a Culture of Belonging**  
Create an environment where everyone feels valued and supported to thrive.

In 2026, we will strengthen our listening approach through a new engagement survey and expanded ERGs, and continue embedding inclusion across the colleague experience. This includes investing in inclusive leadership development, increasing transparency in how we measure progress, sharpening our focus on internal mobility so movement leads to meaningful progression, and using AI tools to support fairer language, design and decision making.

We know there is more to do. Inclusion requires sustained action and deliberate design, not one off initiatives. That is the commitment we carry into 2026 and beyond.