



GENDER PAY GAP REPORT 2026

We're committed to creating an organisation where everyone has the opportunity to thrive and develop. Gender Pay Gap reporting helps us understand where structural differences exist across our workforce and where we should focus our efforts.

Our 2026 results for British Airways Holidays remain broadly stable. The Mean Gender Pay Gap has increased slightly to 27%, while the Median Pay Gap has reduced by 1%. Our attrition remains exceptionally low, meaning opportunities to change workforce composition arise less frequently than in organisations with higher turnover.

Reducing the Gender Pay Gap is a long-term commitment. It depends on improving representation, supporting progression and continuing to build an inclusive culture where everyone can succeed. Over the past year we've continued to strengthen inclusive hiring, flexible working, enhanced parental support and many other initiatives that support gender equity.

We know there is more to do, and we'll continue to use insight from our data to guide where we focus our efforts and measure our progress over time.

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

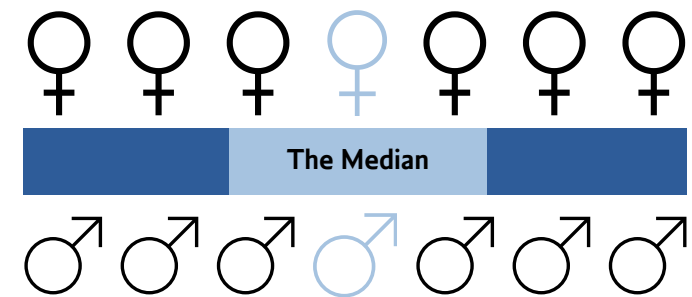
A handwritten signature in black ink, appearing to read "Helen Miller".

Helen Miller
Chief People & Communications Officer,
British Airways Holidays

How we work out our figures

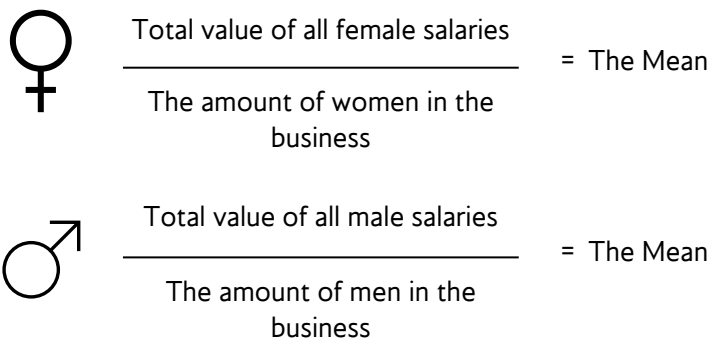
The Median

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



Our results

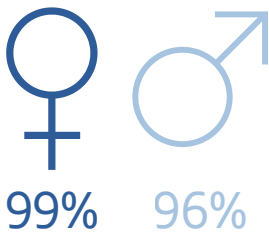
Gender pay gap is the percentage difference between average hourly earnings for men and women in a company. A positive % indicates a favourable gap towards men, and a negative % indicates a favourable gap towards women.

Overall, our 2026 results remain broadly stable. While the Mean Pay Gap has increased modestly and the Median Pay Gap has reduced slightly, the overall picture remains largely unchanged year on year.

Median pay gap	Mean pay gap	Median bonus gap	Mean bonus gap
16%	27%	38%	49%

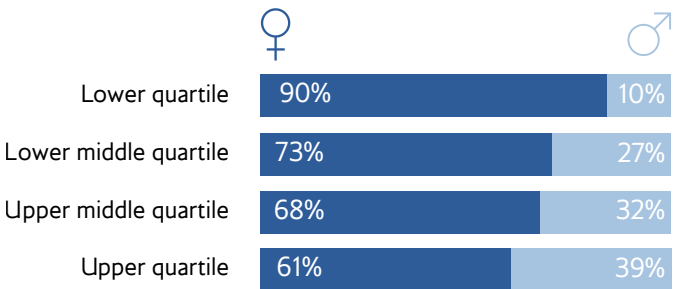
Percent receiving bonus

Bonus participation is almost identical for men and women. Only ineligible new joiners, did not receive a bonus.



Pay quartiles

Women remain well represented across all four pay quartiles, with a heavy skew towards women in our more junior levels.



The key drivers causing our gender pay gap



Over representation across junior levels

Women are well represented across much of our organisation, but we have a heavy skew towards women in our more junior and therefore lowest paid roles. This remains one of the primary structural drivers of our Gender Pay Gap.



The size of the business

We have circa 350 colleagues, meaning individual appointments, promotions and departures can have a more pronounced effect on our Gender Pay Gap than in larger employers. This can result in year-on-year fluctuations that reflect changes in workforce composition rather than underlying shifts in pay practices.



External talent pipeline

The availability of diverse talent varies across professions. In some specialist areas, including Commercial, Product & Digital Experience, we continue to see less gender-balanced external talent pools for senior roles. This can influence the pace at which representation changes over time.



Working patterns

Women continue to make up the majority of colleagues working part time. While hourly pay is compared on an equivalent full time basis, bonus is reported based on actual payments. Combined with the high proportion of women working part time, this continues to influence our reported Bonus Gap.

Our D&I Strategy

Although we've made some progress, our Gender Pay Gap remains broadly unchanged year on year. We recognise that meaningful change requires sustained action, particularly in attracting and developing women into our senior, commercial, technical and digital roles. While this is a wider societal challenge, we're committed to playing our part.

Our size and shape will not fundamentally change, and our commitment to supporting part-time work for all genders remains unchanged. Combined with exceptionally low attrition, this means we must focus on the levers we can influence.

We've taken practical steps to reduce bias in our recruitment processes, including removing gendered language from job descriptions and improving representation in traditionally harder-to-hire areas such as Commercial, Product, Digital and Technology. Our HR platform also gives us greater visibility of our workforce and candidate pipeline, helping us monitor progress and hold ourselves accountable.

Looking ahead

Our D&I Strategy is anchored in three strategic pillars that guide our actions.

1

Grow Diverse Representation
We will continue building teams that reflect the communities we serve. Representation matters - within our business and in how we connect with our partners and customers.

2

Embrace Equitable Decision Making
By actively seeking and amplifying diverse perspectives, we aim to ensure that decisions are fair, inclusive, and drive meaningful impact for all colleagues.

3

Deliver a Culture of Belonging
We're committed to creating an environment where everyone feels they belong, and where people are valued for their authenticity and supported to thrive.

We know that representation and psychological safety are critical to building an inclusive culture. By listening to colleagues, investing in equitable systems and holding ourselves accountable, we're creating a workplace where everyone can thrive.

In the year ahead, we'll continue embedding equity and inclusion throughout the colleague lifecycle. This includes working with a new inclusive culture supplier, providing development opportunities for leaders and managers, and investing in internal mobility to help more colleagues progress into leadership and specialist roles.

This year we also introduced Ask Me Anything, providing colleagues with a direct way to ask our Management Committee questions and strengthening openness and transparency.

We know there is more to do, and we're committed to sustained, long-term action. Creating a truly inclusive workplace requires all of us to play our part. We'll continue listening, learning and evolving, embedding equity into how we hire, develop, reward and lead so every colleague has the opportunity to thrive.