



Gender pay gap 2024

May 2024

brand addition.

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Gender pay gap - explained

Legislative requirements

- Gender pay gap (GPG) legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish on an annual basis gender pay gap data

Gender pay is not to be confused with equal pay:

- **Gender pay** is the measure of the difference between the average earnings of men and women. (irrespective of their roles or seniority)
- **Equal pay** is our legal obligation as an employer to give equal pay for equal work and is different to gender pay. Our pay gap is not the result of equal pay issues

Gender pay gap calculations are based upon:

- **Hourly pay** calculated from April (monthly) salary before deductions for 'full-pay relevant employees.' (including any bonuses paid in the previous 12 months)
- **Bonuses paid** to all employees in the 12-month period leading up to 5th April 2024

Note: Employees who are on unpaid leave, maternity leave, long-term sick or other special leave are excluded from hourly pay calculations 'Non-full -pay employees'



Gender pay gap - explained

What we need to report on

- **Mean and median gender pay gap** based upon an hourly rate of pay calculated from pay on 5th April 2024, including any bonuses paid in the previous 12 months (April payroll)
- **Mean and median bonus pay gap** which considers any bonus pay received in the 12 months leading up to 5th April 2024
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each pay quartile (looking at the proportion in four pay bands when we divide our workforce into four equal parts)
- The gender pay gap is expressed as a percentage of male earnings. **A negative pay gap means that women are paid more than men**

Mean and median explained

The mean pay gap is the difference in the average hourly pay for one group compared to the other, within our organisation (men compared to women).

The median pay gap is the middle point of a population. If we were to rank our men and women separately (in terms of hourly pay, inc. bonuses) from the lowest to the highest, the middle team member is the median.

The mean and median are important metrics and need to be looked at together. However, the median is the most commonly used when performing comparisons as the mean can be skewed by fewer individuals earning more in the upper ranges.

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Gender pay gap – key points

We have a gender pay gap across Brand Addition and it has increased from last year:

- We have seen the gap increase for the UK and when we combine all the site data together
- Site specific data outside of the UK needs to be treated carefully due to the small population size as small changes in headcount can have a large impact on the GPG

Business	Median GPG		Details
Brand Addition	All sites combined	UK only	<ul style="list-style-type: none">• We have more woman in the business than men• We have more women in senior positions than men• We have seen an increase in women in the upper and upper quartile pay bands and an increase of men in the lower two quartile bands
	-12.7%, up from 0 in 2023	-15.8%, an increase of -5.2%	

Why have we seen the changes to GPG?

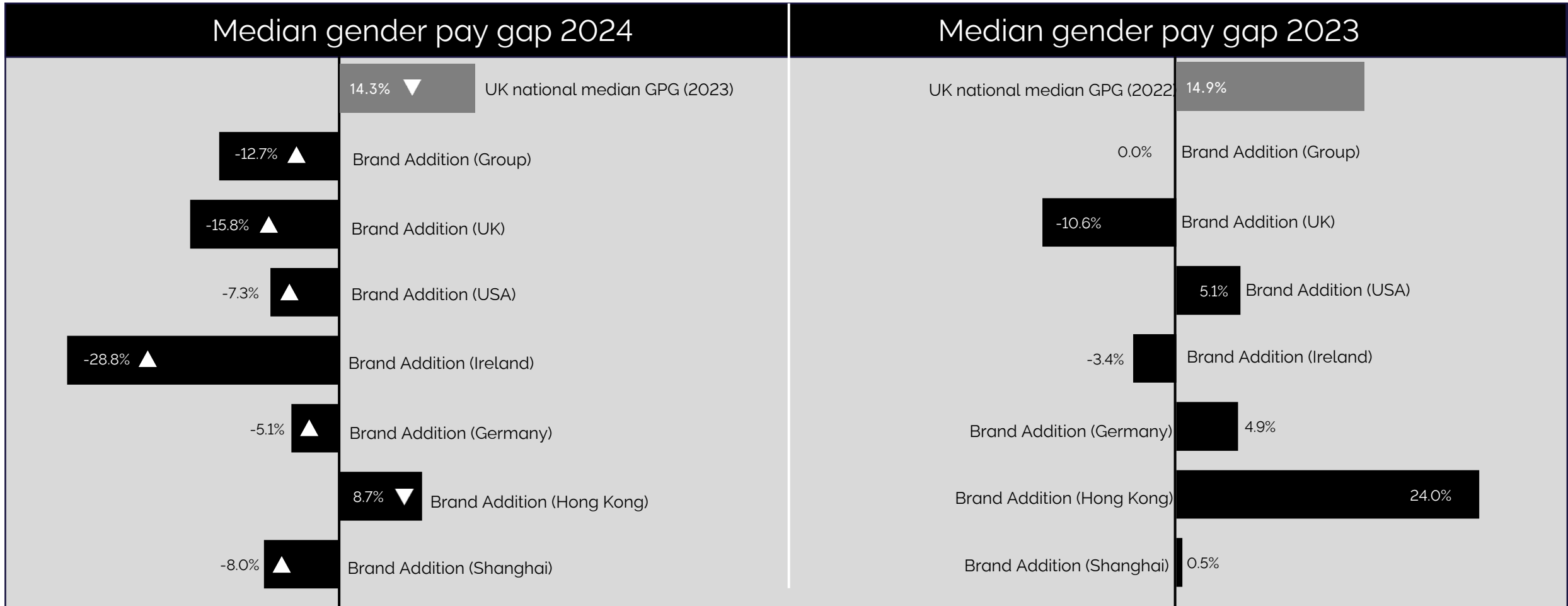
- We have seen an increase in the number of women in the upper two pay quartile bands and an increase in the number of men in the lower quartile bands
- We have more women in senior positions than men

To reduce the gap, we need to:

- Improve the balance of men in senior positions
- Increase the number of men in the upper middle quartile pay band
- Look at how bonuses are allocated and paid across the business to improve consistency

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Median gender pay gap comparison



[UK Gender Pay Gap \(ONS\)](#)

Note: A negative gender pay gap shows that women are paid more than men.



Gender pay gap

Brand Addition summary

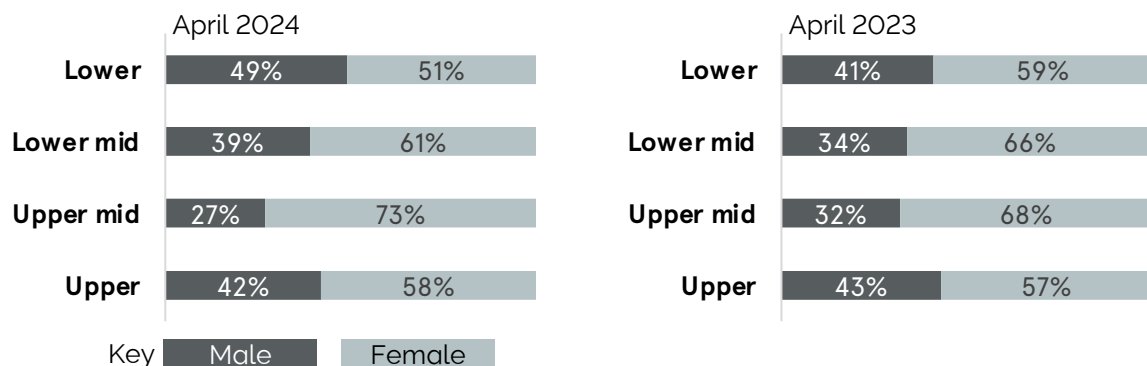
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Gender pay gap – All sites combined

Gender pay gap		April 2024	April 2023	April 2022
Gender Pay Gap	Mean	4.2%	8.8%	7.0%
	Median	-12.7%	0.0%	-3.0%
Bonus Pay Gap	Mean	38.5%	17.1%	19.0%
	Median	36.2%	22.4%	-7.9%
% Employees receiving a bonus	Male	16.0%	26.7%	84.4%
	Female	29.0%	33.2%	89.0%

Headcount (April 2024)	Male	Female
	187	293

Proportion of men and women by pay quartile:



Key Points

The median pay gap shows that women are paid more than men, this is because we have seen an increase in the number of women in the upper two quartile bands and an increase of men in the lower quartile bands.

We have seen the mean gender pay gap reduce, this is because we see the number of women continuing to increase in the upper two quartile bands.

Less bonuses were paid in 2024.

Men received a larger bonus than women as the majority of men who received a bonus were in the upper two quartile bands, where bonuses paid to women were across a broader range of pay quartiles.

Comparing the median GPG to the UK ONS figure we remain below the average of 14.3%.

Considerations / challenges that affect the GPG

We continue to see quite a lot of variation on an annual basis in the BA (all sites combined) GPG and this is caused by several factors:

- When combining all BA sites together this is considering pay across a global footprint
- Regional differences exist across sites
- Increases or decreases in the number of bonuses paid can have a large impact hourly and bonus pay gap

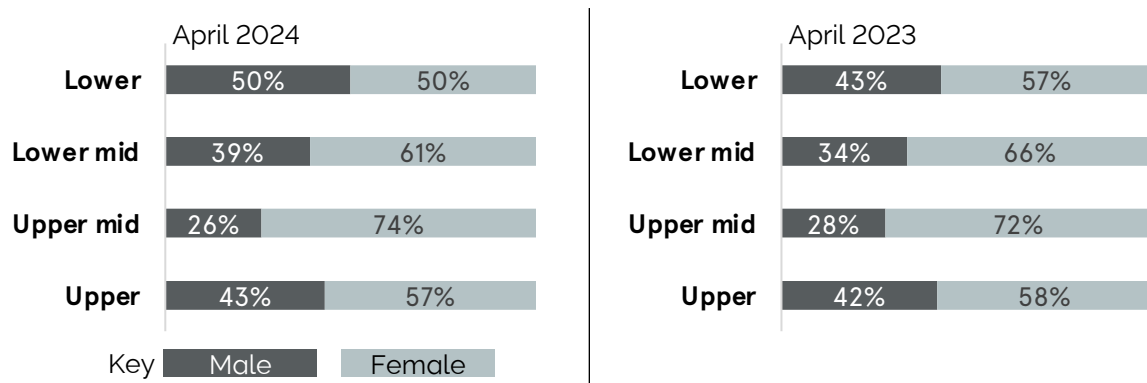
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Gender pay gap – Brand Addition (UK)

Gender pay gap		April 2024	April 2023	April 2022
Gender Pay Gap	Mean	-0.6%	4.6%	5.9%
	Median	-15.8%	-10.6%	-1.8%
Bonus Pay Gap	Mean	52.1%	-1.0%	24.8%
	Median	25.0%	-1.1%	-9.6%
% Employees receiving a bonus	Male	10.7%	12.6%	81.3%
	Female	24.1%	9.8%	87.3%

Headcount (April 2024)	Male	Female
	103	158

Proportion of men and women by pay quartile:



Key Points

Women are paid more than men and we have more women in senior positions than men.

The median pay gap continues to widen as we continue to see the number of women in the upper mid quartile band increasing and the number of men increasing in the lower two quartile bands.

The shift to more women in the upper mid quartile band and more men in the lower two quartile bands has allowed the mean gender pay gap to reduce.

The BA UK median GPG is above the UK average but in the direction of women rather than men. (UK ONS 14.3%).

Less bonuses were paid in to men in 2024 but more bonuses were paid to women.

Men received a larger bonus than women as the majority of men who received a bonus were in the upper two quartile bands, where bonuses paid to women were across a broader range of pay quartiles.

Considerations / challenges affecting the GPG

There are several factors that impact the UK GPG, such as:

- We have more women in the business than men
- We have a much larger percentage of women than men in the upper mid quartile band
- The number of staff who receive a bonus can significantly change annually

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Gender pay gap – Brand Addition – full breakdown

	Gender Pay Gap		Bonus Pay Gap		Receiving a bonus (%)		No. employees		
Business	Median	Mean	Median	Mean	Men	Women	M	F	Total
Brand Addition (Group)	-12.7% (0.0%)	4.2% (8.8%)	36.2% (22.4%)	38.5% (17.1%)	16.0% (26.7%)	29.0% (33.2%)	39% (38%)	61% (62%)	480 (458)
Brand Addition (UK)	-15.8% (-10.6%)	-0.6% (4.6%)	25.0% (-1.1%)	52.1% (-1.0%)	10.7% (12.6%)	24.1% (9.8%)	39% (37%)	61% (63%)	261 (258)
Brand Addition (USA)	-7.3% (5.1%)	8.0% (12.4%)	0.0% (-9.4%)	-7.5% (25.8%)	9.1% (68.8%)	14.3% (82.6%)	37% (41%)	63% (59%)	89 (78)
Brand Addition (Ireland)	-28.8% (-3.4%)	3.4% (10.7%)	22.7% (17.5%)	30.9% (58.3%)	60.0% (60.0%)	80.0% (80.0%)	50% (50%)	50% (50%)	10 (10)
Brand Addition (Germany)	-5.1% (4.9%)	29.3% (25.8%)	57.5% (77.5%)	63.9% (70.0%)	17.2% (4.2%)	12.5% (13.3%)	48% (44%)	52% (56%)	61 (54)
Brand Addition (Hong Kong)	8.7% (24.0%)	-14.7% (-0.6%)	49.3% (-25.5%)	49.3% (-25.5%)	12.5% (12.5%)	14.3% (25%)	53% (50%)	47% (50%)	15 (16)
Brand Addition (Shanghai)	-8.0% (0.5%)	-26.0% (-17.0%)	-111.2% (-3.0%)	-84.6% (-30.7%)	77.8% (87.5%)	85.7% (91.2%)	20% (19%)	80% (81%)	44 (42)
UK (ONS)	14.3% (14.9%)								
US (Missouri - Bureau of labour statistics)	16.6%								

Figures in brackets are 2023 numbers

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Gender pay gap – Brand Addition – full breakdown (continued)

	Gender distribution by pay quartile (Av. hourly pay)										
	Lower			Lower mid			Upper mid			Upper	
Business	Men	Women		Men	Women		Men	Women		Men	Women
Brand Addition (Group)	49% (41%)	51% (59%)		39% (34%)	61% (66%)		27% (32%)	73% (68%)		42% (43%)	58% (57%)
Brand Addition (UK)	50% (43%)	50% (57%)		39% (34%)	61% (66%)		26% (28%)	74% (72%)		43% (42%)	57% (58%)
Brand Addition (USA)	50% (50%)	50% (50%)		24% (26%)	76% (74%)		32% (35%)	68% (65%)		43% (53%)	57% (47%)
Brand Addition (Ireland)	67% (33%)	33% (67%)		50% (100%)	50% (0%)		33% (33%)	67% (67%)		50% (50%)	50% (50%)
Brand Addition (Germany)	50% (36%)	50% (64%)		57% (54%)	43% (46%)		14% (29%)	86% (71%)		77% (62%)	23% (38%)
Brand Addition (Hong Kong)	50% (50%)	50% (50%)		50% (25%)	50% (75%)		50% (75%)	50% (25%)		67% (50%)	33% (50%)
Brand Addition (Shanghai)	20% (18%)	80% (82%)		30% (20%)	70% (80%)		30% (27%)	70% (73%)		10% (10%)	90% (90%)

Figures in brackets are 2023 numbers