



# UK GENDER PAY GAP REPORT

2023



# Foreword

**As a company, Boeing's success relies on its employees' passion, talent and innovative spirit. We are committed to creating an inclusive culture rooted in safety, quality and integrity that encourages all employees to bring their authentic selves to work each day.**

By providing a diverse, inclusive and equitable workplace, we nurture careers that bring lasting change to our company, our industry and around the world.

In 2023, we continued to reduce our median and mean gender pay gap in the UK due to an increase in the number of women in lower-middle, upper-middle and upper pay quartiles, as well as movements in and out of our senior executive team.

While we remain below the UK national average in our gender pay gap, we know there is more to do. Reducing the gap is a necessary part of our equity, diversity and inclusion goals, and we have several efforts in place to help us reach them.

Actions we are taking to address the gender pay gap include a focus on the present and future state of aerospace talent through strategic partnerships and education programmes, such as our university partnerships and collaborations with organisations such as the Air League. We established new partnerships in the STEM

education and career development spaces that reached 19000 students, provided charitable grants to key programmes that break down barriers into aviation, and launched programmes like Return Flight and a new menopause policy that positively support women. We are also committed to developing leadership skills in existing talent and retaining women within our workforce through an inclusive culture and strong focus on employee well-being.

We're proud of the progress we are making on our inclusion journey, reflected in our recognition as the "Most improved Charter Signatory" at the 2023 Women in Defence Awards in November. Looking at an organisation's progress against the Charter commitments, including gender balance status and how that has changed since last year, along with the actions taken to improve gender balance and how progress is measured, this award highlighted the significant progress we've made to advance gender diversity so far.

We reaffirm our commitment to closing the UK gender pay gap through retention, development and forward-looking efforts intended to address the historical exclusion of women across the wider UK aerospace industry. We celebrate our progress, and we actively seek further practical steps to support women at all stages of their career so they can continue contributing to our success as a company and as an industry.

**We confirm the data in this report is accurate.**

**MARIA LAINE**

President, Boeing UK,  
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**ISRIL BRYAN**

Director, Boeing Global Equity,  
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SECTION ONE

# Summary of Our Data

## Data Included in Our Report

Our gender pay gap for Boeing UK includes all three entities for which Boeing is required to report on in the UK. These entities are Boeing Defence UK (BDUK), Boeing Commercial Aviation Services Europe Limited (BCASEL) and Boeing UK Limited (BUKL), which all have 250 or more employees.

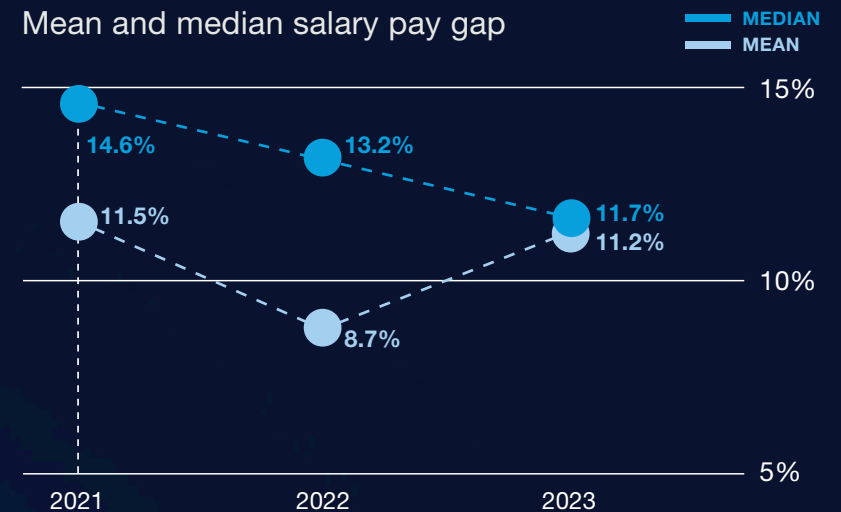
When 'Boeing UK' is referenced in this report, the data is a combination of these three entities. The individual gender pay gap figures for all three entities can be found at the back of this report.

The figures are based on hourly average rates of pay as of 5 April 2023 and incentive awards (bonuses) paid in the 12 months before 5 April 2023.

## Gender Pay Gap Is Different from Equal Pay

The gender pay gap is a comparison between median hourly pay for all women and men within a business, between mean hourly pay for women and men, and between incentive awards for women and men. These figures consider both part-time and full-time employees. Importantly, these numbers do not reflect whether an employer provides equal pay for equal work—as Boeing does. We use robust frameworks which ensure we have a gender-neutral approach to pay. These include Salary Reference Tables (SRTs), which provide competitive range of salaries for the jobs and levels of work, which help to mitigate any potential pay inequities.

Mean and median salary pay gap

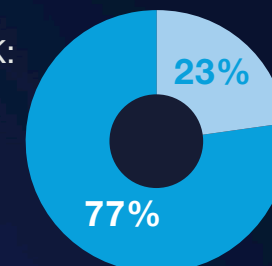


**14.3% UK Median Gender Pay Gap in 2023**

Source: Office of National Statistics

Gender Split in Boeing UK:

MEN  
WOMEN



## Understanding our Gender Pay Gap

Our median gender pay gap shows an improvement in 2023 (-1.5%). This was primarily due to a notable increase of the number of women in the lower-middle, upper-middle and upper pay quartiles when compared with previous years. Our mean gender pay gap, which is heavily influenced by outliers, increased in 2023 (+2.5%). This was due to movements in and out of our senior executive team.

We are pleased that our median gender pay gap continues to reduce, as we continue to implement our action plan, which primarily is focused on improving representation of women at senior levels whilst developing and retaining women at all levels of the organisation.

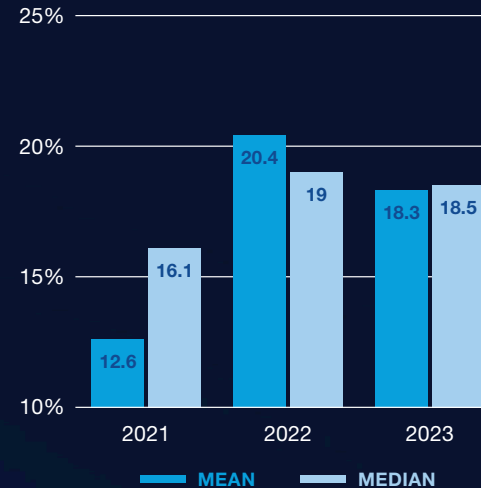
Our mean and median bonus gaps both decreased in 2023 when compared to 2022; -2.1% and -0.5% respectively. This was predominantly due to sales bonuses and senior retention bonuses, which have a higher proportion of representation of men, not paid out or postponed to the following year.

*“We are pleased that our median gender pay gap continues to reduce as we continue to implement our action plan...”*

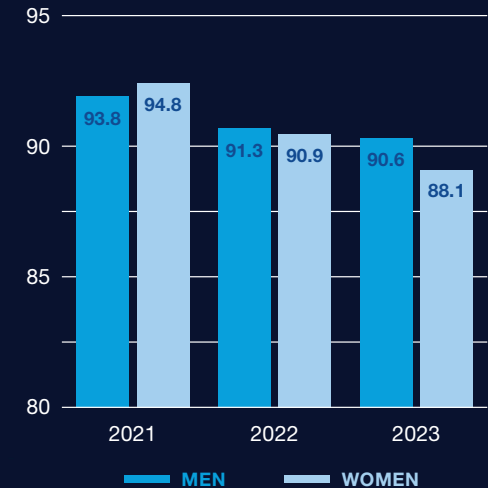
In 2023, the proportion of women receiving a bonus award dropped from the previous year. Whilst the proportion of men receiving an award also dropped, it was a higher drop for women (-2.8%). This higher drop was influenced by bonus eligibility and bonus proration associated with exits and hires of women at the end of 2022.

Our gender pay gaps are steadily improving, and we remain below the UK national average, but we know there is more to do and reducing our gender pay gap remains a priority as part of our equity, diversity and inclusion goals.

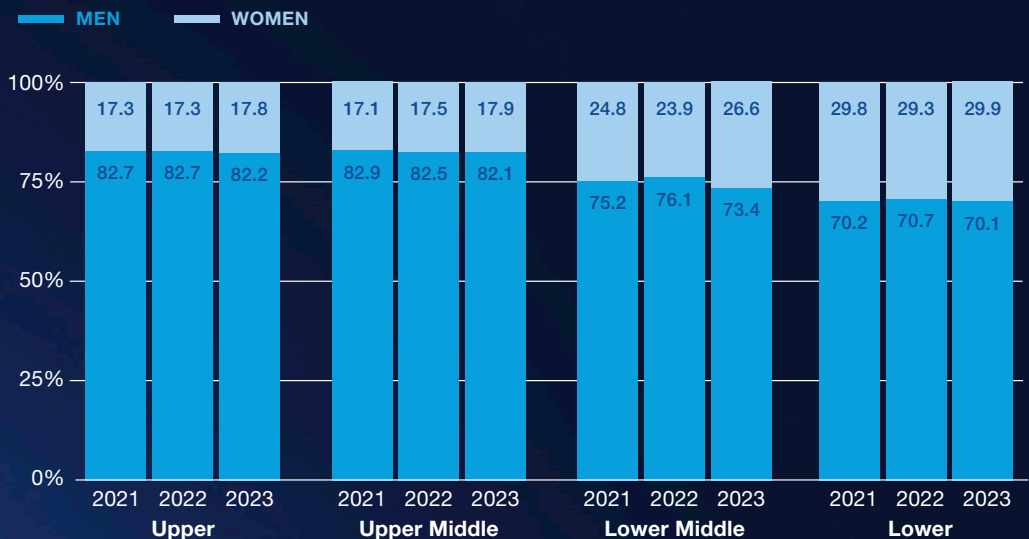
## Mean and median bonus gap in Boeing UK



## Proportion receiving an incentive award in Boeing UK



## Distribution of Boeing UK employees across pay quartiles



## SECTION TWO

# Our Action Plan

## What Are We Doing to Reduce the Pay Gap?

At Boeing, we are dedicated to building a culture that values, respects and inspires colleagues to bring their best selves to work every day.

We remain determined to address the traditional gender imbalance in the aerospace and aviation sector by building balanced talent pools and working hard to reach underrepresented demographic groups.

We are signatories of the Women in Defence Charter and Women in Aerospace and Aviation Charter, which are cross-industry commitments to drive greater gender balance at all levels. Aligning with our commitment to these charters, in 2023 we set two aspirations to improve gender representation: to reach 30% representation of women by 2023 and 26% of women in our manager population by the end of 2024. These aspirations will be achieved through targeted recruitment and ensuring equal opportunity in selection and development efforts.

## Our **three key focus areas** of our long-term action plan continue to be:



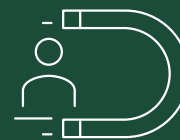
### Recruitment

**Recruiting** the best people from the widest talent pool;



### Development

**Developing** and advancing talent within the company; and



### Retention

**Retaining** our best people.



## SECTION TWO

# Recruitment

## Our Early Careers Pipeline

Our emerging talent pipeline continues to have a balanced representation of women throughout; from attraction through development, due in part to our comprehensive early career programmes.

- In our UK apprenticeship programme 23% of apprentices identified as women or non-binary in 2023.
- Women comprised 45% of our UK graduate hires in 2023.
- The proportion of women who completed Boeing UK internships was 73% in 2023.

## Championing Science, Technology, Engineering and Maths (STEM)

### STEM Committee

The STEM Strategy Committee has oversight of Boeing UK STEM activity, enabling us to measure the impact of our internal and external engagements across the business. In 2023 we organised 100 STEM-related outreach events, reaching over 19000 students.

Our strategy is to inspire, recruit and retain people in STEM roles. This work includes:

- Participation in school careers events several times a year, engaging with students aged three and older about careers in aerospace engineering.
- Boeing employees serving as volunteer STEM Ambassadors, offering their time to schools and colleges to bring STEM-related subjects to life.
- Supporting our customers' air shows and their Friends and Families Days, as well as participating in international and UK airshows to inspire those attending.
- Support of Royal Aeronautical Society's (RAeS) Project Altitude, a STEM outreach programme for secondary schools across the UK.
- Support of the Institute of Engineering and Technology (IET) Young Women Engineer of the Year Awards as headline sponsor for several years.



Reema, a flight simulation technician, at Boeing Apache Academy at Middle Wallop, Hampshire



## SECTION TWO

## Recruitment

## Strategic Partnerships

**Boeing collaborates with a number of strategic external partners in the UK to attract and accelerate the development of high-potential women at Boeing:**

- We are a sponsor of International Women in Engineering Day (INWED) through the Women's Engineering Society. In 2023, we facilitated an in-house roundtable event with senior figures from Parliament, industry, academia and not-for-profit organisations to discuss the importance of psychological safety to support greater gender representation in the workplace.
- Boeing has supported an extensive community engagement programme in the UK via charitable grants for many years. £4.1m has been spent on STEM, veteran support and community projects since 2015.
- Boeing continues to work closely with a range of partners to drive STEM education in schools. It is our eighth year of partnering with The Royal Academy of Engineering with support to their Connecting STEM Teacher programme, which is proving to have a positive impact on STEM education and engineering awareness in the UK. During the first term of the 2022-2023 academic year, 521 schools across 44 regional networks attended meetings hosted by the programme's teacher coordinators.
- Boeing's partnership with Royal Aeronautical Society spans over 13 years and includes collaborating on an annual "Girls in Engineering" event at our Gatwick training facility. In 2023, the event saw three teams of young girls from local schools spend a day immersed in early careers talks, as well as participating in demonstrations and competitions.
- For more than a decade, Boeing has donated over £1 million to the Air League, a charity whose priorities of improving youth engagement, increasing social mobility and supporting the veteran community align closely with our own. In the charity's 2022-23 Soaring to Success programme, a career enrichment programme for schools, we saw a 50:50 gender split for attendees of the Air Experience Days. Their Gliding to Solo programme, of which Boeing is a part funder, has seen 40% representation of women over the past two years. We were awarded the Air League's "Gold Medal" in 2023, in recognition of outstanding services to the charity's causes.
- Building on the successful opening of a Boeing-backed Newton Flight Academy at Glasgow Science Centre, a permanent Newton South Yorkshire was installed at Magna Science Adventure Centre in Rotherham, South Yorkshire in December, which opened its doors to school children in January 2024.

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- Boeing continues to partner with six UK universities (Cranfield University, University of Bristol, University of Cambridge, University of Sheffield, University of Southampton and University of Strathclyde) to support a broad programme of skills initiatives to promote the importance of STEM subjects to students and professionals. Key highlights in 2023 included celebrating the twenty-year partnership with the University of Cambridge, as well as funding the launch of a new flight simulator room at the University of Southampton. Through these partnerships, we aim to encourage people of all backgrounds and demographics, including women, to consider careers in STEM fields.



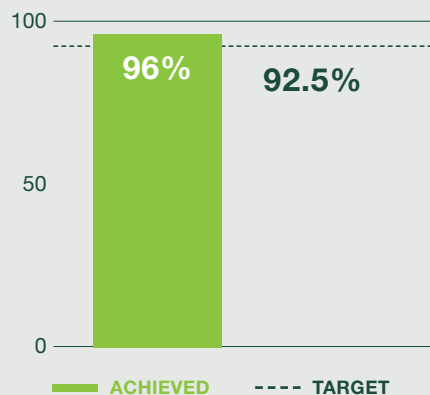
SECTION TWO

# Recruitment

## Creating more inclusive processes

- We continued to link our diversity, equity and inclusion targets with our annual bonus scheme. This required 92.5% of manager and executive interview slates – the short list of qualified candidates interviewed for a position – to include at least one woman. Our global target also included ethnic minorities in the US. Globally, we exceeded our target, achieving 96% diverse interview slates across the enterprise.. We exceeded our target, achieving 96% diverse interview slates across the enterprise.
- In the UK, we saw this translate into a 2.8% increase of women in management roles by the end of 2023.
- In 2023, we launched our ‘Return Flight’ programme, partnering with STEM Returners, to provide a supported route for talent returning to the workplace after a career break. We welcomed three new returners, with an average combined career break of 18 months. We also commenced a pilot scheme to offer more part-time roles in the UK, in order to provide candidates of all genders more flexible working options. We achieved our target of 10% of our roles offering a part-time option in June 2023 and maintained this figure for the rest of the year. We hired 13 part-time employees in 2023 of which 55% were women.

Diversity in interview slates across the Boeing enterprise



Ellen, Boeing Defence UK quality manager and Royal Navy Veteran





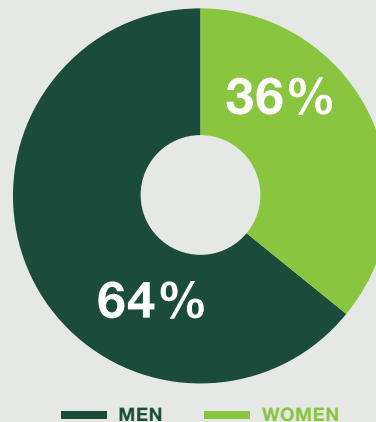
## SECTION TWO

## Development

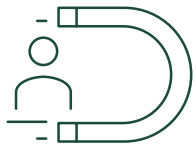
## Developing our talent

- We continue to focus on developing talent from within and safeguarding equitable opportunities for all; ensuring that women and men, have the same platform to develop, succeed and reach their full potential within the company.
- In 2023, our new Global Readiness Executive Experience Programme - a one-year immersion programme for High Potential senior managers - had four out of 12 (33%) women in the Global cohort (outside of the US) and 61% across the whole programme (US and global combined).
- In 2023, four out of 11 (36%) Leadership Next (LX) programme participants selected in the UK were women. LX is Boeing's two-year emerging leader development programme that includes training, assessments, group coaching, peer and executive mentorship, and high-impact project development. Across the whole programme (US and Global cohort), 38% of participants selected were women.
- Our Emerging Talent in Europe Council (ETEC), which is an internal advisory forum for generating new ideas by engaging emerging leaders about their vision for the company and business strategy, continued for the fifth year in 2023. In 2023, 42% (five out of the 12) of the council were women.

Gender balance of Leadership Next programme participants selected in the UK



Laura, an aircraft fabrication specialist at Boeing Sheffield



## SECTION TWO

## Retention

### Creating an inclusive culture for women

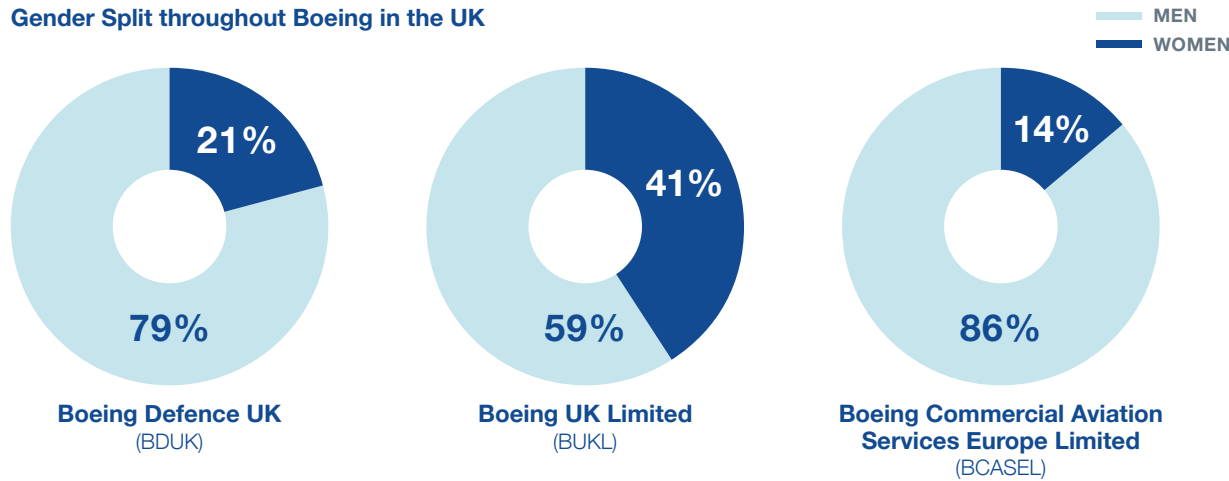
- Within Europe, Boeing has eight Business Resource Group (BRG) chapters. The Boeing Women Inspiring Leadership (BWIL) BRG in Europe, established in 2018 and with over 460 members, is focused on four key areas: careers, partners, culture and STEM. The group, consisting of both women and men, hosted on average two events a month in 2023, across topics such as career development and intersectionality. The group shared inspirational stories and acknowledged awareness days such as International Women's Day and International Women in Engineering Day.
- Boeing UK has a range of family-friendly policies covering maternity, paternity, adoption and shared parental leave. Maternity, adoption and shared parental leave are all offered at the same level as enhanced maternity pay, which is offered at 39 weeks paid leave. In 2023, we also increased paid paternity leave from two to six weeks.
- We have introduced a new menopause policy, designed to create greater awareness of the stages of menopause and understanding among employees of the support that's available. This includes: stress risk assessments; making reasonable adjustments that enable the employee to remain productive and engaged; paid time off for medical appointments or for menopause-related symptoms; and a menopause health line provided for all employees to speak with menopause-trained nurses for guidance and support on managing symptoms.
- Boeing is proud to be a Catalyst Supporter. Catalyst is a global non-profit that encourages companies to build workplaces that work for women. This partnership ensures that we have access to the best practice thinking in advancing diversity, equity and inclusion in the workplace so that women can advance and thrive. In London in 2023, we held the Catalyst 'Men Advocating for Real Change' workshop with representatives from across the Boeing Europe Leadership team focused on developing the capability of senior leadership to have conversations with their teams to address challenges and overcome specific issues relating to women.
- Providing flexibility continues to be a priority. Through our flexible working policy, we enable our employees to balance their day-to-day responsibilities.
- Boeing continues to have a strong focus on well-being for employees, including free regular health checks, private health care options, access to free wellbeing coaching through Better Up Care and access to our Employee Assistance Programme, a confidential service offering counselling and professional support with life issues.

*“We have introduced a new menopause policy, designed to create greater awareness of the stages of menopause and understanding among employees of the support that's available.”*

APPENDIX

# Full Data Report\*

## Gender Split throughout Boeing in the UK



### Percentage of employees in pay quartiles

	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Boeing Defence UK (BDUK)	72.5%	27.5%	74.8%	25.2%	83.9%	16.1%	85.4%	14.6%
Boeing UK Limited (BUKL)	44.7%	55.3%	55.3%	44.7%	62.1%	37.9%	75.7%	24.3%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	80.9%	19.1%	82.2%	17.8%	85.7%	14.3%	93.3%	6.7%

## Definitions

### GENDER PAY GAP

The gender pay gap is a comparison between median hourly pay for all women and men within a business, between mean hourly pay for all women and men and between bonuses. These figures take into account both part-time and full-time employees.

### MEDIAN GENDER PAY GAP

The median gender pay gap is the difference between the median (middle) value of hourly pay rates (when ordered from lowest to highest) for all men in an organisation and the median value of hourly pay rates for all women, expressed as a percentage of the median hourly rate for men.

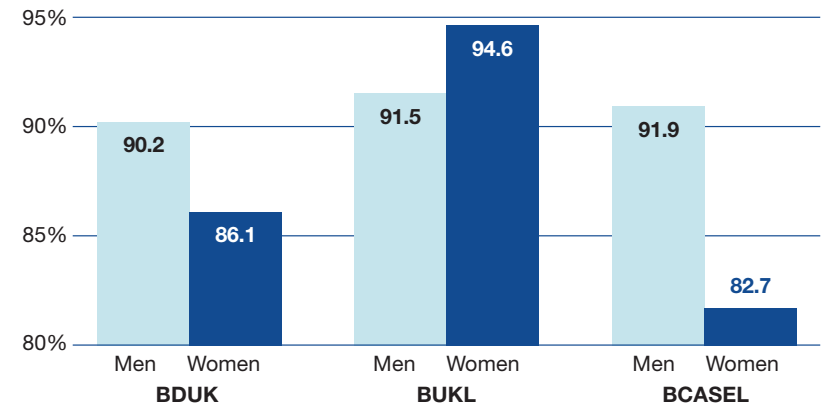
### MEAN GENDER PAY GAP

The mean gender pay gap is the difference between the mean (average) hourly pay rate for all men in an organisation and the mean hourly pay rate for all women, expressed as a percentage of the mean hourly rate for men.

### Percentage pay gap in salary and bonus

	Salary Pay Gap		Bonus Gap	
	MEAN	MEDIAN	MEAN	MEDIAN
Boeing Defence UK (BDUK)	11.8%	12.4%	11.6%	14.5%
Boeing UK Limited (BUKL)	22.4%	20.3%	45.5%	30.7%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	10.6%	6.6%	22.4%	10.5%

### Percentage of population receiving a bonus



### MEDIAN GENDER BONUS GAP

The median gender bonus gap is the difference between the median (middle) value of bonuses (when ordered from lowest to highest) for all men in an organisation and the median value of bonuses for all women, expressed as a percentage of the median bonus for men.

### MEAN GENDER BONUS GAP

The mean gender bonus gap is the difference between the mean (average) value of bonuses for all men in an organisation and the mean value of bonuses for all women, expressed as a percentage of the mean bonus for men.

\* Includes gender pay gap figures for UK legal entities employing 250 or more people.

