



2021

UK Gender Pay Gap Report



FOREWORD

Our Boeing values are at the heart of everything we do. We are committed to create an open, candid and respectful environment where everyone feels welcome.

We are pleased that our gender pay gap is reducing and we remain wholeheartedly committed to narrowing the gap. We know why our pay gap exists in Boeing UK. The primary cause is due to the lower representation of women in senior leadership roles, which is something we continually look to address.

We will keep listening and responding to feedback and data in order to make improvements. For example, we have implemented Textio, an automated inclusive language tool across all our job adverts and mandated diverse selection panels for every managerial position. We have also implemented a new virtual working policy to leverage the learning from the pandemic, which demonstrated that working flexibly enables colleagues to manage work and home life, in a way that works for them.

In 2021, we launched Seek, Speak & Listen to help us understand better the diverse perspectives across our organisation, championed by our CEO and embraced by teammates, of all levels, around the globe. Our employees participated in a series of structured conversations around the Seek, Speak & Listen approach and our work together on this programme has deepened our shared commitment to safety, quality, collaboration and inclusion.

We also published our first annual [Global Equity, Diversity & Inclusion report](#), in which we set out clearly where we are. We will share our progress annually every year going forward to hold us accountable for achieving the goals we've set for ourselves.

We know there is no simple solution to eliminate the pay gap overnight. Instead, we are focused on sustained and intentional effort. Our robust frameworks for recruitment, career development and training ensure we continue to provide equitable opportunities for women and all colleagues.

We confirm the data contained in this report is accurate.

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SECTION ONE

Our Data

This year is the first year we are publishing our overall gender pay gap for Boeing UK, which includes all three entities on 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. The gender pay gap figures for all three entities can be found at the back of this report.

In the spirit of transparency, in addition to the overall figures for Boeing UK, we are also sharing our progress within BDUK, the largest of our UK entities, which we've been reporting since 2017 (the reporting requirements for BCASEL and BUKL have only applied since 2020).

Gender split in	MALE	FEMALE
Boeing UK:	78%	22%

MEAN AND MEDIAN SALARY PAY GAP

Boeing UK* 2021	11.46% MEAN	14.59% MEDIAN
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National Average 2021	14.9% MEAN	15.4% MEDIAN
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Source: Office of National Statistics

*Boeing UK are the combined figures for BDUK, BCASEL & BUKL.

SECTION ONE

Gender Pay Gap is Different to 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 men and women. 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 that ensure we have a gender-neutral approach to pay. These include Salary Reference Tables (SRTs), which provide a competitive range of salaries for the jobs and levels of work, which help to mitigate any potential pay inequities.

DISTRIBUTION OF ALL BOEING UK* EMPLOYEES ACROSS PAY QUANTILES

Quartile	MALE	FEMALE
LOWER	70.20%	29.80%
LOWER MIDDLE	75.15%	24.84%
UPPER MIDDLE	82.89%	17.11%
UPPER	82.69%	17.31%

MEAN AND MEDIAN INCENTIVE AWARDS

Boeing UK* 2021		12.62%	16.05%
		MEAN	MEDIAN
BDUK 2017-2021	2021	4.56%	14.89%
	2020	47.92%	-9.88%
	2018	40.36%	16.05%
	2017	49.37%	31.41%

PROPORTION RECEIVING INCENTIVE AWARDS

Boeing UK* 2021		93.75%	94.84%
		MALE	FEMALE
BDUK 2017-2021	2021	92.72%	94.51%
	2020	68.07%	77.03%
	2018	92.75%	96.06%
	2017	90.09%	91.49%

*Boeing UK are the combined figures for BDUK, BCASEL & BUKL.

SECTION ONE

Understanding our Gender Pay Gap

The 2021 figures saw an improvement in our mean and median pay gaps due to an increase in women in our senior leadership roles. This is why we see a higher representation of women in the upper pay quartile and fewer women in the lower pay quartile than in 2020.

Our mean bonus gap reduced and was at its lowest since first publishing in 2017. This was due to the majority of our bonuses in 2021 being paid out for performance recognition, where higher bonus earners are more proportionally balanced between men and women.

Our median bonus gap was higher than last year due to us not paying out an annual performance recognition bonus in 2020. This was a year with fewer payouts made and a much lower percentage of the workforce getting any bonus amounts. The median bonus gap is lower than 2018, which was a more comparable year.

Our pay and bonus gaps are steadily improving and we remain below the UK national average; however, we know there is more to do and reducing our gender pay gap remains a priority as part of our Global Equity, Diversity & Inclusion goals.



Three Boeing employees at our site in RAF Lossiemouth.

SECTION TWO

Our Actions

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 Aviation and Aerospace Charter, which are cross-industry commitments to drive greater gender balance at all levels.

Our three key focus areas of our long-term action plan continue to be recruiting the best people from the widest talent pool; developing and advancing talent within the company; and retaining our best people.

RECRUITMENT



DEVELOPMENT



RETENTION



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, such as the Women's Engineering Society (WES), International Aviation Women's Association (IAWA) and the Society of Women Engineers (SWE). Boeing UK is also a sponsor and strategic partner of WES's annual International Women in Engineering Day.

Boeing has supported an extensive community engagement programme in the UK for many years. One of the three strategic focus areas is Our Future—developing future innovators through initiatives that build 21st-century skills amongst young people. For more than 16 years, Boeing has sponsored STEM-focused Achieve Club workshops with The Prince's Trust, designed for young people at risk of disengaging with school. Boeing has sponsored more than 60 secondary school students to gain a solo gliding pilot licence with The Air League. Of all Boeing flying scholars since 2013, half have been young women. Furthermore, Boeing sponsors Royal Academy of Engineering STEM Coordinators—teachers who train and up-skill other STEM educators in their region using specially designed enhanced classroom materials.

In 2021, Boeing announced Glasgow Science Centre will become home to the UK's first Newton Flight Academy,

a permanent classroom in which to teach students aviation-related STEM concepts. This is part of Boeing's £3.5m investment in setting up a network of STEM-focused "Newton Rooms" around Europe, which are intended to engage students from all backgrounds including underrepresented groups such as women. The state-of-the-art spaces deliver immersive, experiential learning programmes, engaging students in real-world challenges with industry professionals.

Boeing continues to proactively partner with six UK universities (University of Sheffield, University of Cambridge, University of Southampton, University of Bristol and Cranfield University) to support a broad programme of skills initiatives to promote the importance of STEM subjects to students and professionals.

Specific activities with universities in 2021 included participating in a Southampton University Future Worlds Q&A panel in May 2021; Southampton University 'Summer Project Challenge'; and Cambridge University Student Projects Industrial Partners 'Dragon's Den' in December 2021.

Through these partnerships, we aim to encourage people of all backgrounds and demographics, including women, to consider careers in STEM fields.

SECTION TWO

Recruitment



CHAMPIONING STEM

The STEM Strategy Committee has oversight of Boeing UK STEM activity, enabling us to measure our impact of our internal and external STEM-related activities across the business. This work includes:

- Participation in school careers events several times a year, engaging with students aged 11-12 and 16-18 about careers in aerospace engineering.
- Boeing employees serving as volunteer STEM Ambassadors, offering their time to schools to bring STEM to life.
- Support of the Institute of Engineering and Technology Young Women Engineer of the Year Awards as headline sponsor for several years.
- Sponsorship of the WES: Top 50 Apprentices competition.

OUR EARLY CAREERS PIPELINE

Boeing continues to actively work to increase the female representation of our emerging talent pipeline by attracting and developing women through our comprehensive early-career programmes.

- In our UK apprenticeship programme, 34% of apprentices are women, a 13% increase from 2020.
- Women comprise 49% of our UK graduate hires.
- The proportion of women completing Boeing UK internships was 47% in 2021.

CREATING INCLUSIVE PROCESSES

We continued the work started in 2020 to improve inclusion and candidate experience in the executive hiring process by posting executive and senior executive job requisitions (even when there are eligible internal candidates); being open-minded and considering a wide range of talent supported through manager training and HR review for executive slates; and ensuring gender-diverse selection panels for all executive hires.

In 2021, these practices were extended further into our manager selection process, and in 2022, we will go further still with a company-wide mandate for manager positions requiring more than one gender on interview slates.

In Q4 2021, we implemented Textio—an automated inclusion tool which will improve our capability to use inclusive language in our written communications, content and job postings.



Anne McIlveen, Technical Operations Engineer, poses in front of aircraft equipment.

A woman and a man in safety equipment monitor a digital screen with an AH-64 Apache in the background.

SECTION TWO

Development



We continue to focus heavily on developing talent from within and ensuring that opportunities are afforded equitably, ensuring that women and men have the same platform to develop, succeed and reach their full potential within the company.

Every year, our talent assessment follows a global robust process to identify high-potential talent and suitable successors for our Director and VP roles. In 2021, 32% of our Director and VP high potentials in the UK were women (a 7% increase from the previous year), and we continue to be committed to improving this statistic.

High-potential employees are nominated for accelerated leadership development courses, provided opportunities for mentorship, highlighted in talent reviews for leadership support and action, placed on succession plans and

actively engaged in opportunities for experiential development. In 2022, we will also be launching a new Global Readiness Executive Experience Programme—a one-year immersion for high-potential senior managers.

In 2021, 5 out of 11 (45%) Leadership Next (LX) participants selected in the UK were women. LX is Boeing's emerging leader development programme, a two-year leadership programme that includes training, assessments, group coaching, peer and executive mentorship, and high-impact projects. At a global level, 47% of participants selected were women.

Colleagues within Europe have access to the Jump Start Mentoring scheme, which is open to all employees within Europe who want to have a mentor/mentee. There is a strong uptake by women and men within the Early Careers community.

Our Emerging Talent in Europe Council (ETEC)—an internal advisory forum for generating new ideas by engaging emerging leaders about their vision for the company and business strategy—continued into its third year of tenure in 2021. In 2021, 75% (9 out of the 12) of the council were women. The Chair was also a woman. ETEC actively collaborates with Boeing's Europe leadership on vision and strategy and lead on projects, delivering outcomes within that vision. In 2021, the ETEC projects were focused on diversity and inclusion, with four project teams setting up and launching three new Business Resource Group chapters in Europe.



SECTION TWO

Retention



CREATING AN INCLUSIVE CULTURE FOR WOMEN

Within Europe, Boeing now has five Business Resource Group chapters, which includes three new chapters launched in 2021. The establishment of those new chapters—Boeing Employee Pride Alliance (BEPA), Boeing Generation To Generation (BG2G) and Boeing Employees Ability Awareness Association (BEAAA)—are helping us continue to build inclusive communities which help us to continue to create a culture where everyone is seen, valued and feels listened to.

The Boeing Women Inspiring Leadership (BWIL) Business Resource Group Chapter in Europe has continued to increase its membership since 2018, when it first launched. BWIL currently has over 300 members, with a strategy focused on four key areas: careers, partners, culture and STEM. The group averaged hosting two events a month in 2021 on a number of different

topics of career development, intersectionality such as cultural awareness, sharing inspirational stories and acknowledging important days such as International Women's Day and International Women's Engineering Day.

In 2021, BWIL Europe launched a Women's Health Forum in the UK. They discussed health topics affecting women such as menopause and breast cancer awareness. They are supported by our Employee Assistance Programme, which includes free regular health checks and a confidential service offering counselling and professional support with life issues. The group has attracted a number of male allies, which has helped to open up the conversation on women's health.

Boeing is proud to be a Catalyst Supporter, whose partnership ensures that we have access to best practice thinking in building workplaces

that work for women. Employees across Boeing have access to events, resources and roundtable discussions, and we continue to make use of this learning in-house.

Providing flexibility continues to be a priority, particularly as we come out of the pandemic and into a new way of working. In the UK, we have rolled out a new virtual working policy, enabling colleagues to select their preferred working location (subject to their role not needing to be completed on-site). Through our flexible working policy, we enable our employees to balance their day-to-day responsibilities.

We also have 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. We continue to keep our policies under review.



Tiauna Travers, Product Security Engineer, meets with a colleague in a common meeting space.

APPENDIX

Full Data Report*

	Gender Split		Gender Salary Pay Gap		Gender Bonus Gap		Percentage of population receiving a bonus		Percentage of employees in pay quartiles							
	MALE	FEMALE	MEAN	MEDIAN	MEAN	MEDIAN	MALE	FEMALE	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
									MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Boeing Defense UK (BDUK)	81%	19%	12.77%	14.87%	4.56%	14.89%	92.72%	94.51%	72.49%	27.51%	78.47%	21.53%	84.37%	15.63%	86.73%	13.27%
Boeing UK Limited (BUKL)	60%	40%	23.40%	23.88%	45.71%	24.89%	92.86%	94.24%	50.57%	49.42%	47.13%	52.87%	72.41%	27.59%	70.11%	29.89%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	87%	13%	12.41%	8.54%	27.04%	17.92%	99.56%	100%	81.54%	18.46%	84.62%	15.38%	90.77%	9.23%	90.77%	9.23%

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

