



2022

UK Gender Pay Gap Report

FOREWORD

At Boeing, we are committed to creating an inclusive culture that inspires colleagues to bring their best selves to work every day. At the heart of cultivating that culture are our core values of safety, quality and integrity. We know that culture can only be fully nurtured through a truly diverse workforce, underpinned by three simple habits we have embedded into everything we do — “Seek, Speak & Listen”.

We are pleased that the gender pay gap for Boeing UK has continued to reduce and we remain committed to further narrowing the gap. We are working to increase representation of women across Boeing UK, particularly at senior levels. With the recent appointment of Maria Laine as president of Boeing in the UK, Ireland and Nordic Region, a woman is now the most senior UK leader. The proportion of women joining our UK apprenticeship, graduate and internship programmes remains balanced with men.

However, we know we still have more to do to address the traditional gender imbalance in the aerospace industry. As signatories of the Women in Defence Charter and Women in Aerospace and Aviation Charter, we are committed to cross-industry initiatives to drive greater gender balance at all levels.

Our pledge to create an inclusive culture for women is reflected by a range of family-friendly policies covering enhanced maternity, adoption and shared parental leave, along with the ongoing flexible working arrangements we offer that let our employees balance their day-to-day responsibilities. Our second annual Global Equity, Diversity and

Inclusion report was published in April 2022, in which we set out clearly where we are against the goals we’ve set ourselves.

Attracting new and diverse talent also remains a focus. Through our STEM outreach, strategic partnerships with key charitable and not-for-profit organisations and close work with our six universities partners, we remain committed to building balanced talent pools and working hard to better reflect the local communities we are proud to be part of.

As we celebrate the positives, we continue to be laser-focused on our sustained and intentional approach, which in 2023 will include the introduction of practical steps to more actively monitor and report the representation of women across our business.

We confirm the data contained in this report is accurate.

MARIA LAINE

President, Boeing UK,
Ireland and Nordic Region

STEVE BURNELL

Managing Director,
Boeing Defence UK Ltd

SUZANNE PURDUM

Human Resources Director,
Boeing Europe and Israel

MARK SISSON

Managing Director,
Boeing Commercial Aviation
Services Europe Limited

SECTION ONE

Summary of Our Data

Data Included in Our Report

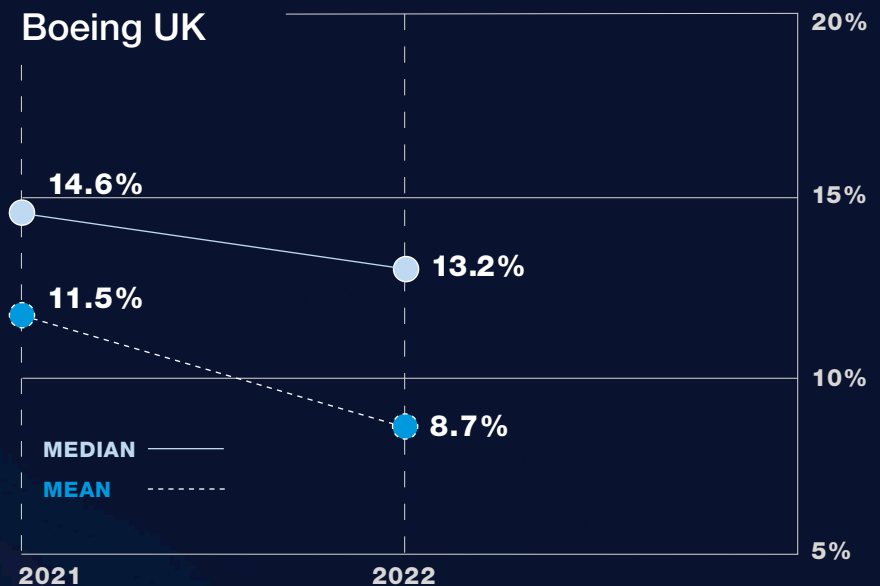
Our gender pay gap for Boeing UK includes all three entities, which Boeing is required to report on in the UK. These entities are Boeing Defence UK (BDUK), Boeing Commercial Aviation Services Europe Limited (BCASEL) and Boeing UK Limited (BUKL), which all have 250 or more employees. When 'Boeing UK' 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 2022 and incentive awards (bonuses) paid in the 12 months before 5 April 2022.

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 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 a robust framework, which ensures we have a gender-neutral approach to pay. These include Salary Reference Tables (SRTs), and which provide a 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



Gender split in

	MEN	WOMEN
Boeing UK:	78%	22%

UK Median Gender Pay Gap in 2022 14.9%

Source: Office of National Statistics

SECTION ONE

Understanding our Gender Pay Gap

The Boeing UK figures from this latest reporting period show a reduction in both the mean (-2.8 percent) and median (-1.4 percent) pay gaps in 2022. This was primarily due to promotion and out-of-sequence increases for women, which outpaced men employees, coupled with the impact of our continued implementation of our action plan, which is focused on improving women representation at senior levels.

The mean and median bonus gaps both increased in 2022 when compared to 2021; +7.8 percent and +2.9 percent, respectively. Our bonus gaps are susceptible to short-term external market influences, and given our higher proportion of men employees in senior roles, our bonus gaps are exacerbated when larger bonuses are paid out due to company performance.

The main internal factor we've identified that influenced the bonus gap in 2022 is that in 2021, a large number of women took on manager roles. These women were not eligible for the full Management Incentive Plan (MIP) due to their short tenure in their role; therefore, the MIP bonus gap was primarily caused by bonus proration based on time in management roles.

Boeing UK's gender pay gap is steadily reducing and we remain below the UK national average. However, we know there is more to do, and further closing the gender pay gap remains a priority as part of our companywide Global Equity, Diversity and Inclusion goals.

MEAN AND MEDIAN INCENTIVE AWARDS

Boeing UK

2022	20.4%	19.0%
2021	12.6%	16.1%
	MEAN -----	MEDIAN -----

PROPORTION RECEIVING AN INCENTIVE AWARD

Boeing UK

2022	91.3%	90.9%
2021	93.8%	94.8%
	MEN -----	WOMEN -----

DISTRIBUTION OF BOEING UK EMPLOYEES ACROSS PAY QUANTILES

Quartile	2022		2021	
	MEN	WOMEN	MEN	WOMEN
UPPER	82.7%	17.3%	82.7%	17.3%
UPPER MIDDLE	82.5%	17.5%	82.9%	17.1%
LOWER MIDDLE	76.1%	23.9%	75.2%	24.8%
LOWER	70.7%	29.3%	70.2%	29.8%

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 self 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. We have set representative targets, including our goal to reach 30 percent women representation by 2030 (currently 22 percent).

Our three key focus areas of our ongoing 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.

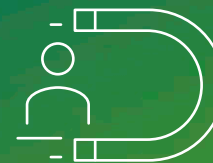
RECRUITMENT



DEVELOPMENT



RETENTION



SECTION TWO

Recruitment



OUR EARLY CAREERS PIPELINE

Our emerging talent pipeline continues to have a balanced representation of women throughout—from attraction through to development through our comprehensive early-career programmes.

In 2022:

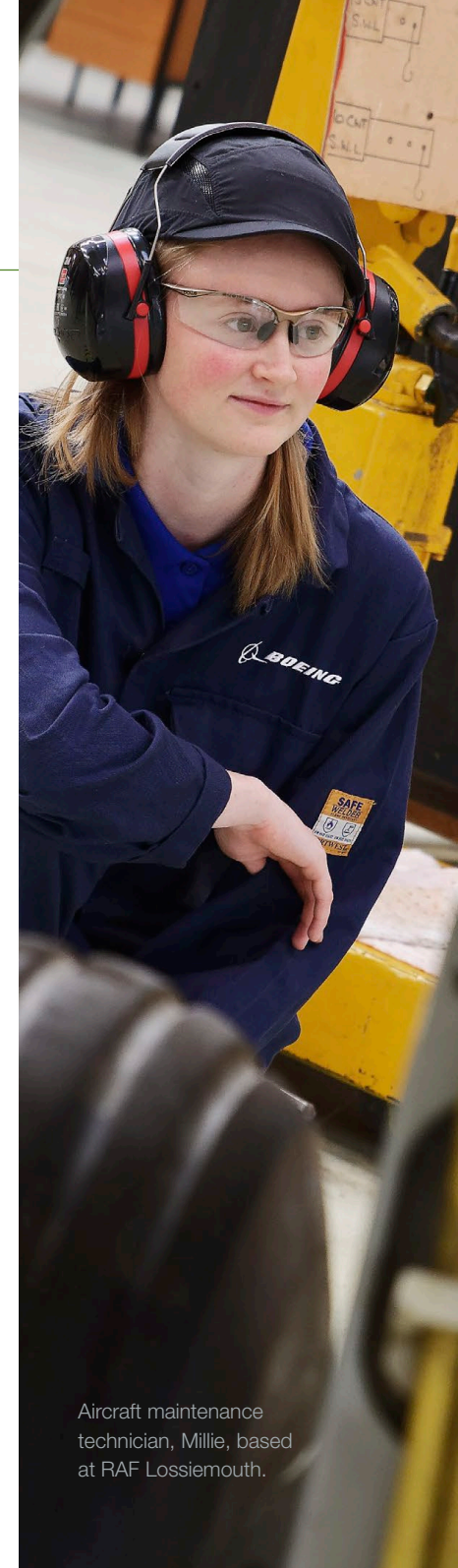
- In our UK apprenticeship programme, 24 percent of apprentices identified as women or non-binary.
- Women comprised 44 percent of our UK graduate hires.
- Sixty-six percent of Boeing UK interns were women.

CHAMPIONING STEM

The STEM committee has oversight of Boeing UK STEM activity, enabling us to measure the impact of our internal and external STEM-related activities across the business.

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

- Participation in school careers events several times a year and 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 and colleges to bring STEM-related subjects to life.
- Supporting our defence customer's Friends and Families Days, as well as supporting international air shows to inspire those attending Royal International Air Tattoo and Farnborough International Airshow.
- Support of Royal Aeronautical Engineering Society's "Project Altitude"; an outreach programme which inspires school children into STEM.
- Support of the Institute of Engineering and Technology's Young Women Engineer of the Year Awards as headline sponsor for several years.
- Sponsorship of International Women in Engineering Day. 2022 was our sixth year as a sponsor.



Aircraft maintenance technician, Millie, based at RAF Lossiemouth.

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) and International Aviation Women's Association (IAWA). 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 workshops with The Prince's Trust, designed to teach young people enterprise and entrepreneurial skills. Boeing has also 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.

Boeing continues to work closely with a range of partners to drive STEM education in schools. In 2022, Boeing and the Royal Academy of Engineering (RAEng) celebrated their seven-year school partnership, a scheme providing hundreds of thousands of students with key skills in science, technology, engineering and maths. Since its launch in September 2011, more than 750,000 students have benefitted from the Academy's Connecting STEM Teachers (CST) programme, which provides training and professional development to teachers in order to increase pupil's understanding of STEM-related subjects.

In partnership with the Royal Aeronautical Society (RAeS), Boeing hosted a "Girls in Engineering" event at the company's Gatwick Training Campus in Crawley in November 2022, inviting secondary school girls from the local area to take part in STEM activities and learn about careers in aerospace.

Last year also saw the opening of a Boeing-backed flight academy in Glasgow to inspire the engineers and scientists of tomorrow. The Newton Flight Academy at Glasgow Science Centre enables school students to tackle real-world STEM challenges through a permanent classroom and three state-of-the-art flight simulators. A mobile Newton Room was also opened in Ireland for the first time in May 2022, at Dublin City University.

Boeing continues to proactively partner with six UK universities (University of Sheffield, University of Cambridge, University of Southampton, University of Bristol, Cranfield University and the University of Strathclyde) to support a broad programme of skills initiatives that promote the importance of STEM subjects to students and professionals. Through these partnerships, we aim to encourage people of all backgrounds and demographics, including women, to consider careers in STEM fields.

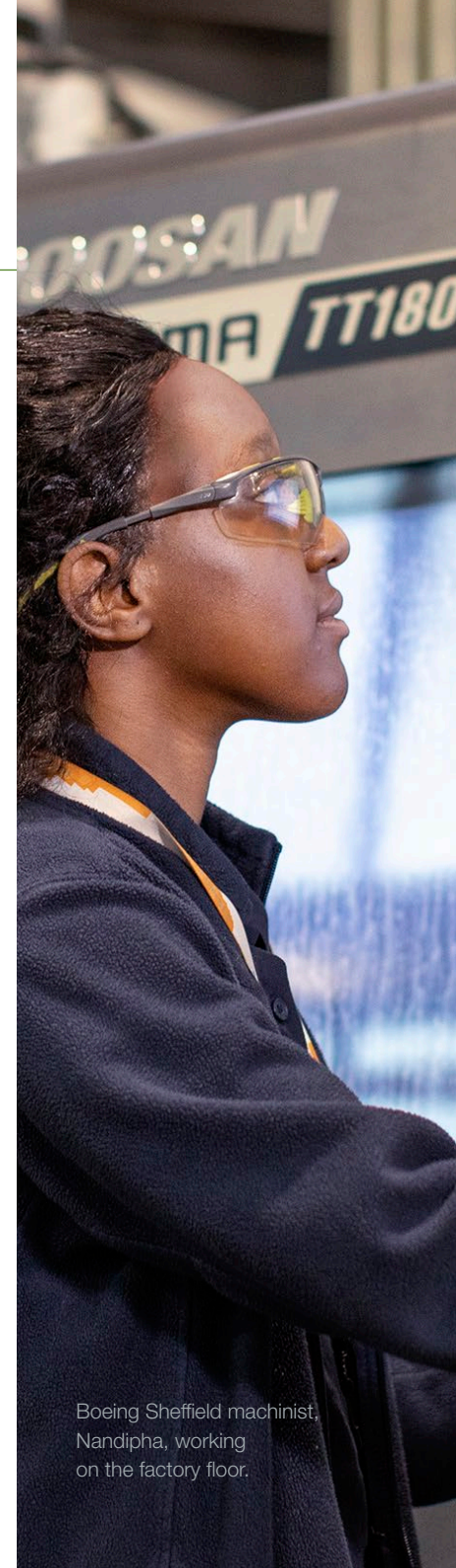
SECTION TWO

Recruitment



CREATING MORE INCLUSIVE PROCESSES

- In 2022, we introduced two Diversity, Equity & Inclusion targets linked with our annual bonus. These targets were for all manager and executive positions:
 - A reduction in the percentage of direct placements (meaning new roles or replacements placed without being advertised), which saw an improvement from 31 percent direct placements in 2021 to 8 percent in 2022.
 - Ninety percent of interview slates will be diverse (in the UK, this meant at least one woman had to be included on the shortlist of candidates to be interviewed), which was also achieved, up from 77 percent in 2021.
- We saw this translate into the gender balance of our hires in 2022, where 44 percent of manager and executive hires were women.
- We also asked managers to attest that they have had inclusive interview panels, meaning in the UK, at least one woman is included in the interview selection process.
- We also continue to use Textio in our job adverts to ensure language used is gender-neutral.

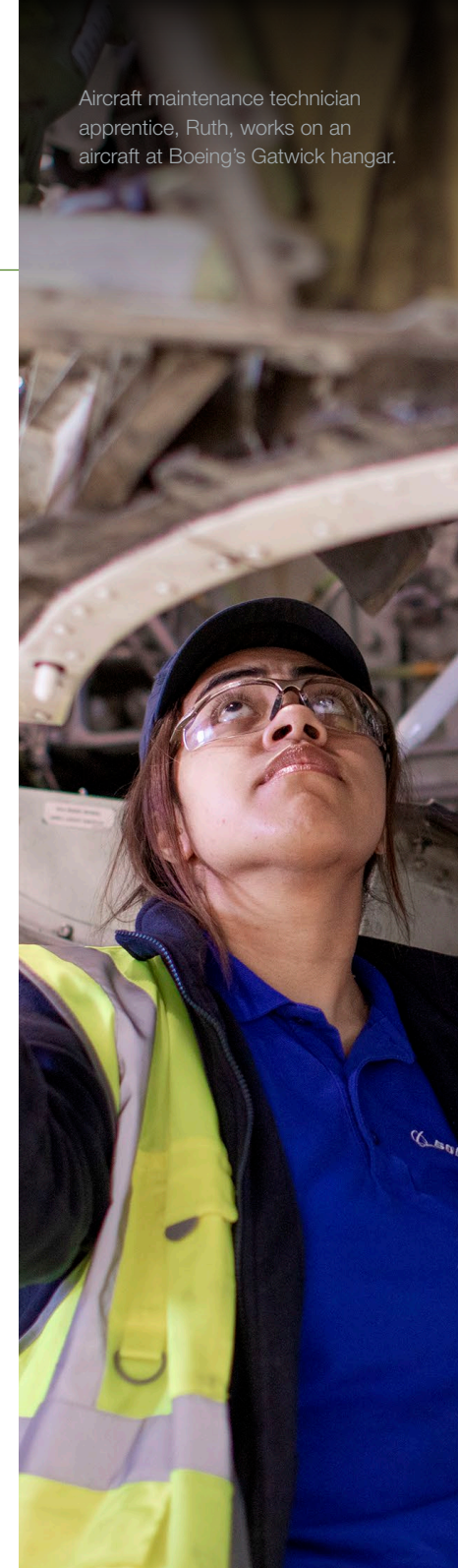


Boeing Sheffield machinist, Nandipha, working on the factory floor.

SECTION TWO

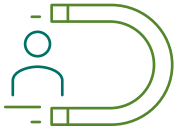


- We continue to focus heavily on developing talent from within to make sure that opportunities are afforded equitably, and ensure that women and men have the same platform to develop, succeed and reach their full potential within the company.
- Every year, our talent assessment follows a global, robust process to identify high-potential talent and suitable successors for our director and vice president roles.
- 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, one out of two Leadership Next (LX) programme participants selected in the UK was a woman. 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, 45 percent of participants selected were women.
- Colleagues across the Boeing company have access to the Jumpstart Mentoring scheme, which has been active in Europe for the last five years. From Early Careers to those with more experience looking to take the next step in their career, the scheme has been very popular across the region. This year, 37.5 percent of the mentors and 42 percent of the mentees 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 its fourth year of tenure in 2022. In 2022, 46 percent (six out of the 13) of the council were women.



SECTION TWO

Retention



CREATING AN INCLUSIVE CULTURE FOR WOMEN

- Within Europe, Boeing now has seven Business Resource Group (BRG) chapters, which includes two new chapters launched in 2022; Boeing Black Employees Association (BBEA) and Boeing Asian and Pacific Association (BAPA). The establishment of those new chapters are helping us to continue building inclusive communities, while ensuring we create a culture where everyone is seen, valued and feels listened to.
- The Boeing Women Inspiring Leadership (BWIL) Europe Chapter has continued to increase its membership since its inception in 2018. BWIL currently has over 350 members, with a strategy focused on four key areas: careers, partners, culture and STEM. The group, consisting of both women and men, is a powerful lever for talent retention as it empowers our team members by providing a platform to be heard and inspire others. 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. Our policies remain under constant review.
- We provide menopause support through our private healthcare provider, which provides both general advice and also consultation support with any reasonable adjustments at work that may be needed to support colleagues going through menopause.
- 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 in-house learning.
- 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 stress management, relationships, work-life balance, grief and loss and more.



Roisin, machinist at Boeing Sheffield, is specialising in advanced manufacturing.

APPENDIX

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.

MEDIAN BONUS PAY GAP

The median bonus pay 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 BONUS PAY GAP

The mean bonus pay 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.

Full Data Report*

	Gender Split		Gender Salary Pay Gap		Gender Bonus Gap		Percentage of population receiving a bonus		Percentage of employees in pay quartiles							
	MEN	WOMEN	MEAN	MEDIAN	MEAN	MEDIAN	MEN	WOMEN	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile	MEN	WOMEN	MEN	WOMEN
Boeing Defense UK (BDUK)	81%	19%	5.8%	13.4%	7.1%	18.4%	91.1%	90.7%	74.2%	25.8%	78.8%	21.2%	85.7%	14.3%	84.9%	15.1%
Boeing UK Limited (BUKL)	59%	41%	24.9%	22.3%	59.1%	33.1%	91%	89.5%	48.4%	51.6%	49.5%	50.5%	62.8%	37.2%	74.2%	25.8%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	88%	12%	7.2%	6.2%	32.2%	14.5%	89.6%	91.7%	85.1%	14.9%	85.1%	14.9%	91.2%	8.8%	92.5%	7.5%

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

