



UK Gender Pay Gap Report 2025



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Foreword

At Boeing, our mission is to **connect, protect and explore our world and beyond** — and we know that achieving this mission requires the best teams and talent.

We are committed to recruiting and retaining diverse, top talent and creating an inclusive work environment where every teammate is respected, valued and empowered to succeed whilst delivering on the company's mission.

Throughout 2025, we continued to embed inclusion into our workplaces with close alignment to our business priorities. We reduced our median and mean gender pay gap. Women's representation increased in both upper and lower quartiles, and we saw average pay growth for women increase across all pay quartiles. Whilst we remain below the UK national average in our gender pay gap, we recognise there is more to do and remain committed to focusing our efforts on making improvements.

We ensure that all our processes continue to be fair and equitable, and we focus on fostering a workplace culture where all talent can thrive, irrespective of gender. One way we do this is by providing all employees with access to a variety of learning options, coaching and other experiences designed to help teammates excel in their current job and grow into their next role. These programmes include Leadership Next, Global Talent Immersion, the Accelerated Leadership Program, and Leading People and Teams.

Our actions to address the gender pay gap extend beyond our workforce to include Boeing's investment in developing a pipeline of excellence for the aerospace industry at large. We are proud of our continued contribution towards national

and regional science, technology, engineering and mathematics (STEM) education programmes with our not-for-profit partners. Through over 90 STEM outreach events in 2025, we reached nearly 25,000 UK students in primary and secondary schools and universities. Inspiring the next generation of women in aerospace is critical for our industry's success, as well as closing the gender pay gap.

We reaffirm our commitment to our people, our processes and forward-looking efforts that strengthen our company and our industry.

We confirm the data in this report is accurate.

Sir Jeremy Quin

President,
Boeing UK & Ireland

Thom Breckenridge

Managing Director,
Boeing Defence UK Limited

Sue Paternoster

Senior Human Resources Manager,
Boeing UK & Ireland

Summary of Data

Data Included in Our Report

Our gender pay gap for Boeing UK includes all three entities on which Boeing is required to report in the UK. These entities are Boeing Defence UK (BDUK), Boeing Commercial Aviation Services Europe Limited (BCASEL) and Boeing UK Limited (BUKL), all of which 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 2025 and incentive awards (bonuses) paid in the 12 months before 5 April 2025.

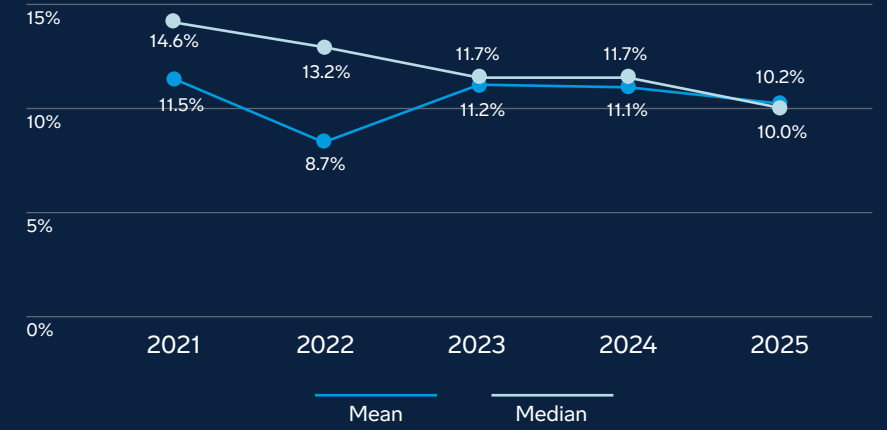
Gender Pay Gap Is Different From Equal Pay

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 the proportion of women and men who received incentive awards. 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, which Boeing does. We use robust frameworks to ensure we have a gender-neutral approach to pay. These include salary market ranges, which use salary data points for similar jobs within the external market to outline competitive salary ranges for jobs and levels of work and help mitigate any potential pay inequities.

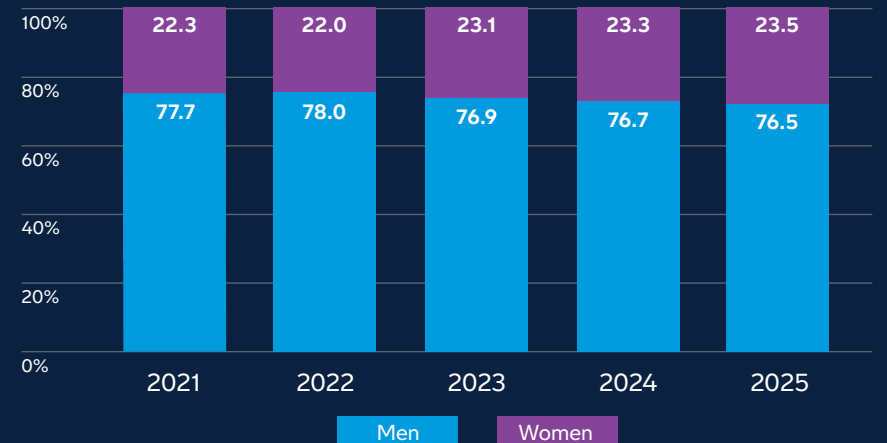
10%
Boeing Median Gender Pay Gap in 2025*

*UK National Median Gender Pay Gap: 12.8%
(Source: Office of National Statistics)

Mean and Median Gender Pay Gap (Salary)
All Boeing UK Employees



Gender Representation
All Boeing UK Employees



Understanding Our Gender Pay Gap

Our mean gender pay gap in 2025 decreased by nearly a percentage point (0.9 pt.), whilst our median gender pay gap decreased by over a percentage point (1.7 pt.). This was primarily due to male attrition in higher quartiles as well as slight increases in the total population of women in each of the pay quartiles.

Whilst we have successfully reduced our median and mean gender pay gaps and remain below the UK national average, we continue to implement our action plan, which includes recruitment, development and retention.

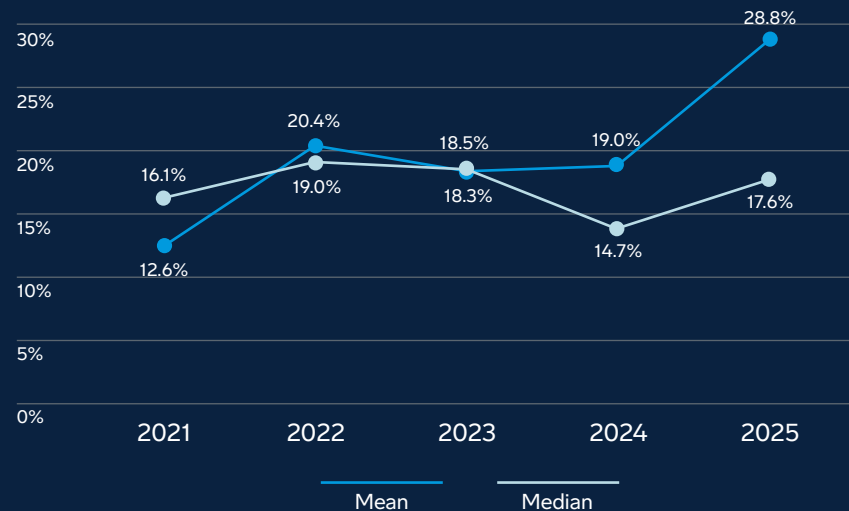
For bonus pay, the proportion of employees receiving an incentive award increased for both genders to 97.5%, which was a slight improvement for women (+1.7 pt.). Our

mean bonus gap did increase significantly (+9.8 pt.) and our median bonus gap increased slightly (+2.9 pt.) in 2025 when compared with 2024.

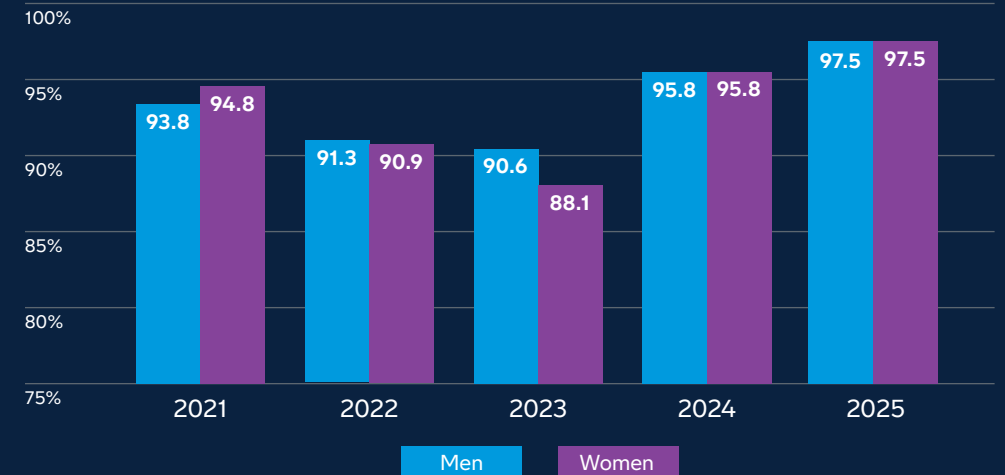
The bonus gaps are more open to fluctuation due to variable factors, including company performance. The difference between mean (28.8%) and median (17.6%) bonus pay gaps in 2025 indicates that more men are at the top of the bonus distribution,

receiving a larger payout, than women. Additionally, bonus payouts received in 2025 are reflective of 2024 performance (both company and individual) and calculated on employees' 2024 earnings.

Mean and Median Gender Pay Gap (Bonus)
All Boeing UK Employees



Proportion of Employees Receiving a Bonus
All Boeing UK Employees



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. One of Boeing's most important priorities in 2025 was working together to change our culture and set the foundation for Boeing's future.

Using employee survey feedback, our Culture Working Group — 40 teammates (half of whom are women) representing multiple sites, business units, functions, roles and levels around the world — worked directly with Boeing President and CEO Kelly Ortberg to redefine the company's values, behaviours and aspirational culture. From there, we refreshed our Performance & Development

process to strengthen transparency on performance and drive accountability on how teammates work every day to uphold our Values and Behaviours. We also worked to enhance leadership development and held a follow-up survey to determine how employees feel about the way Boeing's culture change is progressing.

We remain determined to seek out the best talent through expanding candidate pools and reaching people who otherwise may not be aware of the opportunities our company offers. We remain committed to ensuring equal opportunity in talent selection and development efforts.

The **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



Retention

Retaining our best people



An apprentice machinist at Boeing Sheffield works alongside a parts washer specialist.



A new hire from the 2023-2025 Commercial Graduate Scheme at the Boeing site in Milton Keynes.



Recruitment

Our Early Careers Pipeline

Our emerging talent pipeline continues to have a balanced representation of women from recruitment through development, due in part to our comprehensive Early Careers Programme.

- In our UK apprenticeship programme, 20% of apprentices identified as women in 2025.
- Women comprised 63% of our UK graduate hires in 2025.
- The proportion of women who completed Boeing UK internships was 33% in 2025.

As a further demonstration of our commitment to growing our workforce, we were recognised with two honours in 2025.

- We retained Gold membership in The 5% Club, a coalition of companies combatting unemployment and skills shortages across the UK.
- We were recognised as a Top 100 Undergraduate Employer 2025-2026 by Higherin.

Experienced Hire Recruitment

Since 2023, Boeing has continued to partner with STEM Returners to deliver our Return Flight programme in the UK. The programme provides support for experienced talent returning to the workplace after an extended career break, with a focus on engineering and technical roles. Half of those hired through the programme in 2025 were women, and in total 60% of the Return Flight UK hires are women.

Championing Science, Technology, Engineering and Mathematics (STEM)

STEM Strategy Committee

The STEM Strategy Committee has oversight of Boeing UK & Ireland STEM activity, enabling us to measure the impact of our internal and external engagements across the business. In 2025, we supported more than 90 STEM outreach events, volunteering over 800 hours and reaching more than 25,000 students.

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Our strategy is to inspire, recruit and develop people in STEM roles with support from our more than 220 STEM Ambassadors. This work includes:

- Boeing employees running STEM events in primary and secondary schools, as well as universities across the UK.
- Representing Boeing at air shows, including the Royal International Air Tattoo.
- Structuring work experiences for students across the UK, including in collaboration with the Royal Air Force and The Sutton Trust, a not-for-profit organisation dedicated to improving social mobility in the region. Boeing is committed to expanding our Work Experience programme through 2026 and beyond to bring more students into the workplace and provide them with key skills and experience to succeed in STEM-related roles.
- Partnering with the Windsor Fellowship to provide one-to-one mentoring for diverse groups of young, under-represented people to succeed through educational and employment opportunities.
- Supporting our customers at key annual military site events, including RAF Odiham Friends and Families Day.

Strategic Partnerships

Boeing partners with several strategic external organisations in the UK to attract and enhance the development of high-potential women within the company.

- For the last nine years, we have been official sponsors of International Women in Engineering Day through the Women's Engineering Society, demonstrating our continued commitment to advancing inclusion within the engineering sector. Each year, our dedicated volunteers engage in initiatives to promote these values.
- Boeing has supported an extensive community engagement programme in the UK through charitable grants for more than a decade. Since 2015, we have spent more than £4.6 million on STEM, veteran support and community projects.
- Boeing continues to work closely with a range of partners to drive STEM education in schools. Our long-standing partnership with the Royal Academy of Engineering has contributed to its inaugural This is Engineering schools programme that aims to bring lasting, positive change by teaching STEM in some of the UK's most deprived areas.



A Boeing Sheffield apprentice joins University of Sheffield undergraduates at the Boeing-supported Newton South Yorkshire.



Boeing's partnership with Windsor Fellowship introduces STEM graduates to opportunities within the aerospace sector.

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- Boeing partners with Primary Engineer, a not-for-profit educational organisation that allows us to support young people in developing key STEM skills by engaging in activities such as their student-led STEM enrichment competition, 'If you were an engineer, what would you do?' The partnership enables our engineers to connect directly with young people via live interviews as well as participate in the grading process for the engineering-inspired competition.

- Boeing's partnership with the Royal Aeronautical Society remains robust as we reach 16 years of collaboration. This initiative focuses on challenging stereotypes and promoting career

opportunities for all within the engineering sector through informative talks and interactive activities.

- Over the past 12 years, Boeing has contributed more than £1 million to The Air League, a charity whose objectives of enhancing youth engagement, promoting social mobility and supporting the veteran community closely align with our corporate values. Feedback from The Air League's scholarship programme, which Boeing funds:

– Twenty-eight percent of scholars in 2025 were women, versus the industry average of 6.5% for pilots.

– More than 1 in 3 scholars were from an ethnic or under-represented background.

- The Boeing-supported Newton Room concept celebrated its third year of inspiring future aviators at the Newton Flight Academy in the Glasgow Science Centre, whilst Magna Science Adventure Centre in South Yorkshire continued in its second year of hosting a permanent Newton Room. We are committed to expanding the Newton Room programme in the coming years.

- Boeing has strategic research partnerships with six UK universities — Cranfield University, the University of Bristol, the University of Cambridge, the University of Sheffield, the University of Southampton and the University of Strathclyde — to advance a comprehensive programme of skills initiatives that underscore the significance of STEM disciplines and professionals. Through these strategic partnerships, we are committed to inspiring individuals from diverse backgrounds, including women, to explore and pursue careers in STEM fields.



Boeing-sponsored scholars receive their certificates for The Air League's Gliding to Solo Course.



Students participate in STEM activities at the Boeing-supported Newton South Yorkshire.



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.

Our Accelerated Leadership Program prepares senior managers and directors for roles of greater complexity and scale through immersive experiences, opportunities to address real business challenges and assistance with creating personalised development goals.

In 2025, 39% (9 of 23) of Leadership Next (LX) programme participants 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, high-impact project development, and country rotations to develop global acumen.

Leading People and Teams prepares first-time managers to operate effectively and lead with confidence. The programme helps new leaders understand and model the Boeing Values and Behaviours as well as build trust to lead inclusive teams. In 2025, 43% (10 of 23) of participants in the UK were women.

The Global Talent Immersion (GTI) programme launched its third cohort in 2025. This programme offers global exposure and development to some of our top talent across the business, with a focus on talent outside the US. In 2025, 33% of participants in the UK were women.

Our Emerging Talent in Europe Council (ETEC) continued in its eighth year in 2025. The ETEC is an internal advisory forum for generating new ideas by engaging emerging leaders about their vision for the company and business strategy. In 2025, 75% of the council members were women.

Boeing's industry-leading Learning Together Program (LTP) provides generous tuition assistance for Boeing teammates. We pay eligible tuition and expenses so employees can enhance their skills and learn new ones, with up to £11,000 per year for bachelor's degrees and £18,000 per year for graduate degrees. In 2025, women represented 29% of LTP participants in the UK, and Boeing invested more than £250,000 towards these individuals' external development.

Boeing UK aircraft maintenance technicians support the AH-64E Apache fleet at the Middle Wallop Army Aviation Centre.



Boeing engineers mentor graduates during a career-journeys panel, giving Boeing employees the opportunity to sharpen their leadership and communication skills.



Retention

Fostering a Culture of Inclusion and Belonging for Women

In 2025, Boeing participated in the UK Working Families benchmark for the first time. This national charity for working parents and carers reviews policies and practices to identify the top flexible and family-friendly employers in the UK. The tailored feedback and support from Working Families helps inform our next steps in this area, with the aim of being a Top 30 employer.

Boeing UK continues to review and improve its range of family-friendly policies. Maternity, adoption and shared parental leave are all offered at the same level as enhanced maternity pay, which is offered at 39 weeks of paid leave. We have improved the flexibility of our enhanced six weeks of paternity paid leave by allowing employees to take it in smaller blocks so they are more likely to utilise their full entitlement, further supporting new parents. We also offer paid leave for miscarriage and ensure employees can access Carer's Leave, which allows time off for caregivers to deal with unexpected or emergent issues for their dependents with a physical or mental illness, a disability, or an injury. Alternatively, employees can take emergency dependent's leave, and both our

Employee Assistance Programme and our partner Bright Horizons can assist with child and elder care solutions.

In 2025, we increased our focus on providing a positive and inclusive working environment. We created and implemented a new policy confirming our stance on dignity and respect in the workplace, which has been cascaded throughout the organisation. We have included additional training required for teams to familiarise them with our principles and to demonstrate potential scenarios at work and the best ways to handle them. Boeing takes a zero-tolerance stance on bullying and harassment and is committed to taking prompt action to address all concerns in this area. Additionally, we have initiated site-based risk assessments looking at how we can prevent sexual (and workplace) harassment and where we can take positive, early action to foster inclusive environments.

Nine of our sites, including our Boeing Defence UK headquarters in Bristol, have lactation rooms equipped for nursing and new parents. This amenity will be standard in our new buildings moving forward. We are working to repurpose space in existing facilities to accommodate additional rooms for nursing and new parents.



"We support each other continuously, share strengths and collaborate, so that no one is left behind."

Nazli Yuceyalcin
Business Improvement Specialist,
Training Solutions
Boeing Global Services

We continue to support our menopause policy, designed to create greater awareness of the stages of menopause as well as understanding amongst employees of the support that is available. This includes assessing stress risk, making reasonable adjustments that enable the employee to remain productive and engaged, providing paid time off for medical appointments or for menopause-related symptoms, and providing a menopause health line for all employees to speak with menopause-trained nurses for guidance and support on managing symptoms.

Boeing continues to have a strong focus on well-being for all employees, including free regular health checks; private health care options; access to free well-being coaching through BetterUp Care; and access to our Employee Assistance Programme, provided by Spring Health, a confidential service offering counselling and professional support with life issues. Additionally, we offer support through TotalBrain, which helps employees to manage mental health risks, decrease stress and develop resilience through easy-to-use online exercises with a personalised brain training programme.

As this can be accessed online and at any time, it can be fitted into daily life as the employee finds suitable.

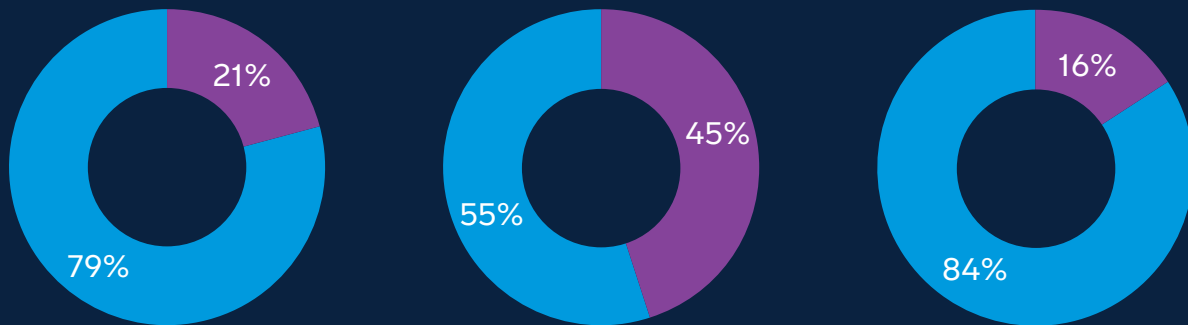
Spring Health ran several webinars accessible to all employees in 2025, tackling concerns such as:

- Mental health and menopause
- Understanding and managing stress and anxiety
- Mental health, sleep and wellness
- Finding moments of joy
- Restorative practices for parental burnout
- Embracing unique perspectives in the workplace
- Self-care and its vital role in overall well-being

We believe that these resources support our employees, especially working parents, to balance work and life in a healthy way and enable them to progress their careers as they choose.

Full 2025 Data Report*

Gender Representation Throughout Boeing in the UK



Boeing Defence UK Limited (BDUK)

Boeing UK Limited (BUKL)

Boeing Commercial Aviation Services Europe Limited (BCASEL)

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 Limited (BDUK)	69.5%	30.5%	80.2%	19.8%	83.6%	16.4%	83.3%	16.7%
Boeing UK Limited (BUKL)	24.7%	75.3%	59.3%	40.7%	60.5%	39.5%	75.3%	24.7%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	81.1%	18.9%	77.8%	22.2%	84.6%	15.4%	91.1%	8.9%

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 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.

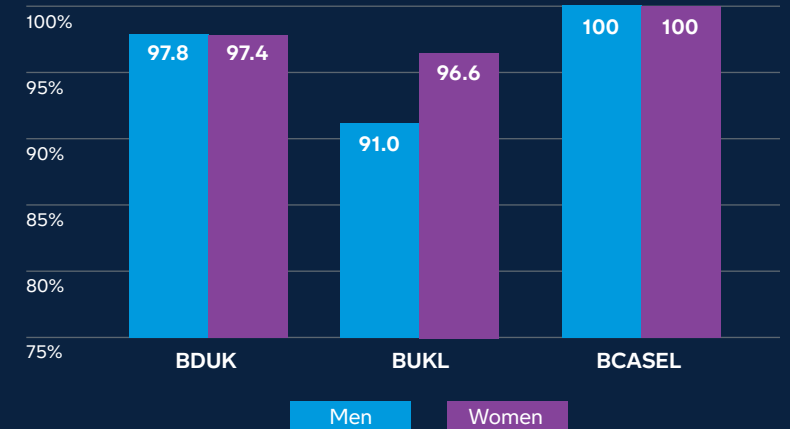
Mean Gender Bonus Gap

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.

Percentage Pay Gap in Salary and Bonus

	Salary Pay Gap		Bonus Gap	
	Mean	Median	Mean	Median
Boeing Defence UK Limited (BDUK)	10.8%	11.3%	8.1%	10.3%
Boeing UK Limited (BUKL)	26.3%	28.0%	65.0%	25.6%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	10.7%	7.6%	38.3%	12.1%

Percentage of Population Receiving a Bonus



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

