



UK Gender Pay Gap Report 2024

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 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 2024, we continued to embed inclusion principles into our workplaces around the world, with close alignment to our business priorities. In the UK, we held a steady median and mean gender pay gap even as our UK population increased. 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 we stay committed to focusing our efforts on making improvements across the board.

We ensure that all of 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 impactful experiences designed to help teammates excel in their current job and grow into their next role. These programmes include Leadership NeXt, the Accelerated Leadership Program, the Learning Together Program, Leading People and Teams, and more.

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, including the Royal Aeronautical Society, Primary Engineer and the Air League. Through over 110 STEM outreach events in 2024, we reached nearly 100,000 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 the women who work for us now and in the future through our people processes and forward-looking efforts that strengthen our company and our industry.

We confirm the data in this report is accurate.

Maria Laine

President, Boeing UK, Ireland and Nordic Region

Steve Burnell

Managing Director, Boeing Defence UK Limited

Sue Paternoster

Senior Human Resources Manager, Boeing UK and Ireland

Summary of Data

Data Included in Our Report

Our gender pay gap for Boeing UK includes all three entities that Boeing is required to report on in the UK. These entities are Boeing Defence UK Limited (BDUK), Boeing Commercial Aviation Services Europe Limited (BCASEL) and Boeing UK Limited (BUKL), which each 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 2024 and incentive awards (bonuses) paid in the 12 months before 5 April 2024.

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.

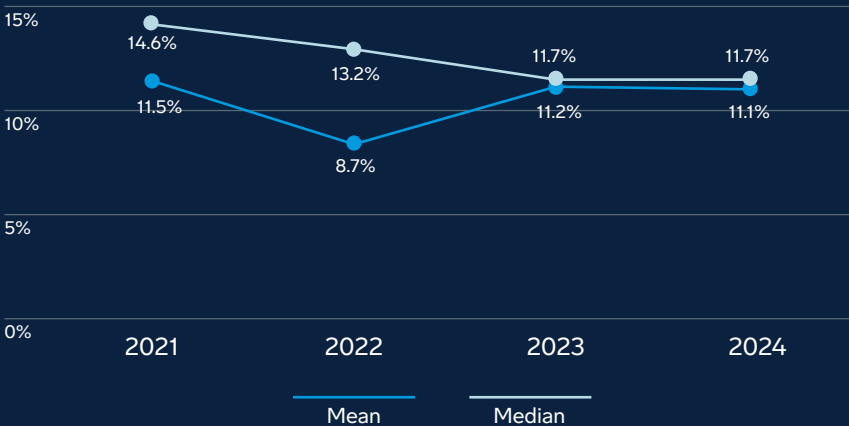
Importantly, these numbers do not reflect whether an employer provides equal pay for equal work, which Boeing UK does. We use robust frameworks to ensure we have a gender-neutral approach to pay. These include Salary Reference Tables, which outline the competitive salary ranges for jobs and levels of work and help mitigate any potential pay inequities.

11.7%

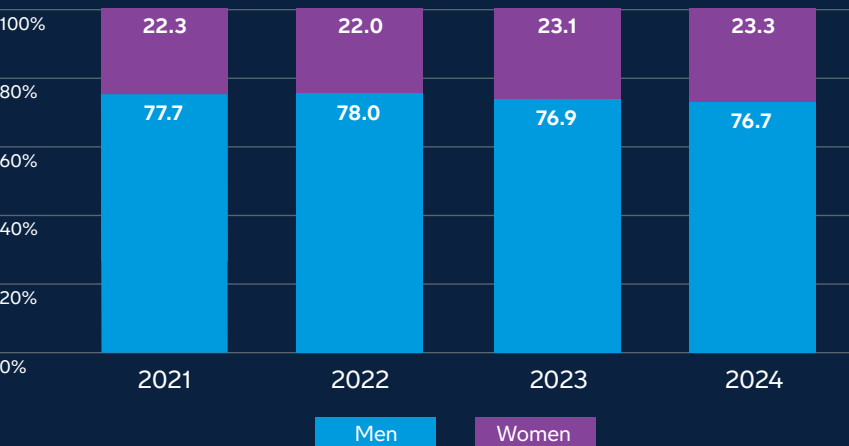
Boeing Median Gender Pay Gap
in 2024*

*UK National Median Gender Pay Gap: 13.1%
(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 2024 decreased slightly (0.1 pt.), whilst our median gender pay gap remains unchanged (+/-0), despite an increase in the number of employees. This was primarily due to average pay growth for women increasing across all pay quartiles. There was also an increase in the number of women in the lower

pay quartiles and a slight increase in the upper quartiles, balanced by a decrease in the lower middle quartile.

Whilst we held a steady median and mean gender pay gap and remain below the UK national average, we continue to implement our action plan, which is focused on developing and retaining women at all levels of the organisation.

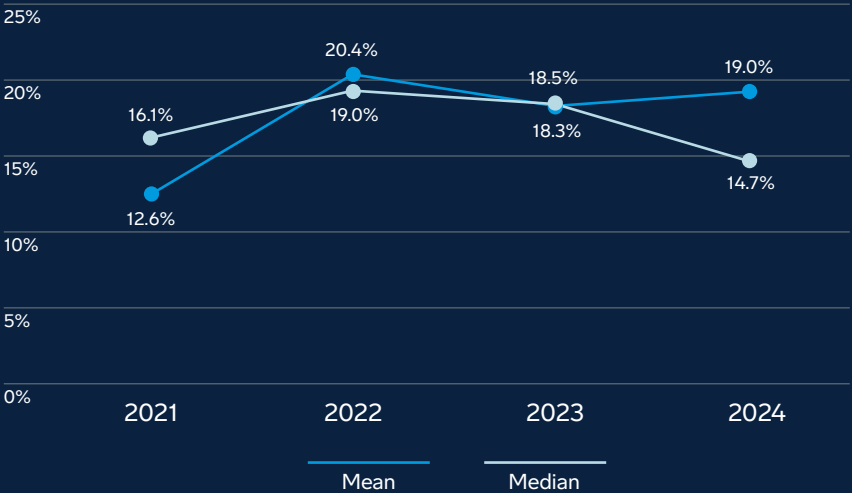
For bonus pay, the proportion of employees receiving an incentive award increased for both genders to 95.8%, which was a significant improvement for women (+7.7 pt.). Our mean bonus gap did increase slightly (+0.7 pt.), but there was a sizeable decrease in our median bonus gap (-3.8 pt.) in 2024 when compared with 2023.

The bonus gaps are more open to fluctuation due to variable factors, including company performance.

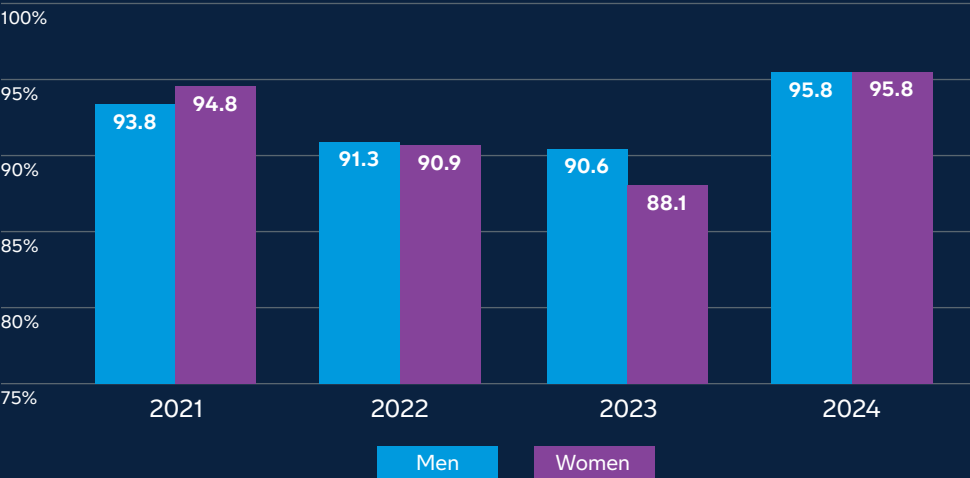
The fairly significant difference between mean (19.0%) and median (14.7%) bonus pay gaps in 2024 indicates there are more men at the top of the bonus distribution, receiving a larger payout, than there are women.

We understand there is more to do, and reducing our gender pay gap remains a priority as we strive to achieve our parity goals.

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



Proportion of Employees Receiving a Bonus
All Boeing UK Employees



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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.

In the UK, we remain determined to address the traditional gender imbalance in the aerospace and aviation sector by seeking out the best talent through reaching people who otherwise may not be aware of the opportunities our company offers.

Reflecting that commitment, we are signatories of the UK's Women in Defence Charter and Women in Aviation & Aerospace Charter.

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

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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 career programmes.

- In our UK apprenticeship programme, 20% of apprentices identified as women in 2024.
- Women comprised 55% of our UK graduate hires in 2024.
- The proportion of women who completed Boeing UK internships was 51% in 2024.

As a further demonstration of our commitment to growing our workforce, we were recognised with two honours in 2024:

- Gold membership in The 5% Club, a coalition of companies combatting unemployment and skills shortages across the UK
- Best Apprenticeship Scheme 2024 by the Chartered Institute of Personnel and Development, an association for human resources management professionals

Experienced Hire Recruitment

Boeing continued to partner with STEM Returners to deliver our Return Flight programme in the UK. The programme provides support for experienced talent, irrespective of gender, returning to the workplace after an extended career break with a focus on engineering and technical roles. Since the launch of the programme in 2023, two-thirds of the UK hires continued into permanent roles.

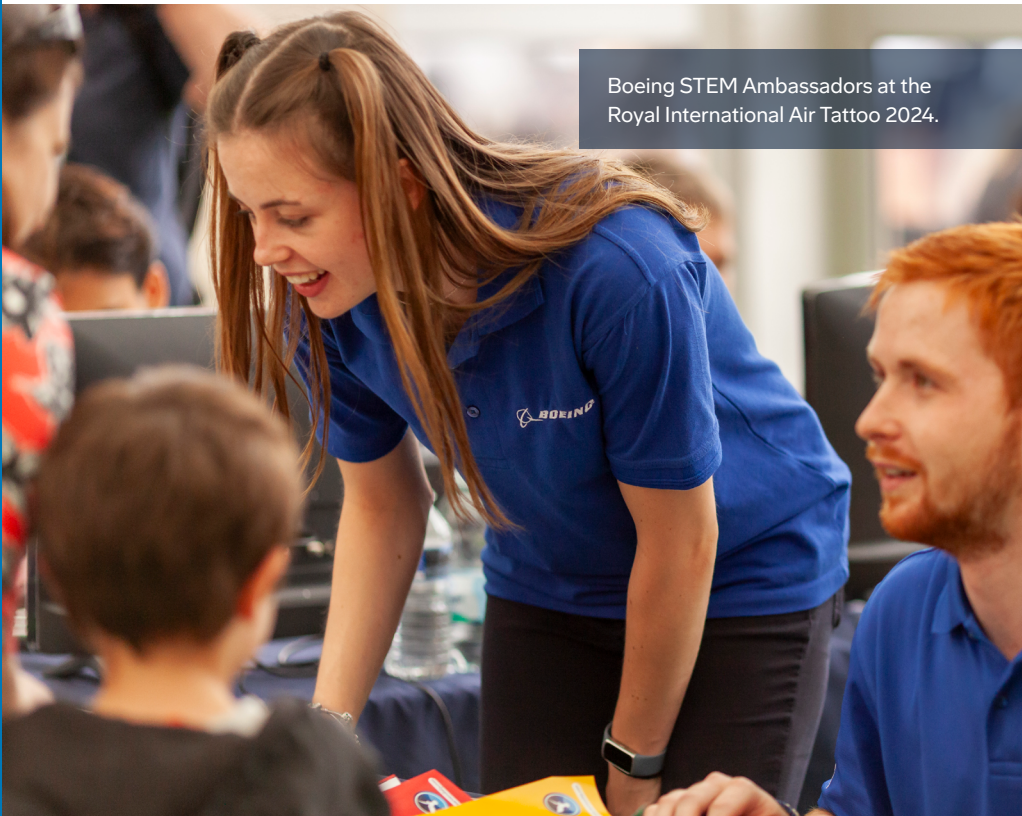
Championing Science, Technology, Engineering and Mathematics (STEM)

STEM Strategy 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 2024, we supported more than 110 STEM outreach events, reaching nearly 100,000 students.



A teammate at the Boeing Sheffield factory.



Boeing STEM Ambassadors at the Royal International Air Tattoo 2024.

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Our strategy is to inspire, recruit and retain people in STEM roles with support from our more than 250 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, Farnborough International Airshow and NI International Airshow
- Structuring work experiences for students across the UK, including in collaboration with The Sutton Trust, a not-for-profit organisation dedicated to improving social mobility in the region
- Supporting our customers at military sites for their friend and family days

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 eight years, we have been official sponsors of International Women in Engineering Day through the Women’s Engineering Society.

Each year, our dedicated volunteers engage in initiatives to promote these values. In our 2024 programme, we hosted an educational event at our Boeing UK headquarters in London, introducing local young students to the world of engineering and aerospace. The children, aged 9–13, were from our partner charity, St Andrew’s Club, a local inner-city youth organisation.

- 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 helped create 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.
- Boeing’s partnership with the Royal Aeronautical Society remains robust as we approach 15 years of collaboration. Our annual Girls in Engineering event, held at our Gatwick training facility, successfully engaged 30 girls from local schools. This initiative focuses on challenging stereotypes and promoting

Youth from St Andrew’s Club visit the Boeing Westminster office in London to celebrate International Women in Engineering Day.



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

- Over the past 11 years, Boeing has contributed in excess of £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:
 - Thirty percent of scholars in 2024 were women, versus the industry average of 6.5% for pilots.

- Over 1 in 4 scholars were from an ethnic or under-represented background.
- The Boeing-supported Newton Room concept celebrated its second year of inspiring future aviators at the Newton Flight Academy in the Glasgow Science Centre. Magna Science Adventure Centre in South Yorkshire launched its first Newton Room in 2024, and Weston College in North Somerset opened a mobile Newton Room for a three-week residency. Boeing UK recognises the value of partnering with educational institutions that share our vision.

- Boeing has strategic research partnerships with six universities across the UK — Cranfield University, the University of Bristol, the University of Cambridge, the University of Sheffield, the University of Strathclyde and the University of Southampton — 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. Two notable highlights of 2024:

- Boeing hosted a successful virtual workshop, which brought together academic and corporate collaboration for 150 master’s students at the University of Southampton Centre for Operational Research, Management Sciences and Information Systems.
- Our nearly 25-year strategic partnership with the University of Sheffield Advanced Manufacturing Research Centre (AMRC) has helped strengthen our talent pipeline and contribute to innovation. We were recognised, along with the AMRC, with the 2024 Bhattacharyya Award, a prestigious honour, backed by the UK government, that celebrates impactful collaborations between industry and academia.





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 2024 in the UK, 50% (1 of 2) of participants were women.

In the same year, 45% (9 of 20) 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, and high-impact project development. Four UK-based LX participants also had the opportunity to rotate to a different country as a part of their ongoing global development.

Leading People and Teams prepares first-time managers to operate effectively and lead with confidence. The programme helps new leaders understand and model Boeing's values and build trust to lead inclusive teams. In 2024, 39% (13 of 33) of participants in the UK were women.

Our Emerging Talent in Europe Council (ETEC) continued in its seventh year in 2024. The ETEC is an internal advisory forum for generating new ideas by engaging emerging leaders about their vision for the company and business strategy. Maria Laine, president of the Boeing UK, Ireland and Nordic region, is the group's executive sponsor. In 2024, 50% (6 of 12) 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. In 2024, women represented 27% (20 of 73) of LTP participants in the UK.

A Boeing UK AH-64E Apache aircraft technician.





Retention

Fostering a Culture of Inclusion and Belonging for Women

Boeing has eight Business Resource Group (BRG) chapters with members across Europe, including the UK. The Boeing Women Inspiring Leadership (BWIL) BRG in Europe was established in 2018 and has grown to nearly 500 members, comprising all genders. BWIL is focused on four key areas: careers, partners, culture and STEM. The group started a mentoring programme, facilitated a career development series and hosted more than a dozen events in 2024, which reached more than 1,000 people. The events covered topics ranging from leadership and empowerment to inclusion and allyship.

Affiliated with BWIL, the Women’s Engineering Network, which anyone can join, launched in 2024 and now has more than 75 members. It was created as a community to build connections and discuss gender-specific issues.

In 2024, BWIL Enterprise Board President Ellen Harrison, who is based in the UK, was recognised externally as a role model for gender equity as part of the 2024 Top 100 Future Leaders Heroes Role Model List. The global Heroes Role Model Lists, supported by YouTube, showcase leaders

who are breaking down barriers at work for women within global business.

Boeing UK has continued or expanded 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 39 weeks of paid leave. In 2024, we provided updated guidance and resources for our managers and employees to help better support our teammates and their partners across the UK when they disclose a pregnancy or experience a pregnancy loss. We also now offer specific paid leave for miscarriage. Another new benefit introduced in 2024 is 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.

Nine of our sites, including our BDUK headquarters in Bristol, have rooms equipped with refrigerators, appropriate chairs and other necessities 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 continue to support our 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, 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 for all employees to speak with menopause-trained nurses for guidance and support on managing symptoms.

Providing flexibility continues to be a priority. With several new programmes, policies and services, we encourage and 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 well-being coaching through BetterUp Care; and access to our Employee Assistance Programme, a confidential service offering counselling and professional support with life issues.

A leader at the BDUK
headquarters in Bristol.

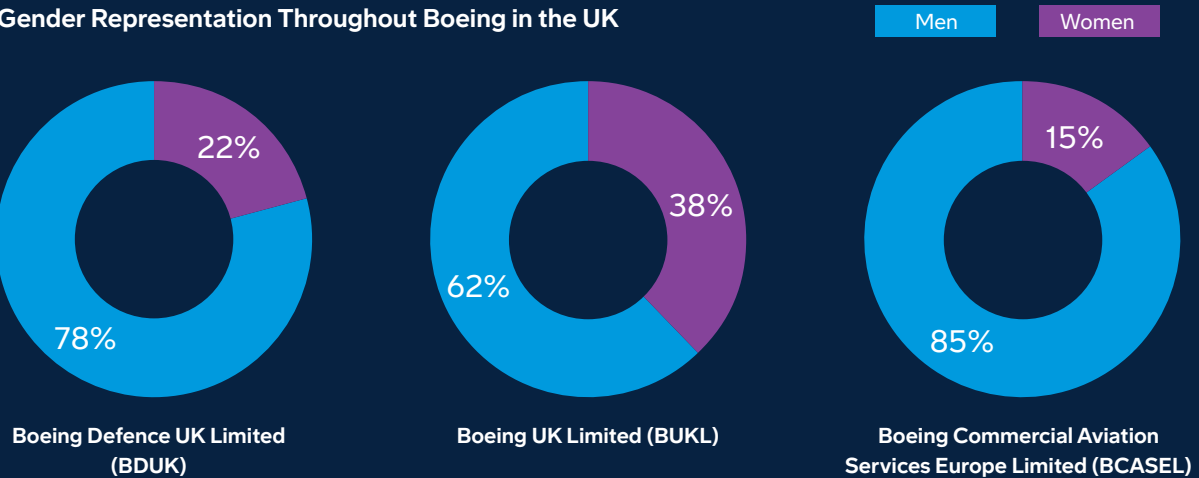


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Full Data Report

Full 2024 Data Report*

Gender Representation 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 Limited (BDUK)	70.0%	30.0%	76.5%	23.5%	84.0%	16.0%	83.4%	16.6%
Boeing UK Limited (BUKL)	50.0%	50.0%	64.2%	35.8%	58.5%	41.5%	75.4%	24.6%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	78.2%	21.8%	84.5%	15.5%	85.6%	14.4%	91.8%	8.2%

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.

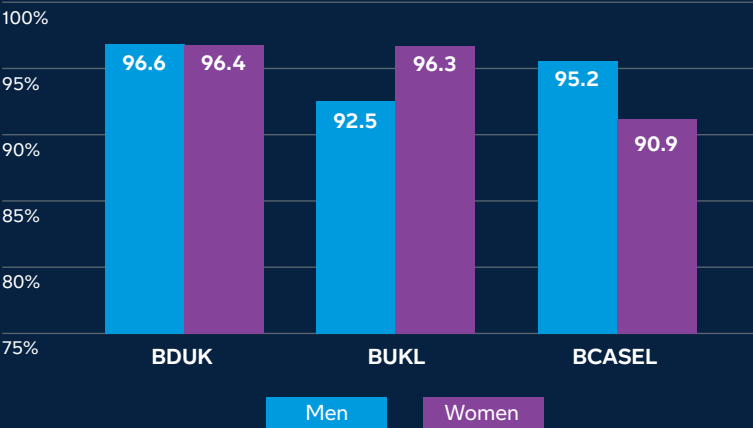
Mean Gender Bonus Gap

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)	11.2%	12.8%	12.9%	14.5%
Boeing UK Limited (BUKL)	19.5%	14.9%	43.1%	16.0%
Boeing Commercial Aviation Services Europe Limited (BCASEL)	12.6%	8.4%	18.6%	9.6%

Percentage of Population Receiving a Bonus



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

