



Gender Pay Gap Report 2022

Airbus in the UK

AIRBUS

Airbus in the UK 2022 Pay Gap Report

At Airbus, we believe there is power in being different. Every day, our people express their unique voices and draw from their rich experiences to bring fresh ideas to our company. This is why we are committed to fostering inclusion and diversity in the workplace—one that welcomes every one of us.

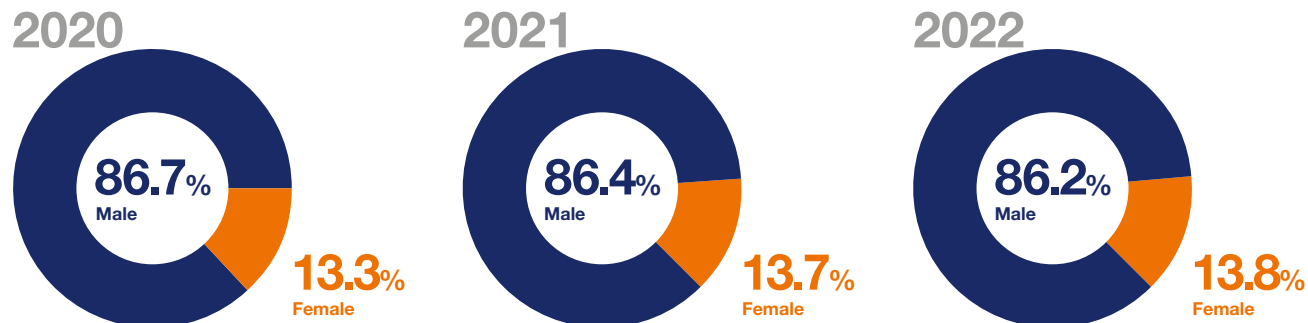
Aerospace and defence have historically been male-dominated industries. We are committed to changing that. Until women are represented equally, our global progress, creativity, and business success will be limited, so we continue to promote diversity and gender parity as top priorities in our recruitment efforts.

We facilitate the progression of women to leadership positions through a number of internal programmes including SHINE, our 'Balance for Business' scheme and our employee resource groups (ERG) which provide a space to discuss gender balance. To foster pay equity, we are signatories to the UK Women in Aviation and Aerospace Charter and we welcome the continued publication of this Gender Pay Gap Report.

This is the sixth year we have published our data in the UK, in line with national reporting on gender pay differences. On April 5, 2022, Airbus UK employed more than 11,000 people, of which 13.8% were women.

We are committed to providing fair and competitive rewards to all our people and we are confident that we pay our men and women fairly for equivalent roles, regardless of their gender.

Gender split of Airbus UK employees:



We confirm that the gender pay gap data reported is accurate and has been published in accordance with the **Gender Pay Gap Reporting regulations** under the **Equality Act 2010** (Gender Pay Gap Information) **Regulations 2017**.



N. Montgomery

Nicola Montgomery
Head of HR
Airbus Operations Ltd



C. Thieme

Cornelia Thieme
Head of HR
Airbus Defence and Space Ltd



L. Jenkinson

Lisa Jenkinson
Head of HR
Airbus Helicopters Ltd

Read more about
Inclusion and Diversity
at Airbus [here](#)



What the report measures

The data provided within this report covers more than 11,000 employees across three entities within Airbus in the UK: Airbus Operations Ltd, Airbus Defence and Space Ltd and Airbus Helicopters UK Ltd.

In line with reporting guidelines, the data reflects payments made in the relevant payroll in accordance with the legislation. The figures include the hourly rate for each relevant employee, as defined by legislation. This includes base-salary and other allowances, as well as both individual and company performance-based bonus payments received over the previous 12 months.

What is the gender pay gap?

The gender pay gap shows the difference in the average pay and bonuses between all men and women across our workforce in the UK, irrespective of the job they do. It is not the same as unequal pay, which is paying men and women differently for performing equivalent work.

Mean gender pay gap

The mean gender pay gap shows the difference in the average pay and bonus earnings of men and women in our UK workforce.

Median gender pay gap

If we were to split our female employees and our male employees into two lines, arranging them in order of pay from highest to lowest, the median pay gap compares the pay of the women in the midpoint of the female line with the pay of the man in the midpoint of the male line. The most common reason for a gap is that there are more men in senior roles than women.

Gender bonus gap

These median and mean calculations are also carried out when comparing individual and company performance-based bonus payments received over the 12-month period.

Bonus proportions

The proportion of male and female employees who were paid any amount of bonus pay.

Pay quartiles across the workforce

The proportion of male and female employees in four quartile hourly rate bands ranked from lowest hourly rate to the highest hourly rate. It is completed by dividing the workforce into four equal groups.

Our gender pay gap results

In 2022, our average gender pay gap was 3.9%. This is lower than the 14.0% reported in 2021, for reasons we set out below. The average gender bonus gap was -3.4% which was lower than the 4.6% reported in 2021.

It's important to note that some of the factors that influenced the 2022 result may only be temporary.

While each of our UK businesses employs their own distinct workforce, reflecting the nature of their individual business and producing notable disparities in gender pay gap data, the most significant adjustment of the pay gap in 2022 comes from the ending of the Government's Coronavirus Job Retention (furlough) Scheme in September 2021. 96% of employees returning from furlough were male, predominantly in the lower pay quartiles. Due to everyone on furlough being excluded from Gender Pay Gap Reporting figures in 2021, their return in 2022 meant that the average pay of the male workforce moved back towards the long-term average.

The Gender Pay Gap figures in 2022 continue to be influenced by differences in pay between those who leave and join the company. While we continue to increase the number of women we hire into early careers roles (21% in 2022 compared to 18% in 2021) as these roles are in the lower pay quartile, in the short-to-medium term, this will result in a widening of the gender pay gap.

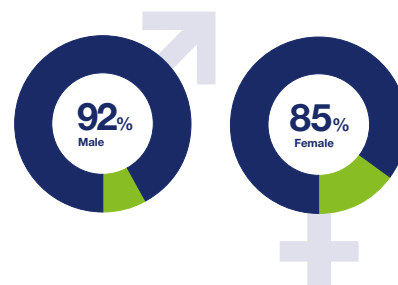
More broadly, across all our businesses, we are increasing the number of women in higher-paying science, technology, engineering, and mathematics (STEM) related roles. However, if you exclude early career hires, most hires into lower-paid roles, including secretaries and assistants, are still women.

By removing potential barriers to progression, widening our recruitment to attract more diverse candidates and supporting and developing our employees, each of our businesses in the UK will work towards our ambition to have 25% women in executive positions by 2025. Below, we set out some of the actions we are taking to achieve our aspirations.

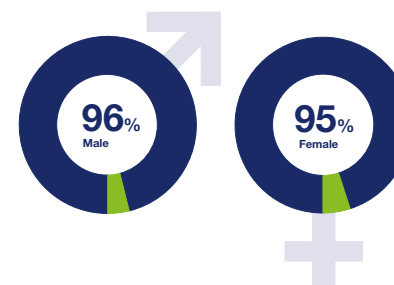
Airbus in the UK Mean and median pay and bonus gap

	Mean			Median		
	2020	2021	2022	2020	2021	2022
Gender Pay Gap	8.2%	14.0%	3.9%	4.2%	14.4%	-3.2%
Gender Bonus Gap	6.0%	4.6%	-3.4%	0.0%	0.0%	0.0%

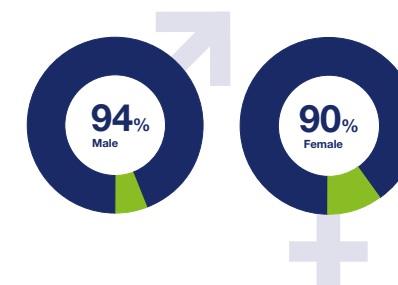
2020: Proportion of employees receiving a bonus



2021: Proportion of employees receiving a bonus



2022: Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band

Pay Quartile	Male			Female		
	2020	2021	2022	2020	2021	2022
Upper	88.5%	72.5%	82.6%	11.5%	27.5%	17.4%
Upper Middle	87.2%	80.9%	92.0%	12.8%	19.1%	8.0%
Lower Middle	92.2%	84.9%	84.0%	7.8%	15.1%	16.0%
Lower	80.1%	88.7%	87.7%	19.9%	11.3%	12.3%

Our inclusion and diversity strategy

As a global multicultural company, diversity is in our DNA.

Every day, our people express their unique voices and draw from their rich experiences to bring fresh ideas to our company.

This is why we are committed to fostering inclusion and diversity in the workplace – one that welcomes every one of us.

An inclusive and diverse workforce drives innovation at Airbus. It makes us unique, contributes to better problem solving and gives us a competitive advantage.



Inclusion

Value and hear every voice

Surround ourselves with people from diverse backgrounds

Learn from each other's knowledge and experiences, and foster open-based collaboration



Diversity

Visible factors

that describe an individual in terms of gender, age, ethnic background, disability

And invisible factors

such as background, personality, experience, ethnicity, and sexual orientation

Our **Inclusion and Diversity** (I&D) strategy is built around three strategic pillars and seven focus areas, each of which strengthens diversity and enhances our culture of inclusion.

Inclusion and Diversity Strategy

3 Strategic Pillars

Ensure an inclusive and safe workplace

Foster a diverse workforce and talent pool

Sustainable impact on Airbus and society

Focus Areas

Gender

LGBTQ+

International

Social/Cultural Diversity

Generational

Disability

Cognitive (Neurodiversity)

Equality of opportunity in aerospace, defence, space, and security is a longer-term ambition and cannot happen overnight. Historically, these sectors have been male dominated and we need a concerted effort across the entire company, sector and society to change attitudes and dynamics, making the industry a more inclusive place for people to work, learn and thrive.

We continue to work hard and in 2022, we made progress on a number of initiatives.

2022 success across the 3 pillars

some highlights

Ensure an inclusive and safe workplace

Inclusive Leadership

- Training for all managers on unconscious bias.
- UK Balance for Business ERG's across all divisions.
- Launched internal policies and guidance around the menopause and domestic abuse.
- Airbus Group supports the principle of Working from Home, recognising the value to working parents.

LGBTQ+

- More than 600 employees took part in LGBTQ+ initiatives worldwide in 2022.
- Recognised as one of the Best Places to Work for LGBTQ+ Equality by the Corporate Equality Index.
- Multiple Pride@Airbus events, including a session with International Rugby Referee Nigel Owens.
- Launch of the 'LGBTea' sessions in Commercial Aircraft sites.

Disability

- Airbus achieved Disability Confident Employer (Level 2) and we are now working towards Disability Confident Leader (Level 3).
- Neurodiversity campaigns for dyslexia and autism.

Racial Diversity and Multi-Faith

- Embrace ERG established in the UK, which was shortlisted as a finalist for the Enginuity Skills Awards 2022.
- Reverse Mentorship 2022 scheme connects leaders and employees of ethnic minority backgrounds in order to learn from each other.
- Increasing the number of multi-faith spaces across our UK sites.

Foster a diverse workforce and talent pool

Gender

- International Women's Day 2022 global campaigns, focusing on #BreaktheBias in the aviation industry.
- 25 by 2025 – we are paving the way for an industry that recognises female talent and creates opportunities for women in which they can thrive.
- A new Gender Diversity ERG was founded in 2022.
- Airbus sponsoring the Women's World Gliding Championships in 2022.
- A female aircraft-fitter recruitment campaign, in partnership with Guidant Global, was shortlisted for two external Inclusion & Diversity awards.

(dis)Ability Week 2022

- More than 2,000 employees took part in development activities worldwide, with the return of on site activities in 2022.
- Exhibitions.
- Graphics campaigns.
- Conferences, Talks and Testimonies.
- Employee Experiences.

Communication

- Our Airbus online employee communities.
- Internal employee articles and profiles.
- Regular I&D updates including diverse events.

Outreach Interactions

- Working alongside schools local to Airbus sites.
- Engineering Education Scheme run by the Education Development Trust at our site in Stevenage.
- Nobel School Careers Fair to promote STEM careers for Years 10 and 11 students.
- National Space Academy Careers Conference.

Sustainable impact on Airbus and Society

Mental Health

- Breathe ERG launched in the UK.
- Global Burnout Awareness sessions.
- Celebrating International Men's Day, focusing on tackling the stigma around male mental health.
- Wellbeing@Work internal employee website, and wellbeing rooms available to employees on our sites.

Inclusion and Diversity Progress

- Airbus Neurodiversity Community reached 100 members in 2022.
- Highlighting that "disability is not a choice, inclusion is yours!" across our employee communications channels.
- Over 120K employees across 180 global sites, speaking over 20 languages.

Empowering our Communities

- Our Airbus Africa Community launched the 'Fly with Me' mentorship programme in the UK, which supports schools and pupils in Africa.
- Airbus Foundation inspires young people through science and aerospace.

On sustainability

- Airbus Summit 2022 gathered momentum towards sustainable aerospace.
- At Airbus we take an approach to environmental responsibility that spans across the entire business.
- We believe in managing our products' environmental footprint across the entire lifecycle, even after they have left the final assembly line.

Improving our gender pay gap

In 2022, we were delighted to continue recruiting into our early careers roles, including apprenticeships. In line with the long-term industry trend, most applications for engineering and manufacturing roles are from male candidates. Promoting gender parity remains a top priority in our recruitment efforts and we have an ambitious recurring annual target of 33% of all recruits to be women. Between the reporting dates of 6 April 2021 to 5 April 2022, 22% of recruits across all divisions were women, showing that we still have more to do. Crucially though, the recruitment number is higher than the percentage of women already in the business (13.8%).

Airbus continues to support a number of initiatives and activities aimed at inspiring women into careers in aeronautics and helping them progress throughout the business. These include factory visits with opportunities for students to talk to female employees about their experiences and careers, careers fairs, and conferences and supporting a number of external organisations highlighted in this report.

UK Women in Aviation and Aerospace Charter

To foster pay equality, we are a signatory to the UK **Women in Aviation and Aerospace Charter** which commits organisations to support the progression of women into senior roles in the aviation and aerospace sectors by focusing on the executive pipeline and the mid-tier level. In 2022, Airbus continued to play key roles in the Women in Aviation and Aerospace working groups. The number of supporting organisations grew to 243, with more than 160 signatories now signed up to the charter.



Women in Aviation and Aerospace Charter

A pledge for gender balance across aviation and aerospace



Women in Defence

Airbus was instrumental in the development of the Women in Defence Charter and continues to champion engagement within the defence sector. We continue to proudly sponsor the flagship Women in Defence Awards, which promote gender diversity and recognise the achievements and valuable contribution of women in defence since 2016. Since the launch, over 2,400 nominations have been made.

Women to Watch

The annual Women to Watch Awards identify leading female professionals. The awards were introduced in 2009, and aim to challenge assumptions about the type of woman suited to a board position, showcasing senior women across sectors and striving to show that board members need not be drawn solely from the finance, legal, banking or professional services sectors.

Oriel Petry, Senior Vice-President of Airbus UK, was named one of the **Women to Watch for 2022**.



Balance for Business

Airbus has established an ERG, 'Balance for Business', which currently involves more than 4,000 employees globally. The aim of this community is to harness everyone's potential in a more responsible, safe, inclusive and balanced Airbus environment to create a greater business impact and employee engagement. In 2022, the Balance for Business scheme honoured International Women's Day, by partaking in an global initiative to foster diversity and inclusion.



International Women in Engineering Day

Each year, organisations come together to celebrate International Women in Engineering Day. At Airbus, we host events to honour women engineers who have overcome barriers to innovation and who invent solutions that provide a brighter future for all at Airbus. We look forward to celebrating 10 years of International Women In Engineering Day in 2023.

Case studies:



Commercial

Loraine McIlree

BEng (Hons), MSc, CEng, MRAeS

Product Engineering Leader
Filton, UK

With 15 years of STEM experience and a Chartership in Engineering, Loraine McIlree is a highly skilled and qualified engineer – one of many at Airbus. Loraine has always had an interest in STEM, but it was suggested that by studying engineering, it would keep her career options open. However, this does not mean that it has been a smooth transition from school to her current position.

Loraine looks back on applying for both engineering and accountancy roles after completing her BEng and MSc in Mechanical Engineering, and ultimately, “made the (right) decision to follow what I enjoyed more and joined the Aerospace Industry”, she recalls. Yet, throughout her education and career path, Loraine remembers being a minority as a female in engineering.

Fortunately, this is becoming less of an issue, although numbers suggest that there is a lot of work to do to encourage women into engineering roles. This is something that Loraine actively supports. “I have been a STEM ambassador and have encouraged students from age 4 to those at University to pursue a career in the Aerospace industry” she states, and tells young women that “you know you can do this; so speak out, be heard, and make a difference.”

Notably, Loraine played a key role in the Royal Air Force, Airbus and other industry partners carrying out the world’s first 100% Sustainable Aviation Fuel (SAF) flight of any aircraft type carried out in UK airspace.



Helicopters

Becky Smith

BSc (Hons)

Contract Manager/
Licensed Helicopter Engineer
RAF Shawbury, UK

Becky Smith is a licensed helicopter engineer, based at RAF Shawbury working on the Military Flight Training School (MFTS), and was the first female apprentice at Airbus Helicopters. Becky states that her interest in engineering, “began with Lego at a very young age, and I was always keen to help my dad or grandad with any DIY projects. As a teenager I was exploring an interest in aviation and undertook a gliding scholarship with the Royal Navy, during which time I crash landed a glider and had an epiphany moment; I realised I was a lot more interested in how they would repair the glider than I was in flying it again.”

Becky began studying towards a Mechanical Engineering degree, but decided to leave and pursue a 5 year apprenticeship with Airbus Helicopters. Now, 10 years after leaving university the first time, she is in her final year of a Masters degree in Engineering Business Management at the University of Warwick. Becky’s advice to women starting a career in STEM is “to believe in yourself and trust that you have nothing to prove to anyone but yourself; success is awarded on merit, not gender.”



Defence and Space

Victoria Lonnon

BSc (Hons)

Product Assurance Manager
Stevenage, UK

Victoria Lonnon has been at Airbus since 2006, when she joined the Graduate Programme after achieving a BSc(Hons) in Physics with Satellite Technology. Originally, Victoria planned to pursue a career in law and become a barrister, yet a conversation with her teacher inspired her to pursue a career in physics.

Victoria recalls being “determined” to apply for the Airbus Graduate Programme, as she has “never allowed the gender imbalance in Physics and Engineering to deter me from pursuing my goals”, but she “won’t deny that it can at times, feel intimidating being one of very few or in many cases the only woman in a team.” However, Victoria expresses that she has “always tried not to see these things as barriers, but opportunities for change and improvement. As more women enter traditionally male dominated roles, the culture is shifting.”

To support this, Victoria has been heavily involved in STEM outreach activities since joining Airbus in 2006, both through the Airbus initiatives and in her own time. Her success led her to be awarded the Institute of Physics Very Early Career Woman of the Year Prize in 2009. She puts this down to her role models, having “incredible female Physics teachers while at school and college” and hopes to inspire the next generation at Airbus.

Inspiring young people to consider careers in STEM

Significant effort continues to go into inspiring young people of school age to consider studying STEM subjects, and in particular aerospace, as a career choice. There are also specific programmes aimed at teenage girls. So far, Airbus initiatives have involved more than 350 employees from across our sites in the UK. Over several years, our employees have engaged with several local schools, and more than 1,100 children.

Most of the young people attending these sessions were from local areas near to Airbus sites. For Broughton this was Cheshire West and Chester; a local authority with one of the highest rates of youth economic activity in the country. Airbus has a good working relationship with Careers Wales and The Pledge, who have encouraged various events at schools throughout North Wales and the North West areas, from careers fairs to school workshops. These efforts have also served another purpose, as our engagement has proven to be a highly effective tool to influence education policy makers and champion the need to invest in, and foster, engagement in STEM.

After the successful launch of the **Airbus Foundation Discovery Space**, we have continued to inform and inspire young people and engage directly with schools, teachers and parents. Near our site in Filton, Airbus had 20 students from Bristol Metropolitan Academy take part in the 'Discovery Space Youth Programme' in 2022, of which 45% were female. The 12-week programme is important as it gives pupils the opportunity to spend time in a real life workplace, as well as working alongside professionals from the industry. As of April 2022, the total number of employee volunteering time spent on the programme has been 360 hours.

At the STEM Discovery Centre in Stevenage, Airbus continues to work with North Hertfordshire College and Hertfordshire Local Enterprise Partnership to offer school trips that spark the imagination and encourage young people to consider careers in science, technology, engineering and maths.

At the same time, Airbus has been successful in moving our popular work experience programmes online. The Airbus Virtual Work Experience programme gives students the opportunity to meet representatives from some of the key teams within the business – from Defence & Space to Civil Aviation, as well as understanding the fundamental elements of Airbus' business including sustainability and manufacturing.



Statutory reporting

Airbus Operations Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	-4.2%
Median:	-17.7%

Gender Bonus Gap:

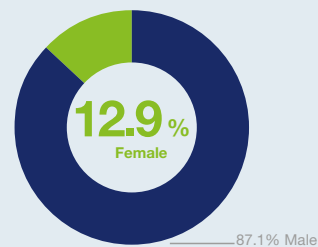
Mean:	-23.3%
Median:	-443.4%

Percentage of workforce receiving a bonus payment:

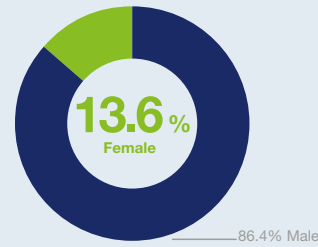
Male:	96.2%
Female:	93.7%

Pay quartiles across the workforce:

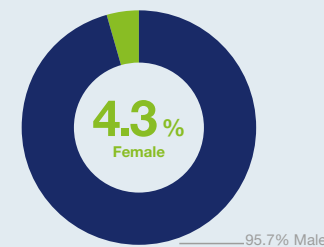
Upper



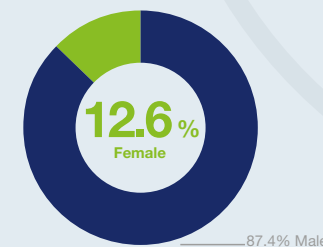
Upper middle



Lower middle



Lower



Airbus Operations Ltd employs over 7,000 people across eight sites in the UK. Our two largest sites, Filton in Bristol and Broughton in North Wales, span a wide field of technical disciplines, chief among which are the design, testing, and manufacturing of wings; support services for Airbus' commercial aircraft; along with the design, engineering, testing and support of their fuel systems and landing gears.

The negative mean pay gap of -4.2% reported in 2022 results from a one-off situation which caused a shift in the proportion of women in the higher pay quartiles.

Firstly, 56% of the population have their pay rates collectively bargained by the Trade Union, with 93% of these being male.

The agreement for a two-year 8.6% pay deal for this group was not made until late in April 2022 and these salary increases were therefore not included in this analysis. The salaries in this predominantly male group had not increased, whereas the salaries of other groups, with a lower male proportion, had increased.

Secondly, 39% of the population had their remuneration restructured in 2022. This population, as with the rest of Airbus, is predominantly male. However, this population has a higher proportion of women (17%) than the population whose pay is collectively bargained (7%). Therefore, at the reporting date of April 2022, this group saw temporarily high pay when compared to the collectively bargained group, who didn't receive an increase until May 2022, influencing the gender pay gap in favour of women.

Thirdly, the proportion of the population earning shift pay at 20%, 30%, 38% and 42% has decreased since 2022. Those people, predominantly male, who would have worked shifts which provide this type of pay are now on work patterns that do not attract a premium. This has a larger effect on male pay than female pay.

We expect the difference in the first two factors listed above to be temporary, and we anticipate our gender pay gap will return to between -4% and 4% in 2023.

The average bonus gap currently has a large difference in favour of women. Due to the impact of the COVID pandemic in the preceding year, the payment of bonuses was reduced most significantly for those not receiving individual performance bonuses.

During this period, the median woman was paid an individual bonus and a collective bonus, whilst the median man was paid only the collective bonus. This is due to the large, predominantly male, shop floor workforce. The bonus values were affected very differently following COVID and its impact on the company results for 2020. Individual bonuses remained robust for contractual reasons, but collective bonuses reduced considerably.

Statutory reporting

Airbus Helicopters Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	26.4%
Median:	32.2%

Gender Bonus Gap:

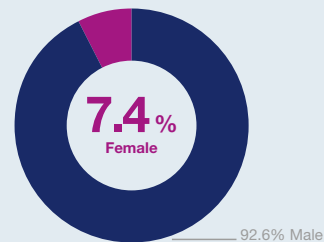
Mean:	25.1%
Median:	0.0%

Proportion of employees receiving a bonus:

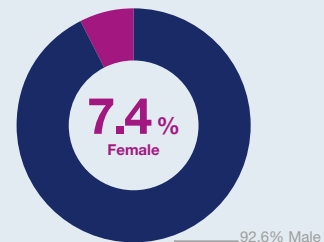
Male:	95%
Female:	93%

Pay quartiles across the workforce:

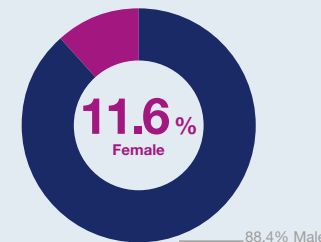
Upper



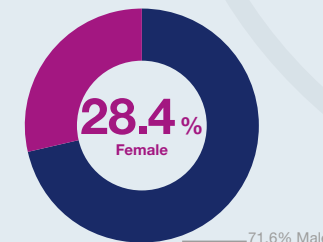
Upper middle



Lower middle



Lower



Airbus Helicopters UK Ltd (AHUK) employs approximately 400 people across four sites in the UK. Headquartered at Oxford Airport, it is predominantly an engineering organisation, key aspects of which include the bespoke design and customisation, installation, flight-testing and certification, as well as technical support, and all aspects of helicopter maintenance for both civil and military applications.

The mean pay gap of 26.4% shows no real change on the previous year. Overall staff turnover is low, but the number of women working in Airbus Helicopters is relatively small and any movement, either joining or leaving the business, has a disproportionate impact on the average pay and the spread of women in different quartiles.

80% of women hired between the two snapshot dates are in the lowest quartile, with 20% in the highest quartile. Along with the greater spread of salaries for the males that have been hired (29% in lowest quartile, 23% in highest quartile), this accounts for both the shifts in the populations within the pay quartiles and the fact that the mean gap has not really changed, whereas the median gap has increased slightly.

Encouragingly, 40% of the Early Careers intake over the period were female, which is starting to address the gender imbalance. However, 67% of the non-Early Careers hired, on the lowest hourly rates, are female, in contrast to the overall intake of 18% being female, which shifts the median figure downwards.

The majority of the population only receive a bonus related to company performance, hence there is no gap in the median payment. However, a larger proportion of men currently hold more senior roles which provide eligibility for individual bonus payments, resulting in a mean bonus gap in favour of men.

Bonuses are paid in arrears and those without the required service do not receive a bonus. As more women are recruited more women will become eligible for bonus payments in the future.

AHUK remains a business currently dominated by male employees. Our goal remains to change this by attracting a new generation of female engineers to the sector through graduate programmes and apprenticeships.

Statutory reporting

Airbus Defence and Space Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	16.5%
Median:	17.3%

Gender Bonus Gap:

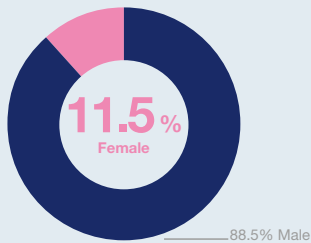
Mean:	23.7%
Median:	0.0%

Proportion of employees receiving a bonus:

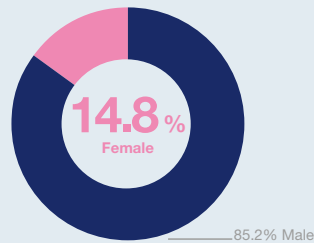
Male:	86.4%
Female:	85.4%

Pay quartiles across the workforce:

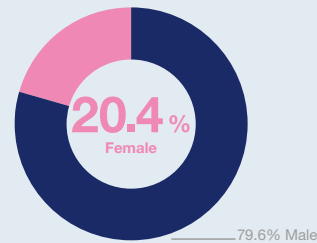
Upper



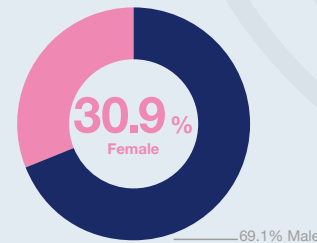
Upper middle



Lower middle



Lower



Airbus Defence and Space Ltd employs over 3,000 people across 14 sites in the UK. Through its delivery of military aircraft, next-generation space capability and leading cybersecurity technology, Airbus Defence and Space contributes to the UK's National Security Vision to build Britain's prosperity, influence and strengthen security.

Both the mean and median pay gaps have improved since the last report, caused by two key factors.

Firstly, the pay gap of the people leaving the business is higher than the pay gap of the people joining the business. Historically, men are more likely to have higher paying roles, and women are more likely to have lower paying roles.

Secondly, the average increase in pay since 2021 is higher for women than for men.

While good progress is being made to recruit females into Early Careers roles (graduates and apprentices), removing these roles from the figures shows a slightly different picture: females represent 15% of our employees in the highest pay quartile now. At the same time 41% of the people being hired into the lower pay quartiles are female. This shows that it continues to be difficult to attract female candidates to higher paying roles, thus continuing to feed the imbalance during our recruitment (excluding early careers roles).

The majority of the population only receives a bonus related to company performance. Hence there is no gap in the median payment. For more senior roles, which are also eligible for individual bonus payments, only 21% are women. Only a minority of these women qualify for higher bonus payments. In summary, because men tend to hold roles eligible for individual bonus payments, this creates the mean bonus gap.

As bonuses are paid in arrears, those without sufficient service do not receive a bonus. With 22% of the population joining the company being female, those women not eligible for a bonus is higher than for the overall population of women which sits at 19.8%.

Contacts

Ian Middleton

**Head of Communications – Strategy, M&A,
Public Affairs (UK, EU)**

ian.middleton@airbus.com

Caitlin Copland

**Communications Executive – Strategy, M&A,
Public Affairs (UK, EU)**

caitlin.copland@airbus.com

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Airbus in the UK

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