



Gender Pay Gap Report 2024

Airbus in the UK

AIRBUS

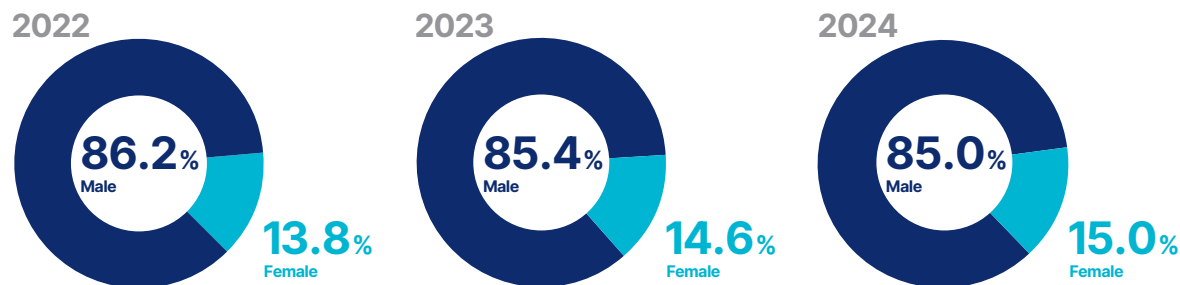
Airbus in the UK 2024 Pay Gap Report

At Airbus, we know that diversity drives creativity, innovation and problem solving.

That's why we are committed to fostering a culture of inclusion that welcomes a range of talent and perspectives, not just in our workforce but throughout the aerospace industry.

Gender parity is central to this mission because Aerospace and Defence have historically been male-dominated industries. **We're determined to change that.**

Gender split of Airbus UK employees:



To tackle gender inequality, we strive to achieve equity in our policies and practices, talent recruitment and employee experience. We also continuously work to provide an environment where women feel they belong and are supported in their goals to succeed. This extends beyond our workplace, to also shape how we approach STEM outreach in UK schools.

Transparency and accurate reporting is crucial for making this possible. This is the eighth year Airbus has published its annual gender pay gap data.

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

Key Points:

- On 5 April 2024, Airbus employed more than 10,000 people in the UK, of which 15% were women.
- In 2024, our average gender pay gap decreased to 3.8% from 4.6% reported in 2023.
- 23% of the population who have joined between 2023 and 2024 are female compared to 15% in the population as a whole.
- The pay gap for Helicopters UK has widened but this is likely due to a 4.2% increase in female hires over this year, who tended to fall in the lower pay quartile as is typical for new recruits.
- The bonus gap in Airbus Commercial Aircraft UK (-9.9%) significantly favours women due to the larger proportion of women in roles that receive variable pay based on individual performance.

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

What the report measures

On 5 April 2024, Airbus in the UK employed more than 10,000 people across three companies: Airbus Operations Ltd, Airbus Defence and Space Ltd and Airbus Helicopters UK Ltd. These three companies each had 250 or more employees and we are therefore required to publish their gender pay gap data under UK law.

The data reflect 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, expressed as a percentage of male employees' earnings. 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 woman in the midpoint of the female line with the pay of the man in the midpoint of the male line.

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.

We confirm the gender pay gap data contained in this report is accurate and has been published in accordance with the guidance on managing gender pay developed by the **Advisory, Conciliation and Arbitration Service (ACAS)**.



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Our gender pay gap results

In 2024, our average gender pay gap was 3.8%. This is lower than the 4.6 % reported in 2023. The average gender bonus gap was 2.3%, which is lower than the 4.1% reported in 2023.

This remains lower than the UK national average gender pay gap of 7.0%.¹

Each of our UK businesses employs their own distinct workforce, reflecting the individual nature of their respective business and producing notable variations in gender pay gap data. That being said, the gender pay gap continues to be impacted by there being more men than women in senior positions, and fewer women working in specialist engineering roles, which attract higher market rate levels of pay than other commercial sectors.

Our gender pay gap reflects wider societal issues, notably fewer girls and women studying Science, Technology, Engineering and Maths (STEM) subjects. It is therefore fair to consider that our pay gap is a talent gap, since it is the unequal spread of men and women across the organisation that results in the current gender pay gap.

For these reasons, **we continue to focus our efforts on actively addressing these challenges** through robust inclusion and diversity policies, practices which remove potential barriers to progression, widening our recruitment to attract and develop female talent, and supporting our colleagues to achieve a better work-life balance.

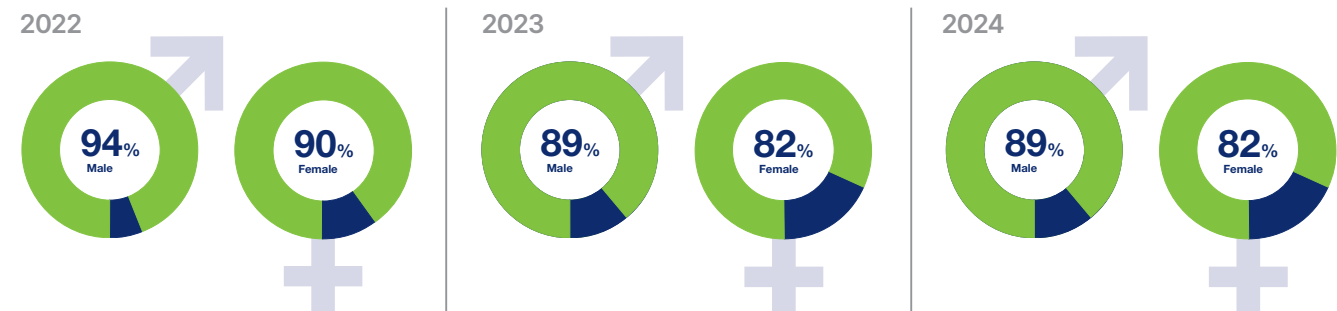
Each of our businesses in the UK is working towards our ambition to have 25% women in executive positions by 2025. In 2024, 12.8% of executive positions and 16.5% of senior managers were women.

¹ The gender pay gap among full-time employees was 7.0% in April 2024, down from 7.5% in April 2023. Office for National Statistics.

Airbus in the UK – mean and median pay and bonus gap

	Mean			Median		
	2022	2023	2024	2022	2023	2024
Gender Pay Gap	3.9%	4.6%	3.8%	-3.2%	1.8%	2.5%
Gender Bonus Gap	-3.4%	4.1%	2.3%	0.0%	0.0%	0.0%

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band

Pay Quartile	Male			Female		
	2022	2023	2024	2022	2023	2024
Upper	87.7%	86.4%	85.5%	12.3%	13.6%	14.5%
Upper Middle	84.0%	86.4%	86.8%	16.0%	13.6%	13.2%
Lower Middle	92.0%	89.1%	88.2%	8.0%	10.9%	11.8%
Lower	82.6%	81.0%	80.2%	17.4%	19.0%	19.8%



Seeking out qualified female professionals

In 2024, Airbus in the UK recruited 566 new candidates for early careers roles, including apprenticeships, internships and our Airbus Global Graduate Programme. In line with long term industry trends, most of the applications within these areas for engineering and manufacturing roles were from male candidates.

Targeting gender parity, particularly at this entry stage into the industry, remains a top priority in our recruitment efforts. We have an ambitious recurring annual target of 33% of all external hires in non-production roles and 12% of external hires in production roles to be women. Internally, we have a target of 33% of promotions to middle and senior management roles to be women.

Between the reporting dates of 6 April 2023 to 5 April 2024, 23% of recruits across all divisions were women, which is an increase from last year's 22% but shows that we still have more work to do. Encouragingly, the recruitment number is higher than the percentage of women already in the business (15%) and it continues to increase each year.

Airbus supports 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 to provide opportunities for students to talk to female employees about their experiences and careers, as well as careers fairs and conferences.

Creating the conditions for success in work

Maternity and Paternity Leave

Airbus is committed to supporting employees during their pregnancy and maternity leave, and upon their return to work. Airbus provides enhanced pay for qualifying parents for maternity leave and has improved provisions for returning birth-parents. For fathers, two weeks' paternity leave is available to new parents (either birth or adoption), to be taken within one year of the child's birth or placement. Airbus provides enhanced pay for qualifying parents for shared parental leave. Shared parental leave enables eligible birth-parents, adopters and their partners to choose how to share time off work after their child is born or placed for adoption.

Parental leave

We believe it is important to support employees in achieving a healthy work and life balance, particularly in the early years of their children's lives.

That's why Airbus provides unpaid parental leave for employees who need time during typical work hours to balance their professional and family commitments. This can include caring for children when they are off sick from school, need to be settled into new childcare arrangements or simply spending more time with them.

Flexible Working

For many employees who may be juggling the care of their children or parents with their work life, having the ability to request a flexible working arrangement, whether it be times or locations, makes all the difference in preventing them from having to choose between their professional role and their responsibilities outside of work. We also have a hybrid working policy in place for all employees if the nature of their work allows it.

Some areas of the business also offer a flexitime system, giving employees a greater freedom over their working hours. It provides the opportunity for the Company and its employees to achieve work objectives whilst allowing greater scope for employees to balance their working life with their life outside work.

Internal Development programmes

The MyWay programme is a global internal development programme for women in the middle of their careers, designed to equip them with the tools and confidence they need to excel in leadership roles at Airbus as well as a network of peers to share their struggles and triumphs with.



Connecting women throughout airbus and the aerospace and defence industries

For many women, having a sense of community and seeing themselves represented in industry leadership plays a crucial role in their development and success. That's why here in the UK, Airbus actively supports both internal and external professional networks for women.

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. The Charter has launched a new self-reporting programme, asking members "What's your 30?", outlining individual goals that will help signatories boost their gender representation by 2030, along with self-reporting by signatories.



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 their launch, over 2,400 nominations have been made. This year, we had two Airbus employees nominated as finalists in the awards.



Balance for Business

Airbus has established multiple Employee Resource Groups (ERGs) across the UK, including a Gender Diversity ERG, which bring together individuals from different functions, divisions and sites in a safe and inclusive space to share ideas, make connections and accomplish business goals. They are helping to improve workplace culture and create opportunities to discuss company-wide Inclusion & Diversity initiatives to enhance the working environment.



Balance For Business is the platform for bringing together all the UK-based ERGs under one steering committee and works together on all diversity topics. Each year, the group hosts a 'Belonging at Airbus' week with a range of local and digital events that spotlight Inclusion and Diversity topics.

Alta Mentoring

Airbus is a founding member of the Alta Mentoring programme, alongside the Royal Aeronautical Society, the Royal Air Force, Little Blue Private Jets Limited and the University of the West of England, Bristol.

Alta is a mentoring support scheme delivered by the Royal Aeronautical Society that connects women online and in person from across the aerospace industry for one-to-one mentorship and networking.



Inspiring young people to consider careers in STEM

To secure the next generation of women innovators and aerospace professionals, we must inspire their passion for STEM subjects as early as possible. But early exposure to these topics in primary school is not enough. We must provide access to STEM topics at every stage of education, so that inspiration is sustained and cultivated into a real career path.

One of the key ways in which we do this is by highlighting how STEM topics play a role in the amazing work we do across commercial aircraft, helicopters, defence and space. We are able to do exactly that by participating in educational outreach events, public airshows and STEM programmes, particularly at schools near our sites.



Students engaging in a STEM exercise at Airbus Broughton

We want students to have an opportunity to meet female role models and to ask questions about career paths, so our STEM Ambassadors talk directly to students about the work we do, and advise on career entry points into Airbus. Topics for discussion in this outreach include our technician and degree apprenticeships, internships and the Airbus Global Graduate Scheme. We also focus on supporting teachers and parents, so they can understand how to best foster their children's passion for aerospace.

So far, outreach in North Wales, Bristol, Hertfordshire and Hampshire, involving hundreds of employees from across our sites over several years, has allowed us to engage with over 6,000 students.

The Airbus Virtual Work Experience programme remains ever popular giving students and pupils the opportunity to discover Airbus, with ten hours of interactive online content and webinars. Of the 21,500 students across the UK who have taken part in the programme over the last four years, more than 33% identified as women.

By actively investing in these initiatives, Airbus is contributing to the cultivation of the next generation of innovators, engineers, and scientists, fostering a passion for science and aerospace that extends far beyond the classroom.

Case study

Airbus Defence and Space successfully pilots **We Build It Better** programme in the UK



Kata Escott, UK Head of Airbus Defence and Space, joins a WBIB session at the Sele School

The We Build It Better (WBIB) project is a science and technology education programme for young people aged 12-14 years. The 18-week programme is a practical, industry-driven curriculum that encourages innovative thinking and promotes skills in coding, engineering, 3D-printing, electrical competencies and business leadership.

We Build it Better was developed with FlightWorks Alabama and Airbus in Mobile, and more than 500 schools across the US are now in receipt of the kits. Following the success of the US scheme, Airbus launched the UK pilot in the Stevenage area at the Sele School as part of the Airbus' Community for Space Prosperity (CUSP) initiative.

The Sele School has reported a significant improvement in attendance levels, an increase in the number of students choosing science subjects and modern languages for GCSE, and improved academic grades across the WBIB cohort. There has been a significant increase in the number of female pupils choosing to study Triple Science GCSE, proving that WBIB will help to address the gender gap in STEM professions over the longer term.

The students' hard work was recognised in a graduation ceremony held at the Airbus Stevenage site in July.

Women at Airbus: **their experience**

Commercial

Rhian Perrin

Wing Structure Design
Skill Group Leader, Broughton



From the age of 12, Rhian was drawn to STEM subjects, especially maths and problem-solving. After excelling in these subjects at GCSE and A-levels, she sought guidance from a career adviser who helped direct her towards an engineering apprenticeship with Airbus in Broughton.

Joining Airbus in 2009 as a Higher Engineering Apprentice provided Rhian with hands-on experience and academic qualifications, including an NVQ in Engineering Operations and a BEng in Aeronautical and Mechanical Engineering. "This mix of practical learning and mentorship was invaluable," says Rhian, who has since gone on to work across Airbus' European sites in the Plant Engineering Team, supporting wing manufacturing and ensuring design standards.

Today, her role is focused on developing the design engineering team and supporting the career growth of others. "Self-confidence has been an ongoing challenge but with support from mentors, I've learned to believe in my capabilities," says Rhian. A mentor for other women in her department, she finds helping others develop their skills and self-belief extremely rewarding.

Her advice for women looking to join the aerospace industry? "Believe in yourself. Be curious and ask questions. Most importantly, always be yourself."

Helicopters

Sharmaine Guelas

Junior Sales Manager
for Private and Business Aviation, Oxford



Sharmaine caught the "aviation bug" while going on maintenance flights with her grandfather, a lifelong engineer. This made her seek out work experience at two different helicopter companies while completing her GCSEs and A-Levels.

This passion was rewarded with a job offer from one of the companies, which was co-located with a flying school. Sharmaine used this opportunity to work her way towards a Private Pilot's License (PPLH) on a Robinson 22 helicopter. While tempted by the prospect of a commercial helicopter pilot career, she knew she wanted to try helicopter sales to use her strengths in communication and engagement.

Sharmaine's journey has not been without its challenges; earning a PPL can pose many financial barriers and she has come across people in the industry who have doubted her technical abilities. Though she finds "women have to really work to earn their respect and be taken seriously," Sharmaine says, "My career has been surrounded by support from both men and women, and the challenges have made me stronger each time."

Female representation in industry, she says, is a key part of addressing the gender imbalance. "It was inspiring when I first met the diverse sales team in Airbus Helicopters UK. One of my colleagues is a woman covering the Helicopter Emergency Medical Service and Utility market. Meeting another helicopter saleswoman reassured me that anything is possible. Though it is still a small percentage of women in Aviation, it is thankfully increasing!"

Sharmaine has often had women reach out to her to find out more about careers in the industry and encourages this approach for building one's network. "If you have the enthusiasm and passion for Aviation, persevere, because it is worth it," she says. "If you have the dream, like becoming a helicopter pilot or engineer, study, work hard, and go for it. Don't let any negativity or person dim your light."

Defence and Space

Vanessa Viney

UK and US Innovation Manager,
Stevenage



Despite her school lacking organic exposure to STEM or aerospace career opportunities, Vanessa had a passion for science from the age of seven, prompting her to choose Maths and Physics as two of her A-levels and opening the door to Engineering. During her studies, Vanessa was able to attend the Brunel Women into Engineering course and gained practical experience in Defence and Space at MBDA and the Asher Space Research Institute.

Vanessa joined Airbus 28 years ago, drawn by the exciting opportunities it provided for working with the European Space Agency and defence institutions. A huge part of why she has stayed at the company is because, "Airbus encourages unconscious bias training, enables flexible working which helps with childcare, and provides opportunities for promotion at all career points," recalling an example when Airbus promoted her while she was on maternity leave. "These values definitely help attract and retain women. The more women we have, the more role models we create," she says.

Reflecting on how the gender balance in the industry has changed over time, Vanessa says she was the only woman in her Aerospace Systems Engineering Masters course at university, "the norm" at the time, but now sees a change in education and early entry points into Airbus. "I'm confident things will continue to improve, but it works best if everyone is involved – parents, teachers, industry and others. Let's make these opportunities seem reachable and indeed the norm for women!" she says.

Through her own experience, Vanessa says there are three stages to attract and retain girls in STEM subjects and careers. The first, "motivation": providing exposure to these subjects at a young age through curricular content, not just special interest groups. The second, "confidence": helping girls overcome the apprehension of joining an historically male-dominated industry by showing them female representation in these roles. Her final point, "access": giving girls and young women a clear pathway into aerospace, through industry placements, apprenticeships and graduates schemes.

Vanessa stresses that this approach must extend to other minority groups in the industry for diversity in aerospace to truly thrive, "Experience gives confidence. So take a chance and try things, the rest will follow. Don't underestimate yourself - women commonly do. Then when you succeed, don't be afraid to congratulate yourself!"

Statutory reporting

Airbus Operations Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	-0.2%
Median:	-0.6%

Gender Bonus Gap:

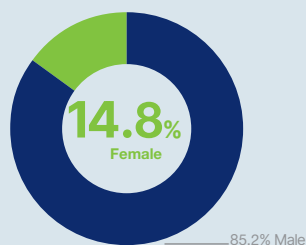
Mean:	-9.9%
Median:	0.0%

Percentage of workforce receiving a bonus payment:

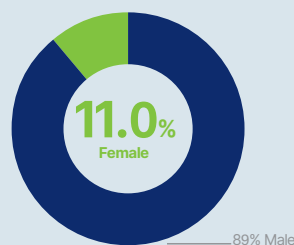
Male:	90.0%
Female:	81.0%

Pay quartiles across the workforce:

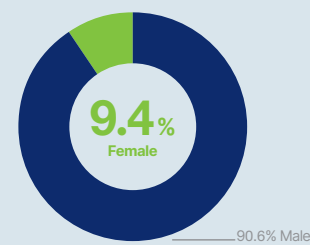
Upper



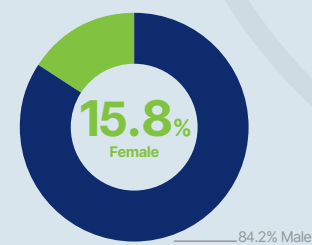
Upper middle



Lower middle



Lower



Airbus Operations Ltd employs over 7,000 people in the UK, with major sites in Filton, Bristol, and Broughton, North Wales. These sites are integral to the UK aerospace industry, encompassing a wide range of technical disciplines, including aircraft wing design, testing, and manufacturing, as well as support services for Airbus' commercial aircraft. Our UK operations also focus on engineering, design, testing, and support of fuel systems and landing gears, highlighting Airbus' commitment to innovation and collaboration within the aerospace sector, while creating significant employment opportunities across specialised fields.

In 2024, Airbus Operations Ltd reported a small negative gender pay gap of -0.2%. This slight gap reflects the varying representation of women across different roles within the company. Although we are not yet fully gender-balanced, women hold a higher proportion of roles outside of shop floor positions relative to their overall representation within the business. Women make up 12.9% of our workforce, with stronger representation at the executive (13.3%) and senior manager (19.7%) levels. However, only 1.8% of shop floor positions are currently held by women.

Furthermore, 21% of new hires in the reporting period were women, a higher proportion than the overall female workforce of 12.9%, which also influences the gender pay gap data. These factors contribute to the observed small negative gender pay gap.

The workforce distribution also impacts the bonus gap, which favours women, as a slightly higher proportion of women occupy roles that offer variable pay based on individual performance. Notably, median bonus payments for both men and women are driven by company success sharing. As a result, in 2024, the bonus gap is significant and favours women at -9.9%.

Statutory reporting

Airbus Helicopters Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	20%
Median:	31.5%

Gender Bonus Gap:

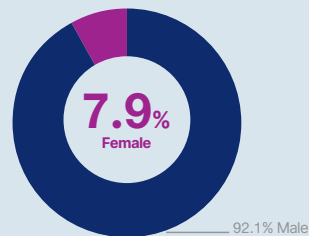
Mean:	18.3%
Median:	0.0%

Percentage of workforce receiving a bonus payment:

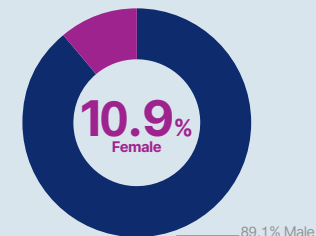
Male:	95.0%
Female:	91.0%

Pay quartiles across the workforce:

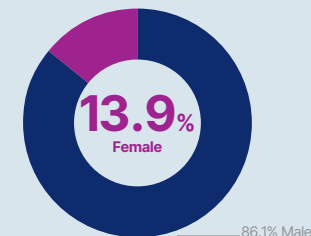
Upper



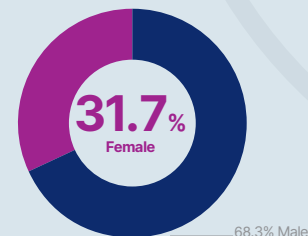
Upper middle



Lower middle



Lower



Airbus Helicopters UK Ltd employs approximately 400 people across four UK sites, playing a significant role in the country's rotorcraft industry. In 2024, we opened our new UK Headquarters at London Oxford Airport, enabling us to accommodate a growing workforce, including apprentices, which supports our goal of increasing efficiency and reducing our environmental footprint.

In 2024, there was a widening in both the mean (20.0%) and median (31.5%) pay gaps compared to 2023. This shift is primarily driven by the intake of new employees. While the pay gap is largely due to a higher concentration of men in senior roles, the increase is influenced by a higher proportion of women hired in 2024 who earn below the female

median, mirroring a similar trend among men, as new hires generally earn less than longer-tenured employees. Given the relatively small population of women (fewer than 70), even a slight increase in women earning below the median significantly impacts the overall median figure, widening the median gap while the mean gap remains relatively stable.

Most employees receive bonuses tied to company performance, which standardises the median bonus payment. However, 11% of men and 14% of women receive an additional performance-related bonus, paid in arrears, resulting in some employees not being eligible by the 2024 snapshot date despite being included in the population, which explains the less-than-100% eligibility.

Notably, 23% of new hires are women, a higher proportion than the company's overall female representation (16.2%), which affects bonus data.

A gap persists in the mean bonus pay due to the fact that senior roles, which tend to be male-dominated, receive higher bonuses. Among those receiving a combination of company and individual performance bonuses, only 8% of senior managers and executives are female. In contrast, women make up 23% of those in non-senior roles who receive bonuses based on both salary and company performance. Higher bonus targets and salaries for senior roles contribute to the observed mean bonus gap.

Airbus Helicopters UK continues to be a male-dominated business, but we are committed to increasing female representation by attracting a new generation of female engineers through our apprenticeship programme. In 2024, 23% of new hires were female; up from 18.8% in 2023.

Statutory reporting

Airbus Defence and Space Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	11.8%
Median:	14.1%

Gender Bonus Gap:

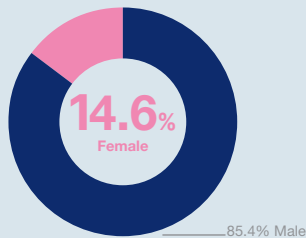
Mean:	21.6%
Median:	0.0%

Percentage of workforce receiving a bonus payment:

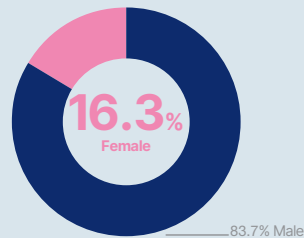
Male:	88.0%
Female:	83.0%

Pay quartiles across the workforce:

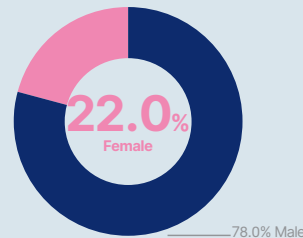
Upper



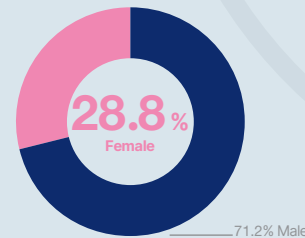
Upper middle



Lower middle



Lower



Airbus Defence and Space Ltd employs approximately 3,000 people across 14 sites in the UK, including locations in Stevenage, Portsmouth and Newport. Our operations span a broad range of activities, from satellite manufacturing to cybersecurity and defence technologies, supporting the UK's National Security Vision to protect our people, promote prosperity, and project our global influence.

In 2024, there was a slight decrease in both the mean and median gender pay gaps. This improvement reflects workforce changes, particularly an increase in the proportion of women across various levels. While the pay gap is narrowing, it remains due to the continued under-representation of women in higher-level, higher-paying roles.

Regarding bonuses, the majority (67%) of employees receive bonuses based only on company performance, (the remainder having both personal and company objectives), which equalises the median bonus gap since these payments are directly linked to company success (success share). However, due to bonuses being paid in arrears, new employees who have not accrued sufficient service before the 2024 snapshot date are not yet eligible for bonuses, though they are included in the population count. Among new hires between the two snapshot dates, 27% were women – above the overall female representation of 21% – which influences the bonus data.

A significant mean bonus gap remains due to the lower proportion of women in senior roles, which have higher salaries and larger bonus targets. Currently, 12.5% of executives and 11.3% of senior managers are female. Consequently, men in senior roles, which come with higher base pay and bonus targets, continue to receive larger bonuses on average, contributing to the persistent mean bonus gap.

In 2024, Airbus Defence and Space achieved the highest female hiring rate across our three UK businesses (27%). Whilst there is more work to be done, this positive trend aligns with our goal of reducing the gender pay gap, which is likely to continue as these new hires advance through the organisation.

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AIRBUS

Airbus in the UK

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