



Gender Pay Gap Report 2023

Airbus in the UK

AIRBUS

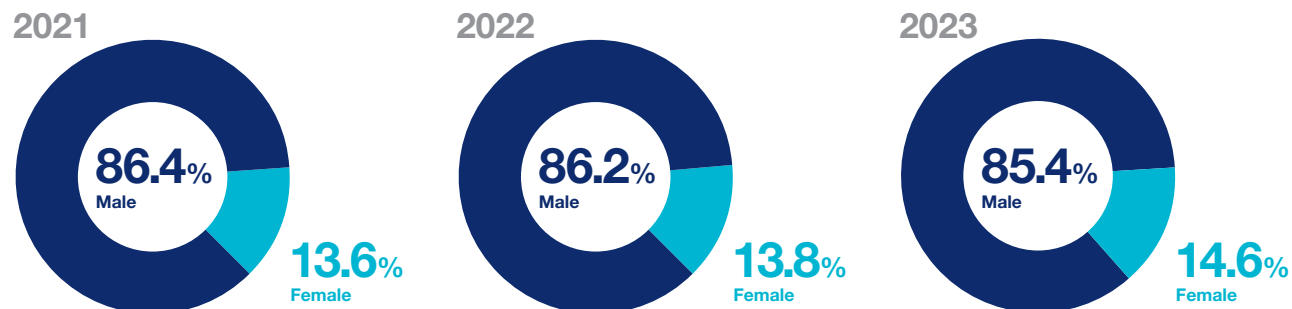
Airbus in the UK 2023 Pay Gap Report

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. We recognise that greater gender balance will help drive our global progress, creativity and future business success. Therefore, promoting diversity and gender parity are top priorities in our recruitment efforts.

Gender split of Airbus UK employees:



We are also committed to facilitating the progression of women to leadership positions through a number of internal development programmes. 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 seventh year we have published our data in the UK, in line with national reporting on gender pay differences.

On April 5, 2023, Airbus employed more than 10,000 people in the UK, of which 14.6% 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 equal pay for equivalent roles, regardless of their gender.

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

What the report measures

On 5 April 2023, 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.

In line with reporting guidelines, 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.

Pioneering sustainable aerospace
for a safe and united world

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.

Our gender pay gap results

In 2023, our average gender pay gap was 4.6%. This is higher than the 3.9% reported in 2022. The average gender bonus gap was 4.1%, which was also higher than the -3.4% reported in 2022.

This remains lower than the UK national average of 9.7%.

While each of our UK businesses employs their own distinct workforce, reflecting the individual nature of their respective business and producing notable disparities in gender pay gap data, the gender pay gap is primarily caused by 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.

Each of our businesses in the UK is working towards our ambition to have 25% women in executive positions by 2025. In 2023, 12.5% of executive positions and 15% of senior managers were women.

As highlighted in last year's report, in 2022, the gender pay gap figures were impacted by the restructuring of remuneration packages for managers as well as back payments of collective bargaining pay increases in Airbus Operations. The back payments, in particular, were made to employees in production roles, which are predominantly male. In 2023, these specific remuneration changes no longer impacted our gender pay gap figures.

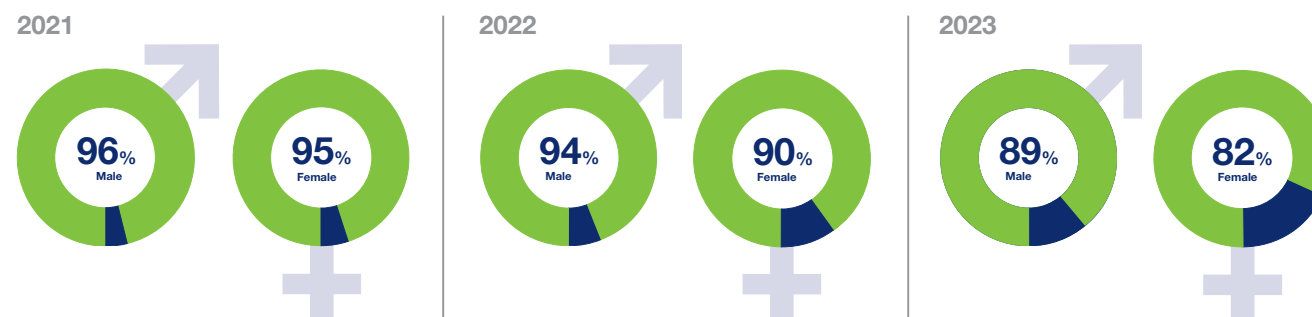
Our gender pay gap reflects wider societal issues, notably fewer girls and women studying Science, Technology, Engineering and Maths (STEM) subjects. It is therefore fair to consider that our pay gap is reflective of a talent gap, since it is the unequal spread of men and women across the organisation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

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

	Mean			Median		
	2021	2022	2023	2021	2022	2023
Gender Pay Gap	14.0%	3.9%	4.6%	14.4%	-3.2%	1.8%
Gender Bonus Gap	4.6%	-3.4%	4.1%	0.0%	0.0%	0.0%

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile band

Pay Quartile	Male			Female		
	2021	2022	2023	2021	2022	2023
Upper	72.5%	87.7%	86.4%	27.5%	12.3%	13.6%
Upper Middle	81.0%	84.0%	86.4%	19.0%	16.0%	13.6%
Lower Middle	84.9%	92.0%	89.1%	15.1%	8.0%	10.9%
Lower	88.7%	82.6%	81.0%	11.3%	17.4%	19.0%

Improving our gender pay gap

In 2023, we continued to recruit into our early careers roles, covering apprenticeships, internships and our Airbus Global Graduate Programme. In line with the long-term industry trend, most applications for engineering and manufacturing roles are from male candidates; however, we are working hard to adjust our recruitment process to encourage more female applicants across the board.

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.

Promoting gender parity remains a top priority in our recruitment efforts and we have an ambitious recurring annual target of 33.0% of all external hires in non-production roles and 12.0% of external hires in production roles to be women. Additionally, we have a target of 33.0% of promotions to middle and senior management roles to be women.

Between the reporting dates of 6 April 2022 to 5 April 2023, 22.4% of recruits across all divisions were women, showing that we still have more to do. Crucially, the recruitment number is higher than the percentage of women already in the business (14.6%) and it continues to increase each year.



Women in Aviation and Aerospace Charter
A pledge for gender balance across aviation and aerospace

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. In 2023, there were 255 signatories.

WOMEN IN DEFENCE

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. In 2023, Airbus was nominated for the 'Emerging Talent Award' in the UK, which recognises early career professionals demonstrating high performance.

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.

Belonging at Airbus Week

At Airbus, we believe that "diversity is a fact and inclusion is a choice". Every day, we encourage our people to express their unique voices and draw from their rich experiences to bring their own stories and fresh ideas to our company. Within this global event in 2023, the UK participated in local and digital events focusing on various aspects of Inclusion and Diversity.



Belonging@Airbus
Everybody has a story. Bring yours to the mix!

Case studies:

Commercial

Hemalatha Pitchandi

Head of Landing Gear Technical
Filton, UK



With over 18 years of experience in the aerospace industry, Hemalatha Pitchandi (Hema) continues to soar in her career. Her commitment to the industry has not only enriched her own expertise, but also given her the remarkable opportunity to travel the world with Airbus.

After graduating from university in India with a degree in Electronics Engineering, Hema took her first role in aerospace, which is where her passion for the industry started. However, there have been some turbulent moments in her career, especially at the beginning when Hema first moved to the UK. She recalls consistently being a minority as a female in engineering; however, Hema says that she was “resilient to push her ideas and thoughts, even if they were unconsciously passed over many times.”

Yet, with a positive outlook, Hema says that challenges that are faced during the journey “can only help us grow into a better version of ourselves”, and her journey represents a testament to breaking barriers and pursuing dreams. Hema shares the knowledge she has learnt for success through the organisation and remains an active advocate for gender diversity.

Defence and Space

Freya Segar

Graduate Mechanical Engineer
Stevenage, UK



Growing up surrounded by a family history rich in engineering, Freya Segar was inspired to pursue a career in aerospace engineering. Her family history fueled her passion and with unwavering determination, she embarked on her journey to Airbus.

Freya says that despite her route change, she “always knew” she wanted to work in STEM to ensure “as many young girls get the encouragement to enter the industry.” Freya believes that she entered the industry at a good time, as there was a drive for more females, but describes this experience as a “double edged sword” as “often people will assume her gender was the reason for success, rather than her skills and passion for engineering.” This is why at Airbus, Freya organises events aimed at women in secondary schools and university, who are starting their careers in aerospace engineering. By resonating as a beacon of progress, she hopes to highlight the opportunities for women to thrive within the industry.

Helicopters

Aleksandra Wierzbicka

Commercial Manager
RAF Shawbury, UK



Aleksandra Wierzbicka (Alex) has always had an interest in aviation. She looks back on travelling to her home country as a young child, and marvelling at how the huge machines could fly! This fascination has been a guiding factor throughout Alex’s degree in Aviation Management and led her to start a career with Airbus.

Despite facing previous challenges rooted in gender bias, Alex’s determination and exceptional skills propelled her to success in her role at Airbus Helicopters, where she feels “appreciated, trusted and rewarded.”

Alex strongly believes that gender should not be a deterrent for women aspiring to enter the aviation industry, even when feeling overwhelmed. She has learnt that making her voice heard as a female in a male-dominated room is a crucial step towards fostering diversity and inclusion. Women bring unique perspectives and ideas that are essential for well-rounded decisions. Encouraging female voices is instrumental in creating an environment where everyone’s contributions are valued, regardless of gender.

Inspiring young people to consider careers in STEM



As a company, we hope to ignite passion for the amazing work that we do and the incredible way that we do it.

We aim to inspire young people to pursue careers in engineering, manufacturing and science.

By participating in educational outreach events, like airshows and STEM programmes, Airbus gets the opportunity to showcase its cutting-edge technologies and interactive exhibits. In doing so, we hope to captivate young audiences by illustrating the excitement and possibilities within the aerospace and space fields.

Airbus also works hard to reach out into the communities near our sites, including visits to schools and colleges. Our STEM Ambassadors talk directly to students about the work we do, and highlight career entry points into Airbus. We want students to have an opportunity to meet role models and to ask questions about career paths and learn more about our Technician and Degree apprenticeships, Graduate Scheme and intern opportunities, as well as direct entry jobs. We also focus on supporting teachers and parents, so they can carry on our mission of "inspiration".

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.

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.



The Airbus Virtual Work Experience, run each year, remains ever popular giving students and pupils the opportunity to discover Airbus, with ten hours of interactive online content and live webinars. In the past three years, almost 14,000 students across the UK have taken part.

In 2023, the Education Secretary, Gillian Keegan MP, launched a first-of-its-kind Space Engineering degree apprenticeship, in partnership with Airbus and the University of Leicester, to boost technical careers in the space industry.



Statutory reporting

Airbus Operations Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	-0.7%
Median:	-2.2%

Gender Bonus Gap:

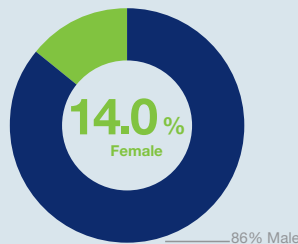
Mean:	-10.0%
Median:	-87.1%

Percentage of workforce receiving a bonus payment:

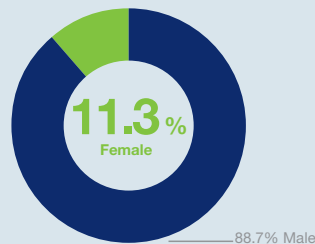
Male:	90.6%
Female:	82.9%

Pay quartiles across the workforce:

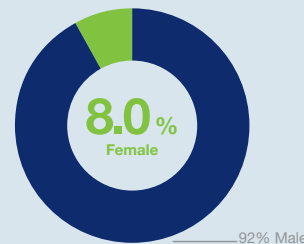
Upper



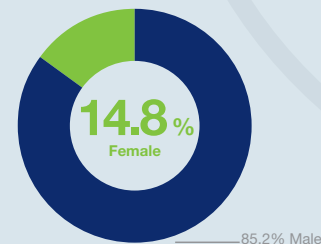
Upper middle



Lower middle



Lower



Airbus Operations Ltd employs over 7,000 people across eight sites in the UK. With major facilities in locations such as Filton in Bristol and Broughton in North Wales, Airbus plays a crucial role in the UK's aerospace industry. Our sites cover a broad range 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 gear. Our operations in the UK underscore our commitment to fostering innovation and collaboration within the aerospace sector, while also providing substantial employment opportunities across specialised fields.

In 2023, the gender pay gap was small and negative (-0.7%), returning to a similar level last seen prior to the COVID-19 pandemic and resulting furlough schemes. The small gap is largely due to the fact that a significant proportion of roles in Airbus Operations Ltd are shop floor manufacturing roles. These roles, which typically pay in the lower quartiles, are overwhelmingly male dominated. In Airbus Operations, 12.3% of all roles are filled by women. While women are better represented in executive positions (15.0%) and senior manager roles (17.0%), only 1.6% of shop floor roles are filled by women.

These demographics also influence the bonus gap, which is in favour of women (-10.0%). Bonus payments are paid in three categories: those based on individual performance; those based on individual performance and company success; and those based solely on company success. The bonuses based solely on company success are primarily received by shop floor workers, who are predominantly male. These are paid at a flat rate and tend to have a smaller value than other bonuses.

Bonuses are paid in arrears, so those without sufficient service will not receive a bonus even though they are in the relevant population. 21% of hires are female compared to 12% of the overall population being female.

Statutory reporting

Airbus Helicopters Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	19.8%
Median:	25.8%

Gender Bonus Gap:

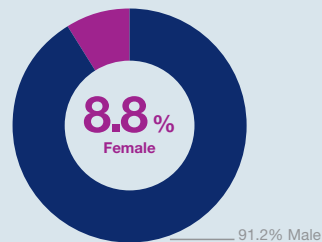
Mean:	28.2%
Median:	0.0%

Proportion of employees receiving a bonus:

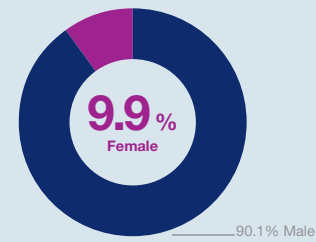
Male:	79.8%
Female:	71.4%

Pay quartiles across the workforce:

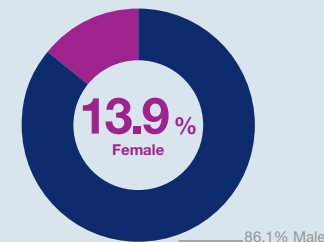
Upper



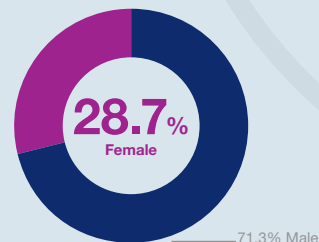
Upper middle



Lower middle



Lower



Airbus Helicopters UK Ltd employs approximately 400 people across four sites in the UK, contributing significantly to the country's rotorcraft industry. Headquartered at Oxford Airport, it is predominantly an engineering organisation, which plays a vital role in the development and enhancement of rotary wing aircraft, catering to both civilian and military applications, as well as technical support, and all aspects of helicopter maintenance for both civil and military applications. In 2024, Airbus Helicopters UK will open a new HQ in Oxford and will accommodate a growing workforce, including our apprentice programme, enabling us to deliver increased levels of efficiency at the same time as reducing our environmental footprint.

The mean pay gap of 19.8% is lower than the 26.4% reported in 2022, and the median pay gap of 25.8% is lower than 32.2% reported the previous year. The decrease in the mean and median is a result of more people joining the business, including a large increase in the overall proportion of women, with the pay gap of those joining being significantly lower (-1.0%) than those leaving (+27.0%). The increase in the overall proportion of women in the business has mostly been in the level just below senior management (Band V). This suggests that Airbus Helicopters UK should continue to see improvements in the gender pay gap in future years as the number of female employees in the business grows.

There is no median gap for those receiving a bonus because the majority of the population only receive a bonus related to company performance (success sharing). 11.0% of both men and women receive an additional bonus on top of company success sharing, further explaining why the median is the same for men and women. There is still a gap between the mean for men and women (28.2%) because the small proportion of the population who receive a bonus, in addition to the collective success sharing payment, are predominantly male and in more senior roles. Within Airbus Helicopters UK, 7.0% of senior managers are female and 26.0% of the level below senior manager are female. Bonuses are paid in arrears and new joiners are not yet eligible to receive a bonus payment. 18.8% of new joiners are women, which explains why the proportion of men remains marginally higher than for women.

Airbus Helicopters UK remains a business dominated by male employees. Our goal remains to change this by attracting a new generation of female engineers to the sector through apprenticeships. In 2023, 18.8% of new hires into the business were female. Airbus Helicopters UK is looking at the possibility of a division graduate in-take programme for the future.

Statutory reporting

Airbus Defence and Space Ltd

Mean and median pay and bonus

Gender Pay Gap:

Mean:	14.6%
Median:	15.5%

Gender Bonus Gap:

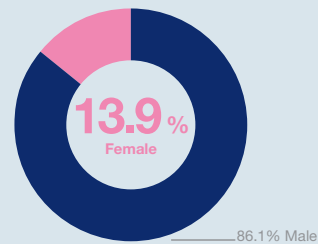
Mean:	21.3%
Median:	0.0%

Proportion of employees receiving a bonus:

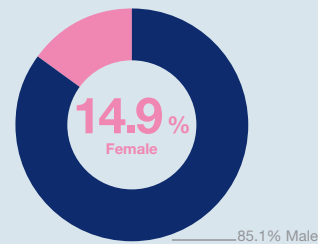
Male:	86.5%
Female:	82.3%

Pay quartiles across the workforce:

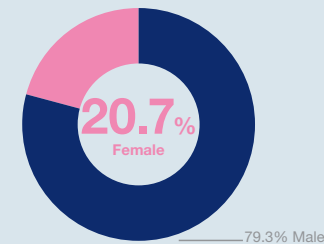
Upper



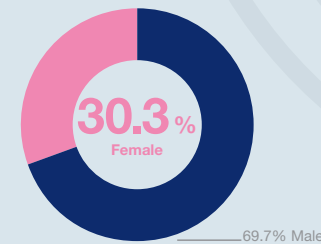
Upper middle



Lower middle



Lower



Airbus Defence and Space Ltd employs approximately 3000 people across 14 sites in the UK. With locations including Stevenage, Portsmouth and Newport, we engage in a wide array of activities spanning satellite manufacturing, cybersecurity technology and defence technologies. Through these operations, Airbus Defence and Space contributes to the UK's National Security Vision to protect our people, promote prosperity, and project our global influence.

There has been a slight decrease in both the mean and median pay gaps since the last report for Airbus Defence and Space. In 2023, the mean and median pay gaps were 14.6% and 15.5%, respectively, compared to 16.5% and 17.3% in 2022. The decrease is largely due to the pay gap for those joining the business (15.0%) being lower than the pay gap of those leaving the business (24.0%).

The mean bonus gap for 2023 is 21.3%, 2.4% lower than reported in 2022 (23.7%) and the median bonus gap is 0.0%. The majority of the Airbus Defence and Space population only receives a bonus related to company performance (success sharing), so there is no gap in the median bonus payment. A smaller percentage of the Airbus Defence and Space workforce receive an individual bonus related to their personal performance. Within this group, 11% of executives are female, 12% of senior managers are female, 17% of Band V are female and 22% of the rest of the population are female. Individual bonuses are paid to all executives and senior managers and to a significant minority of Band V and a minority of the remainder. Because men fill a majority of the roles that pay relatively higher bonuses based on personal and company performance, this results in a mean bonus gap of 21.3%.

Because bonuses are paid in arrears, those without sufficient service will not receive a bonus even though they are counted in the relevant population. With 25.5% of new joiners being female, and not yet eligible for a bonus payment, being relatively higher than the proportion of women in the overall population (20.0%), there is a small gap in the percentage of women not receiving a bonus payment.

In 2023, Airbus Defence and Space saw the highest hiring rate of females across our three businesses (25.5%). Whilst there is still work to be done, the positive trend towards our ambition of reducing our gender pay gap is likely to continue as these new hires begin to filter upwards through the business.

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AIRBUS

Airbus in the UK

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