



# Gender Pay Gap Report 2025

Airbus in the UK

# Airbus in the UK 2025 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.

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.

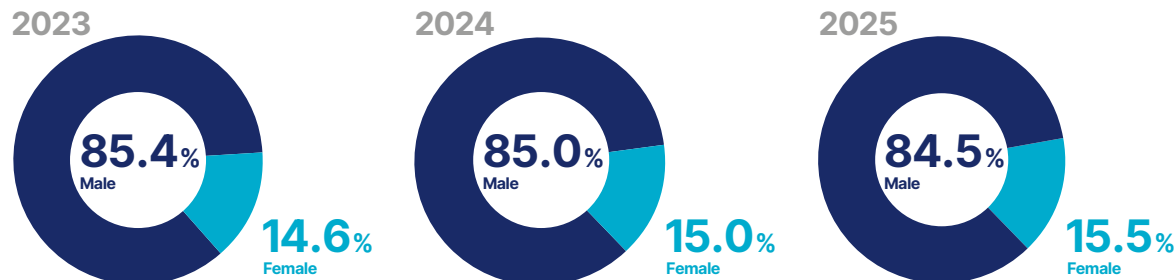
Transparency and accurate reporting is crucial for making this possible. This is the ninth year Airbus has published its annual gender pay gap data. As of our 5 April 2025 snapshot, Airbus employed nearly 11,000 people in the UK. Women now represent **15.5%** of our workforce, continuing a steady year-on-year increase from **14.6%** in 2023.

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:

- In 2025, our mean gender pay gap increased to **4.3%** (from **3.8%** in 2024). Despite this, we remain well below the UK national average of **6.9%**.
- 26.5% of new hires between the 2024 and 2025 snapshot date were female, far exceeding the 15.5% female proportion in the general employee population.
- Female representation at the executive level is 12.9% and there has been a notable increase in female managers to 18.2% from 16.5% in 2024.
- The pay gap for Helicopters UK has widened due to a higher concentration of men in senior roles.
- The bonus gap in Airbus Commercial Aircraft UK continues to favour women due to the larger proportion of women in roles that receive variable pay based on individual performance.

## Gender split of Airbus UK employees:



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



# Human Resources

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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## What the report **measures**

**On 5 April 2025, Airbus in the UK employed nearly 11,000 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.

### 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 2025, our average gender pay gap was 4.3%. This is higher than the 3.8% reported in 2024 but remains lower than the UK national average of 6.9%<sup>1</sup>. The average gender bonus gap was -2.6%, reflecting how women were paid higher bonuses than men on average and greatly differing from the 2.3% reported in 2024 where men received higher bonuses.

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. 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. Consequently, this gap is driven by the uneven distribution of men and women across different levels and roles within the organisation.

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.

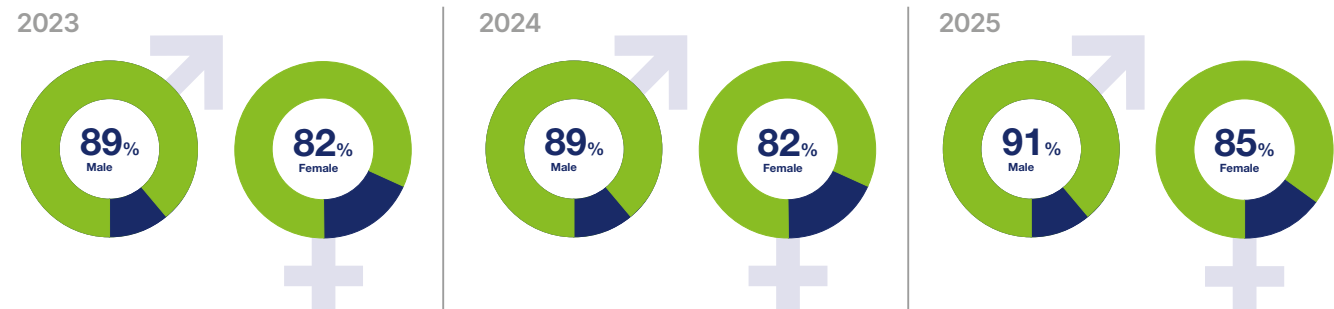
In 2025, 12.9% of executive positions and 18.2% of senior managers were women. While both categories saw an increase in the proportion of women, the numbers remained shy of our ambition to have 25% women in executive positions by 2025.

While this report focuses on gender, we recognise that true inclusion is intersectional and we are working towards providing even greater transparency in the future.

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

	Mean			Median		
	2023	2024	2025	2023	2024	2025
Gender Pay Gap	4.6%	3.8%	4.3%	1.8%	2.5%	1.3%
Gender Bonus Gap	4.1%	2.3%	-2.6%	0.0%	0.0%	0.0%

## Proportion of employees receiving a bonus



## Proportion of employees in each pay quartile band

Pay Quartile	Male			Female		
	2023	2024	2025	2023	2024	2025
Upper	86.4%	85.5%	84.7%	13.6%	14.5%	15.3%
Upper Middle	86.4%	86.8%	85.9%	13.6%	13.2%	14.1%
Lower Middle	89.1%	88.2%	88.7%	10.9%	11.8%	11.3%
Lower	81.0%	80.2%	79.7%	19.0%	19.8%	20.3%

<sup>1</sup> The gender pay gap has been decreasing slowly over time; over the last decade it has fallen by more than a quarter among full-time employees, and in April 2025, it stood at 6.9%, down from 7.1% in April 2024. Office for National Statistics.



## Seeking out qualified female professionals

In 2025, Airbus in the UK recruited more than **500 new candidates** for early careers roles, including apprenticeships, internships and our Airbus Global Graduate Programme. Encouragingly, between the reporting dates of 6 April 2024 and 5 April 2025, **26.5%** of all new recruits across all divisions were women. This represents a significant increase from the 23% recorded in the previous year and far exceeds the 15.5% female proportion within our total employee population.

While this record hiring rate is a major success, it creates a temporary mathematical paradox in our reporting. Because many of these new female professionals are joining at the start of their careers, they enter the organisation within the lower pay quartiles. This influx of talent at entry-level salaries disproportionately impacts the female average in the short term, contributing to the slight increase in our mean gender pay gap to 4.3% this year.

However, we view this as a necessary and positive trade-off. By significantly outpacing our current gender split in our hiring efforts, we are proactively building the internal pipeline required to drive future female leadership and achieve long-term, sustainable gender parity across all levels of the business.

To sustain this momentum, Airbus continues to support a range of initiatives aimed at inspiring women into careers in aeronautics, including factory visits for students, careers fairs and professional conferences.

# Our action plan for equity

## 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. In some cases, employees and their partners may be eligible to opt into the Shared Parental Leave scheme, which gives more flexibility to share the leave and pay available in the first year after birth.

### 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 women (and others) 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.



## 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.



### 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.



### 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.



### 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.

# 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.

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 more than 30,000 students across the UK who have taken part in the programme over the last four years, more than 25% 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.

## Women at Airbus: Meet Emma Stringer



Emma Stringer, Head of UK A400M Support Centre, RAF Brize Norton

**Emma's journey into the world of STEM began with a defining moment at age 14, when a visit from an RAF careers bus—and the encouragement of a science teacher—set her on a path toward aviation. This early focus shaped her academic trajectory through GCSEs and A-levels, leading her to join the Royal Air Force at 18 as a Propulsion Technician apprentice.**

In her early years of service in the RAF, she gained invaluable hands-on experience maintaining and repairing Hercules C130K aircraft engines. This technical foundation served as a springboard for her transition from a non-commissioned engineer to a commissioned officer. This deliberate shift moved her career from the hangar floor to the realm of strategic leadership, where she managed engineering teams and operational capabilities, including a six-month deployment to Afghanistan where her decision-making skills were sharpened by complex and demanding environments.

Throughout this journey, Emma never stopped learning. She complemented her practical skills with an NVQ, a BTEC, and eventually a degree in Engineering Management. Her dedication culminated in achieving Chartered Engineer (CEng) status, a hallmark of professional excellence that bridges the gap between technical mastery and leadership competence.

Today, as the Head of the Airbus A400M Support Centre at RAF Brize Norton, Emma views her career as a continuous cycle of problem-solving and resilience. Rather than seeing setbacks as barriers, she treats them as essential lessons in professional judgment. She carries this philosophy into her advocacy work, where she mentors the next generation of engineers. From conducting science experiments for Beaver Scouts to guiding interns at Airbus, Emma emphasizes the importance of visibility and confidence-building for women entering the field.

"My advice is to maintain a positive outlook and believe in your ability, even on the challenging days. I've learned that every day truly is a school day—there is always something new to learn, and growth often comes from stepping outside your comfort zone. Don't be afraid to ask questions, seek guidance, or continue developing your skills," she says.

Her core message to women in the industry is one of community and curiosity. By building strong networks and lifting others as they climb, she believes women can not only navigate the complexities of aviation but also fundamentally strengthen the industry itself.

# Statutory reporting

## Airbus Operations Ltd

### Mean and median pay and bonus

#### Gender Pay Gap:

Mean:	<b>0.4%</b>
Median:	<b>-1.7%</b>

#### Gender Bonus Gap:

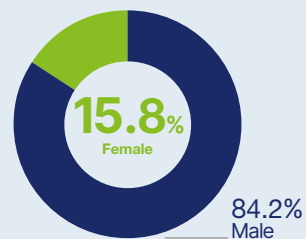
Mean:	<b>-17.0%</b>
Median:	<b>0.0%</b>

#### Percentage of workforce receiving a bonus payment:

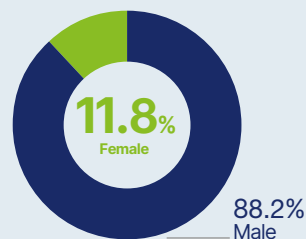
Male:	<b>91.6%</b>
Female:	<b>85.6%</b>

### Pay quartiles across the workforce:

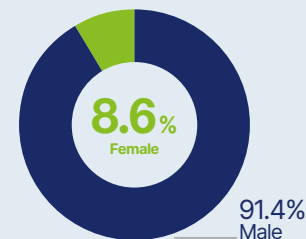
#### Upper



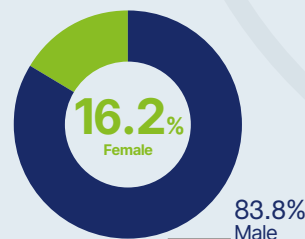
#### Upper middle



#### Lower middle



#### Lower



Airbus Operations Ltd employs over 7,700 people across eight UK locations, with major sites in Filton, and Broughton. 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 2025, Airbus Operations Ltd reported a narrow gender pay gap of 0.4%. 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 15.2% of our workforce, with stronger representation at the executive (13.0%) and senior manager (18.4%) levels. However, only 1.8% of shop floor positions are currently held by women.

Furthermore, 25.9% of new hires in the reporting period were women, a higher proportion than the overall female workforce of 15.2%, which also influences the gender pay gap data.

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. As a result, in 2025, the bonus gap is significant and favours women at 17.0%.

# Statutory reporting

## Airbus Helicopters Ltd

### Mean and median pay and bonus

#### Gender Pay Gap:

Mean:	<b>21.8%</b>
Median:	<b>29.2%</b>

#### Gender Bonus Gap:

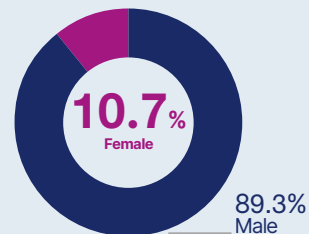
Mean:	<b>-4.8%</b>
Median:	<b>0.0%</b>

#### Percentage of workforce receiving a bonus payment:

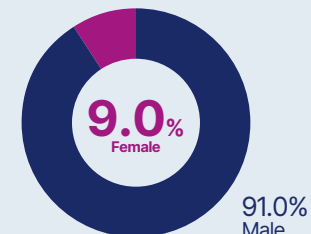
Male:	<b>83.9%</b>
Female:	<b>77.1%</b>

### Pay quartiles across the workforce:

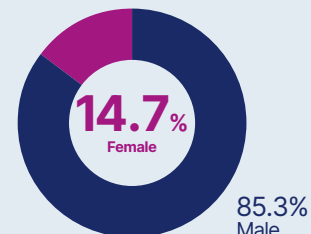
#### Upper



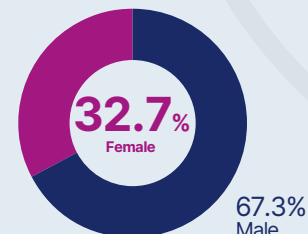
#### Upper middle



#### Lower middle



#### Lower



Airbus Helicopters UK Ltd employs over 400 people across four UK sites, playing a significant role in the country's rotorcraft industry.

In 2025, there was a widening of the mean (21.8%) gender pay gap but a narrowing of the median (29.2%) pay gaps compared to 2024. While the pay gap is largely due to a higher concentration of men in senior roles, the decrease in the median gap to 29.2% is largely a mathematical result of our successful recruitment efforts. In a population of fewer than 70 women, the intake of new female talent at entry-level salaries disproportionately lowers the female median in the short term.

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 on top of company success sharing. Therefore, the median is the same for men and women.

A gap exists in the mean bonus pay, favouring women, reflecting the higher number of women who are eligible for individual performance bonuses. Among those receiving a combination of company and individual performance bonuses, 8% of these 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 2025, 21.8% of new hires were female compared to 17% in the company overall.

# Statutory reporting

## Airbus Defence and Space Ltd

### Mean and median pay and bonus

#### Gender Pay Gap:

Mean:	<b>12.3%</b>
Median:	<b>13.8%</b>

#### Gender Bonus Gap:

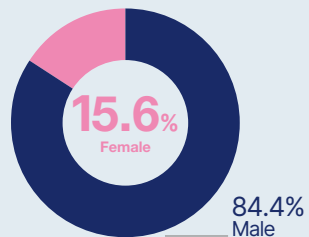
Mean:	<b>24.3%</b>
Median:	<b>0.0%</b>

#### Percentage of workforce receiving a bonus payment:

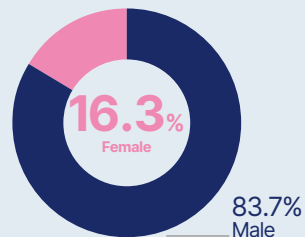
Male:	<b>91.4%</b>
Female:	<b>84.9%</b>

### Pay quartiles across the workforce:

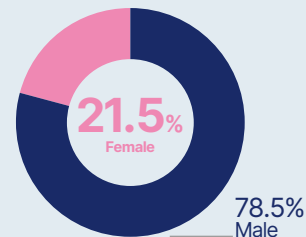
Upper



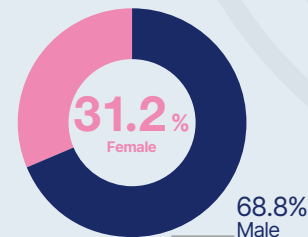
Upper middle



Lower middle



Lower



Airbus Defence and Space Ltd employs over 2,500 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 2025, the mean gap slightly increased while the median gap slightly decreased. This improvement reflects workforce changes, particularly an increase in the proportion of women across various levels.

The proportion of women at the middle manager level continued to increase, reaching 17.7% in 2025 compared to the overall female population of 22.3%. The pay gap of the population joining the business (between the two snapshot dates) is smaller than the pay gap of the people leaving the business in the same period.

Regarding bonuses, most employees receive bonuses based on company performance, which equalises the median bonus gap since these payments are directly linked to company success (success share). However, the mean bonus gap widened as there is a smaller proportion of women in higher roles (with higher basic and variable pay).

Due to bonuses being paid in arrears, new employees who have not accrued sufficient service before the 2025 snapshot date are not yet eligible for bonuses, though they are included in the population count. Among new hires between the two snapshot dates, 28% were women - above the overall female representation of 21.4% - which influences the bonus data.

In 2025, Airbus Defence and Space once again achieved the highest female hiring rate across our three UK businesses (28%). 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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