Gender pay gap report
United Kingdom
5 April 2017
At United Airlines, we’re committed to enhancing diversity in our workforce. We define diversity as the range of differences that make individuals unique, including gender. Inclusion is how we leverage these differences to form a genuine community and expand opportunities for all our employees.

Our approach is treating diversity and inclusion like a core leadership competency. The goal is for leaders to create a culture where acceptance and appreciation of everyone is the norm and each employee is comfortable in the workplace. Our mission is to create an inclusive work environment, characterized by dignity and respect, an environment that empowers every employee to serve the global marketplace and contribute to our success.

Vision
Through our diversity and inclusion strategy, we find innovative and effective solutions to engage employees from diverse backgrounds and cultures in taking our flyer-friendly service around the globe. We are driving to become recognized as an airline where:

• Leaders embrace diversity and inclusion as a business advantage
• Employees feel highly valued, are actively engaged and are treated with dignity and respect
• Customers value our inclusive approach to delivering flyer-friendly service
Observations on our pay gap

• The United Airlines U.K. median gender pay gap is 4.3%.
• The U.K. average median gender pay gap is 18.1%.
• Overall, we have more male employees than female employees.
• The gender pay gap looks at the overall pay of men and women, not taking into account differences in roles. This means that the gender pay gap doesn’t provide any insight into equal pay, which is the requirement to pay men and women equally for work of equal value.
• We have pay banding and rigorous pay review processes in place, so we’re confident that all our staff are paid fairly for the work that they do.
United Airlines UK

Pay gap and bonus difference between male and female U.K. employees

- Hourly rate of pay
  - Median: 4.3%
  - Mean: 7.7%
- Bonus pay
  - Median: 7%
  - Mean: 1.7%

*Pay data for all relevant U.K. employees from the pay period including 5th April 2017 as specified by U.K. regulations. The pay calculations are based on full time equivalent adjusted total pay received in the month of April 2017. Does not include overtime.
United Airlines UK

Proportion of male and female U.K. employees receiving a bonus

Male

98.6%

Female

100.0%

*The small percentage of male relevant employees that didn’t receive a bonus was due to the fact that they weren’t eligible as they were new hires and cannot participate in bonus programs until they have completed one year of service.
Proportion of male and female in each quartile band

- **Upper**
  - Male: 76.5%
  - Female: 23.5%

- **Upper middle**
  - Male: 57.8%
  - Female: 42.2%

- **Lower middle**
  - Male: 69.6%
  - Female: 30.4%

- **Lower**
  - Male: 56.5%
  - Female: 43.5%
United Airlines UK

U.K. employee population by workgroup

461 total employees

- ATW operations: 34%
- BTW operations: 29%
- Line stores and maintenance: 9%
- Management and administration: 28%

UK employee population gender split by workgroup

- ATW operations
- BTW operations
- Line stores and maintenance
- Management and administration

Gender split:
- M (male)
- F (female)
Our workforce

- We split our workforce into:

  - **Above the wing (ATW)** staff - for example: customer services and desk staff. In this group we have more women than men.

  - **Below the wing (BTW)** staff - for example: baggage handling staff. In this group we have significantly more men than women.

  - **Line stores and maintenance** - this group includes our airline engineers. This group is all male. In the U.K., more men than women choose to pursue engineering careers and there have been limited opportunities to recruit women into these roles.

  - **Management and administration** - our workforce is quite evenly distributed between men and women.
How we’re addressing the gender pay gap

• While we’re proud that our gender pay gap is below the national average, we’re not complacent and know that more can be done to improve this.

• At United, we drive diversity and inclusion by developing our leaders, maximizing engagement, attracting and retaining talent and increasing brand awareness.

• One of our diversity and inclusion initiatives is the business resource group, uIMPACT – a group for promoting the inclusion, connection and advancement of women within our organization.
How we’re addressing the gender pay gap

Our vision...
To contribute to United’s goal of being the world’s leading airline by supporting the diversity of our talent, enriching our culture and supporting women at United.

Our mission...
To positively influence United’s goals for inclusion, diversity and gender equality by raising awareness and understanding of our cultural differences and opportunities.
How we’re addressing the gender pay gap

Our goals...

- Drive organizational initiatives for gender equality
- Maximize the development of women for today and tomorrow
- Recruit and retain female talent to achieve a more diverse workforce

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