

2018 GENDER PAY GAP REPORT



Collins Aerospace (Rockwell Collins U.K. Ltd.)

Collins Aerospace, a unit of United Technologies Corporation (NYSE: UTX), is a leader in technologically advanced and intelligent solutions for the global aerospace and defence industry. Collins Aerospace has the capabilities, comprehensive portfolio and expertise to solve customers' toughest challenges and to meet the demands of a rapidly evolving global market. In the U.K., Collins Aerospace provides a breadth of key aviation components for the defence and commercial aviation markets.

Since 1955, Rockwell Collins U.K. Ltd. (a division of Collins Aerospace) has provided a comprehensive range of aviation and mission electronics and communications solutions to ministries of defence, integrators, aircraft manufacturers and airlines. The portfolio includes: targeting systems, networked communications, global navigation satellite systems, electronic warfare, simulation and training solutions and information management services.

Rockwell Collins U.K. Ltd. has a workforce of more than 490 employees located in Winnersh, Berkshire, Luton, Bedfordshire, Burgess Hill, Crawley and Brighton, Sussex.

ALL WELCOME. ALL EQUAL. ALL IN.

Diversity drives innovation; inclusion drives success.

Collins Aerospace believes a multitude of approaches and ideas enable us to deliver the best results for our workforce, workplace, and customers. We are committed to fostering a culture where all employees can share their passions and ideas so we can tackle the toughest challenges in our industry and pave new paths to limitless possibility, irrespective of gender. We consider all qualified applicants for Collins Aerospace roles and are committed to ensuring our recruitment processes do not discriminate on the basis of race, gender, sexual orientation, gender identity, disability or any other protected status.

THE DIFFERENCE BETWEEN GENDER PAY & EQUAL PAY

The gender pay gap shows the difference in average pay between men and women and, in many cases, reflects the representation of women across all levels in the organisation. Equal pay is a distinct concept which requires that men and women employed by the same organisation, who are performing work of equal value, must receive equal pay.

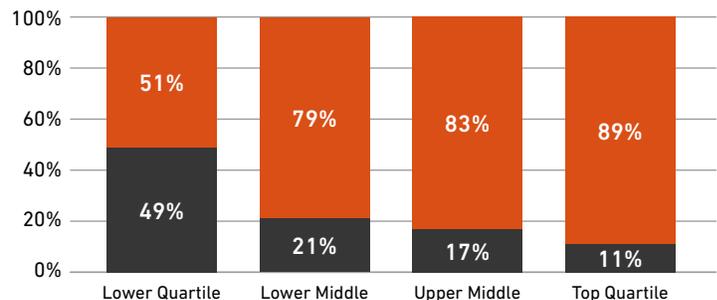
OUR STATISTICS

Collins Aerospace is committed to creating a working environment where there are equal opportunities. We recognise that compensation is important to attract top talent, to reward employees for their work and commitment and to encourage employees to stay with us over the years, irrespective of their gender. We are committed to paying market-competitive pay packages that reward our employees fairly for the work that they do. Our compensation philosophy combines market-competitive pay and individual performance-driven incentives that recognise both individual and collective contributions to the company's success. A solid pay foundation means that our compensation packages are consistent within the labour markets where we compete for talent.

We have a number of mechanisms within our reward policies and processes to promote consistency in pay for men and women performing similar roles. This includes a consistent approach to job sizing and a pay-for-performance philosophy.

At the snapshot date of 5 April 2018, Rockwell Collins U.K. Ltd. employed 491 people of which 370 (75%) are male and 121 (25%) are female. Our organisation is committed to attracting and retaining female talent. Like similar technology organisations, however, we sometimes face challenges recruiting female employees with Science, Technology, Engineering & Maths (STEM) qualifications and experience. Our employee makeup is reflective of the marketplace in which we sit, and whilst we are committed to promoting gender diversity, this will take many years to filter through and the current gender imbalance contributes to the gender pay gap calculated across the organisation.

Further to this, the high concentration of females present in the lower graded positions, such as administrative roles, and the underrepresentation of females in the more senior and specialist technical roles, are significant contributing factors to the current gender pay gap.



Distribution of women across Rockwell Collins U.K. Ltd., based on four quartiles each containing an equal number of employees.

Male
Female

The gender pay gap is a snapshot of the difference in the average and median hourly pay of women compared to men, expressed as a percentage of men's average pay, irrespective of the roles that they perform. The hourly pay figure used to calculate the pay gap includes all items specified in the regulations, such as allowances, shift pay and recognition payments.



Proportion of Employees Receiving a Bonus	
Males	89%
Females	90%



Closing the Gap

Rockwell Collins U.K. Ltd. is putting in place initiatives at all stages of the employee lifecycle to support and promote gender diversity within our organisation. We are tackling the under-representation of females, targeting our potential female candidates before they hit the labour market, as well as those who have moved in and out at various stages, and then supporting them from application through to selection, retention & engagement, development, succession planning and promotion.

Below are the initiatives we have in place at the business unit level, across Collins Aerospace, and in partnership with our parent company, United Technologies Corporation.

OUTREACH TO FUTURE GENERATIONS — OUR STEM COMMITMENT

Rockwell Collins U.K. Ltd. is committed to ensuring the following:

- **STEM-related Events:** Hosting at least 10 events each year.
- **Building Relationships with Educational Institutions:** Partnering with local educational institutions to inspire students and identify future talent
- **Careers Fairs:** Participating in STEM-focused career fairs to attract young women still forming career choices.
- **Interview Skills Training:** Working with local schools to prepare young women for job interviews.
- **Introduce a Girl to Engineering Day:** Hosting events at our sites and nominating “STEM Champions” to learn about careers in engineering, hear from female engineers at our company and participate in hands-on engineering activities.

FILLING THE FUNNEL

Additionally, the need to tap into new talent is critical to the aerospace and defence industry because a more diverse workforce will maximize innovation, creativity and competitiveness. Collins is involved in the following programmes that promote and support women pursuing STEM careers – from early career through to senior leadership positions.

- **External Recruitment:** Raising our brand profile and partnering us with organisations that promote women’s interests.
- **Targeted Recruitment:** Appealing to females applying for roles – from early careers through to senior leadership positions.
- **Recruitment & Selection Processes:** Working to eliminate unconscious bias and ensure that a wide and diverse talent pool is considered for each and every role.

DEVELOPMENT, ENGAGEMENT AND PROGRESSION

Collins Aerospace is also focused on retaining women and supporting their advancement in the industry. To help address retention and advancement we are committed to:

- **Flexible Working Practices:** Supporting flexibility across the organisation – with our leaders acting as role models to pave the way for success.
- **Mentoring Opportunities:** Making mentoring available to all female employees and actively support the ALTA mentoring platform designed by women, for women in the aerospace and aviation sectors (partnership between the Royal Aeronautical Society, UWE Bristol, Airbus U.K., Royal Air Force and Little Blue Private Jets).
- **Women’s Forums:** Developing female talent and increasing promotion rates to retain talent.
- **Paradigm for Parity Initiative:** UTC is part of a coalition of business leaders dedicated to addressing the corporate leadership gender gap. We have committed to achieving the ultimate goal of full gender parity by 2030, with a near term goal of 30%.
- **Royal Aeronautical Society’s Women in Aviation and Aerospace:** Rockwell Collins U.K. Ltd. Managing Director, Sarah Minett, chairs a WAAC committee working with organisations to encourage, promote and celebrate women in our industry.
- **Women in Aviation and Aerospace Charter:** Rockwell Collins U.K. Ltd. is participating in the government-sponsored charter committed to working across the U.K.’s aviation and aerospace sectors to build a more balanced and fair industry for women.

EXTERNAL RECOGNITION

Our parent company UTC has been recognised for its gender diversity and wider inclusion initiatives through awards from Forbes for the Best Employer for Women (2018), from Fairygodboss for the Best Company for Women to Work (2018) and DiversityInc Top 50: “Noteworthy” Company (2017 and 2018).

We confirm that the data set out in this report is accurate as at the snapshot date of 5 April 2018.



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Collins Aerospace