

**GENERAL DYNAMICS**  
United Kingdom Limited

# Gender Pay Gap

April 2021 results



# What is Gender Pay Gap?

The gender pay gap gives a snapshot of the gender balance within an organisation. It measures the difference between the earnings of male and female employees, irrespective of their role or seniority.

It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out equal work.

The gender pay gap data is a valuable tool to help understand why our own business and our industry are missing out on female talent. Gender pay gap reporting is a critical step in our plans to attract, retain and develop a diverse talent population.

Six calculations are required:

- **Mean gender pay gap**
- **Median gender pay gap**
- **Mean bonus gender pay gap**
- **Median bonus gender pay gap**
- **Proportion of males and females paid a bonus payment**
- **Proportion of males and females in each pay quartile**

The gender pay gap data is calculated using the hourly rates of pay, earned by each relevant employee during their relevant pay period.



# Key numbers



**21.6%**

of women in organisation  
23.5 to 21.6 (-1.9%)



**8.8%**

of engineering population are women  
8.5 to 8.8 (+0.3%)



**1,254**

total number of employees



**11.0%**

of women are in technical roles  
12.2 to 11.0 (-1.2%)



**18.6%**

of employees in leadership roles are women  
18.1 to 18.6 (+0.5%)



**25.0%**

of apprentices / graduates are women  
19.4 to 25% (+5.6%)



## Number of women and men

2021



2020



2019



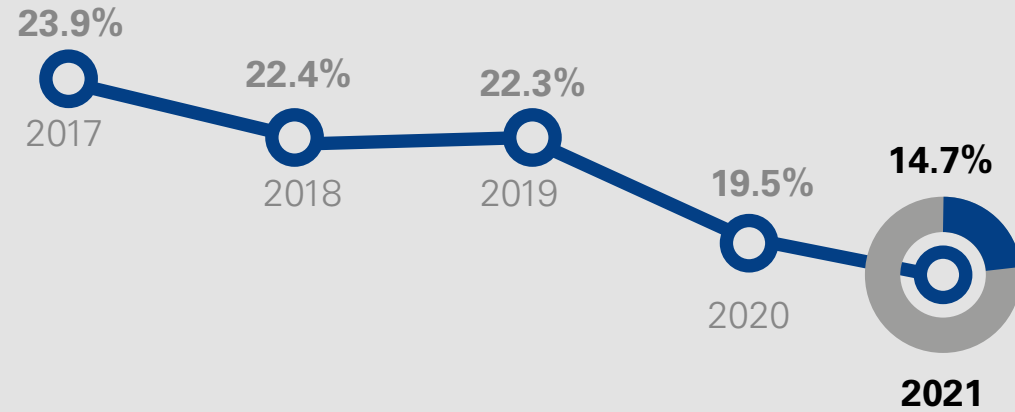
2018



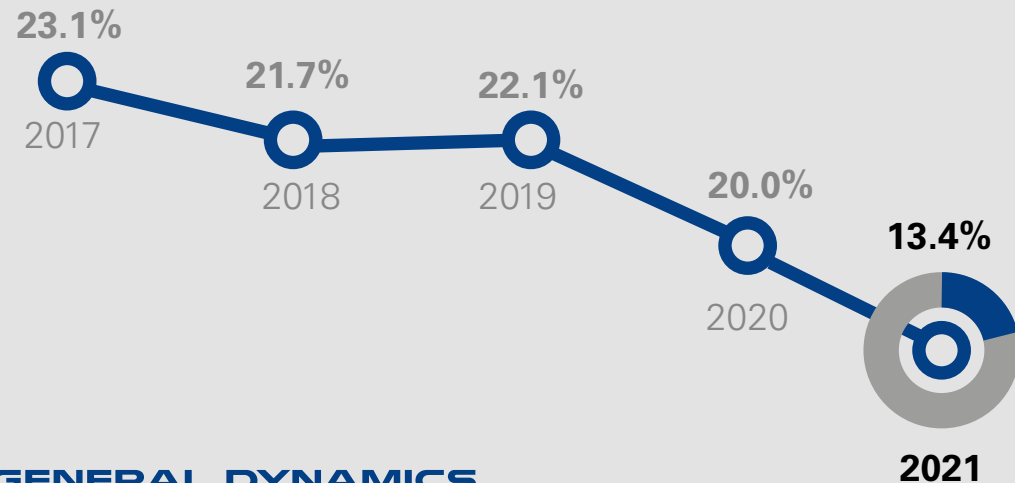
2017



## Mean hourly pay gap



## Median hourly pay gap



# Gender pay gap in hourly pay

We are pleased to report that our mean hourly pay gap has reduced for the fourth year in a row and our median hourly pay gap has reduced by a whopping 42% since we first reported in 2017.

We are continuing to see the impact of the ongoing, and ever evolving, action plans and other changes in our business, resulting in a reduction of the percentage of women in the lower pay quartile, and an increase in the percentage of women in the upper middle pay quartile.

For example during the year between April 2020 and 2021;

- **Growth and progression**

Whilst 21.6% of the total population were female, 28% of all promoted colleagues and 24% of all leadership training attendees were female.

- **Create an environment where all employees can fulfil their potential**

The business took the key decision to embrace flexible working and to continue to offer this post the pandemic, introducing an award winning approach to hybrid working for a significant portion of the population.

- **STEM**

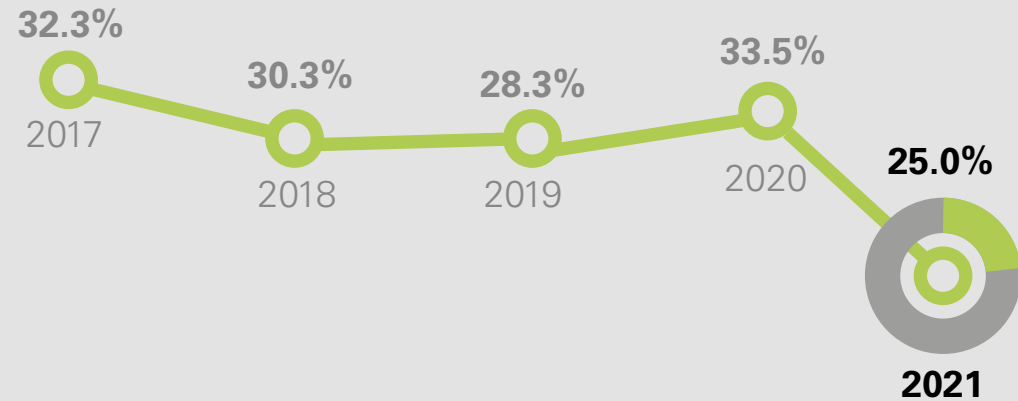
Developing the talent pipeline in Engineering and increasing the proportion of the population who are female continues to be a big challenge. We have: attended school assemblies, offered work experience, provided mock interviews and Q&A sessions for students in all our locations and will be continuing to work with local schools and show case our current female talent.

 **15.4%**

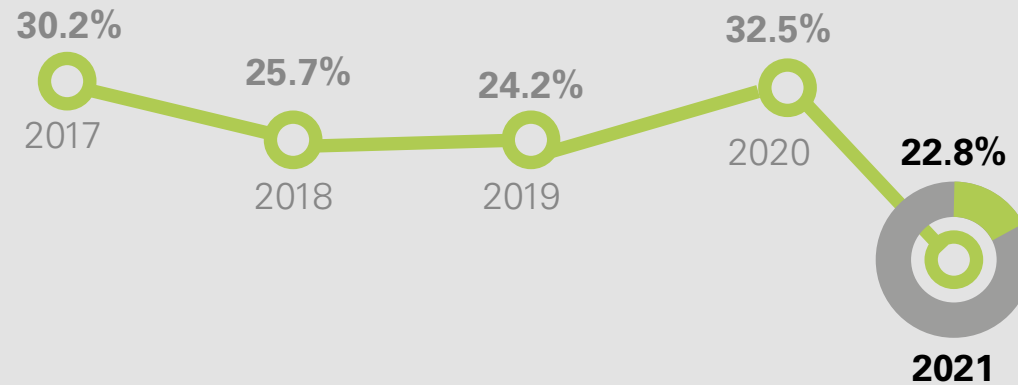
The UK national average gender pay gap

Source: Office for National Statistics, Gender pay gap in the UK: 2021

### Mean bonus pay gap



### Median bonus pay gap



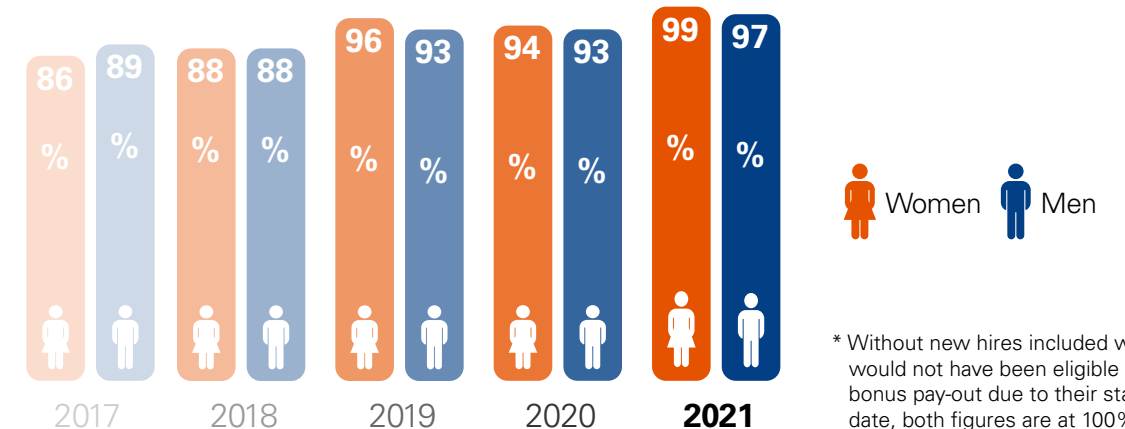
# Gender pay gap in bonus pay

Both our mean and median bonus pay gaps have reduced by more than 22% since we first reported in 2017.

On average bonuses for males and females were equal relative to “on target” bonus potential for the period. Whilst our bonus eligibility and rules are the same regardless of gender, bonus earnings can be impacted by working reduced hours and / or taking parental leave, which women are still more likely to do than their male counterparts.

We have continued to promote both flexible working and shared parental leave options and we are seeing the gap in the proportion of males and females working reduced hours slowly closing. This has been, in part, a result of the older generation taking a more gradual approach to retirement.

### Proportion of women and men receiving a bonus\*



# Distribution across pay quartiles



## Top Quartile



## Upper Middle Quartile



## Lower Middle Quartile



## Lower Quartile



# Gender Pay Gap – 2022 Action Plan

## Attract a diverse pipeline of talent into the organisation

- Continue to ensure job adverts appeal to as diverse an audience as possible
- Posting job adverts on job boards used by female candidates
- Embrace flexible working as the default; at home, on site and hybrid working are all available as options depending on job role
- Regular reviews of our 'Women in Defence' metrics to ensure we are making progress on the representation of women across the organisation
- Continue our commitment to gender balanced shortlists for leadership roles

## Grow our Diverse talent pipeline for the future

- Reinvigorate our community support for local schools using our STEM ambassadors (post pandemic), providing activities such as careers talks, mock interviews, "a day in the life of an apprentice" etc
- Continue to deliver high quality training and development through our graduate and apprenticeship schemes
- Showcase our female talent to encourage young women to consider STEM careers and careers in the defence sector, in line with our commitment to the Women in Defence Charter

## Greater insight into GPG

- Review indicative GPG metrics quarterly
- Investigate a systematic way to give managers insight into their departmental GPG at key times, for example during annual salary planning activity

## Create an environment where all colleagues can fulfil their potential

- Build on our diversity, inclusion and belonging work with the creation of 'Colleague Resource Groups' in our Mission Systems business, with a specific women's CRG , focussed on building a supportive network
- Continue to focus on transparency across areas such as pay ranges, promotions processes and key metrics such as our 'Women in Defence' commitments
- Ensure all colleagues identified as having potential have an action orientated development plan
- Provide mentoring and coaching as appropriate for women identified as having potential

# GENERAL DYNAMICS

## United Kingdom Limited



I confirm that General Dynamics United Kingdom Limited's gender pay gap data has been collected and presented within this report in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Rachel Phillips**

Director of Human Resources  
General Dynamics UK



© March 2022 General Dynamics United Kingdom Limited

The information contained in this publication is supplied by General Dynamics UK Limited. It does not form part of any contract for the purchase of any product or service described in this publication. Although General Dynamics UK makes every effort to verify the accuracy of the information contained in this publication, the Company accepts no responsibility for any inadvertent defect or error in this publication, or in the information supplied; nor shall General Dynamics UK be liable for any change or loss caused as a result of reliance upon such information. Bryn Brithdir, Oakdale Business Park, Oakdale, Blackwood, South Wales NP12 4AA, United Kingdom Tel: +44 (0)1495 236300 Fax: +44 (0)1495 236400.

**GENERAL DYNAMICS**  
United Kingdom Limited

