



**Gender Pay Gap
April 2023 Results**

Key Numbers



20.7%
percentage of women
-0.7% from 2022



8.0%
of women are in engineering roles
-1.0% from 2022



919
total number of employees



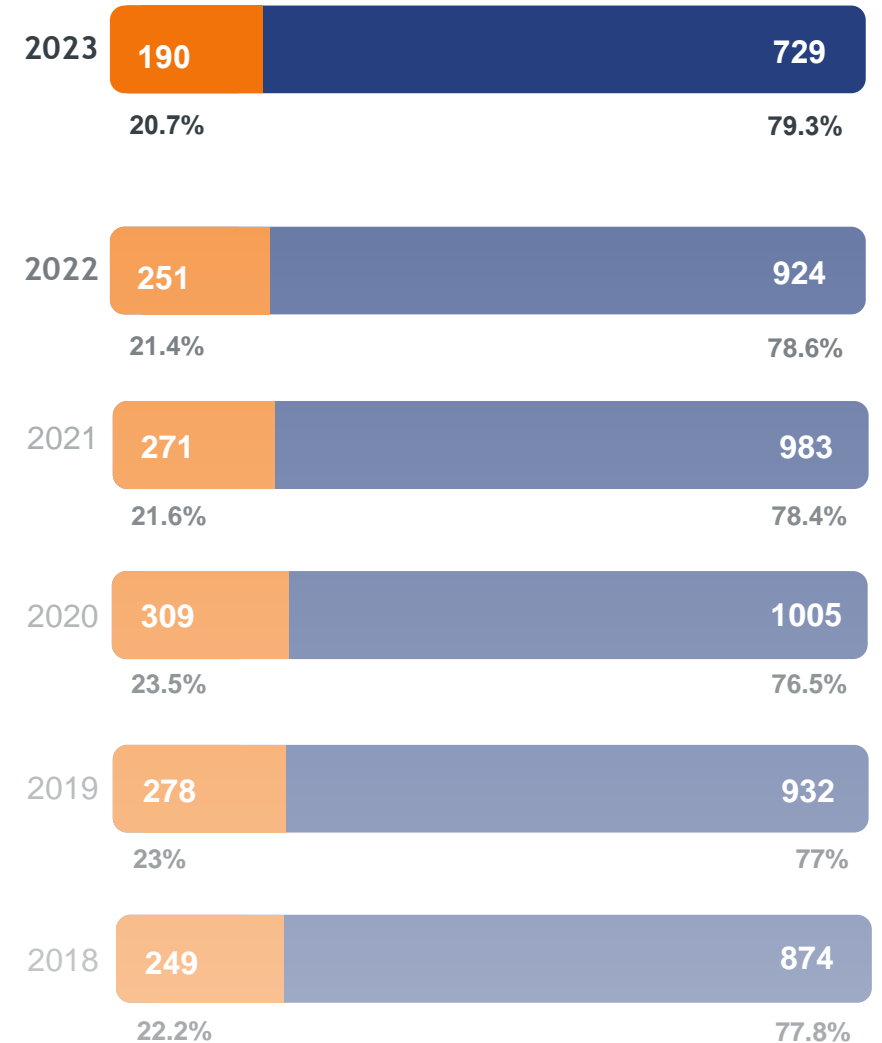
10.2%
of women are in technical roles
-0.5% from 2022



14.9%
of women are in leadership roles
-2.4% from 2022



Number of men and women



Gender pay gap in hourly pay

Based on pay data from April 2023, this report details the salary and bonus gaps between male and female colleagues at General Dynamics United Kingdom Limited. We support the fair treatment and reward of all colleagues, irrespective of gender, and continue to promote an inclusive culture for all colleagues.

Since we first started reporting in 2017, our mean gender pay gap (GPG) has reduced from 23.9% to 9.9% demonstrating significant reduction and serious commitment to reducing our Gender Pay Gap. Our 2023 figures show a reduction in both our mean and median GPG for the sixth year in a row and we remain committed to reducing the gap further. We provide men and women with equal pay for equal roles and our gender pay gap is attributable to the size and shape of our workforce.

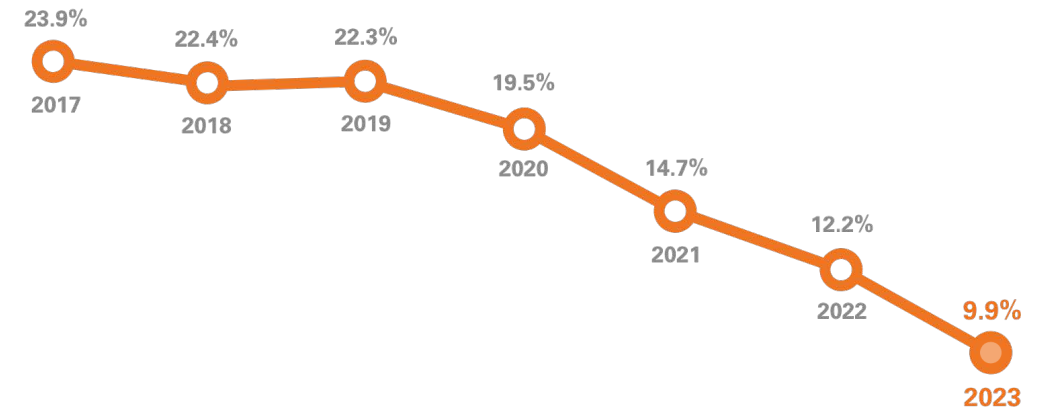
We are continuing to see the impact of the ongoing and evolving internal action plans, resulting in a reduction of the percentage of women in the lower pay quartile, and an increase in the percentage of women in the upper middle and upper pay quartile.

Growth and Progression

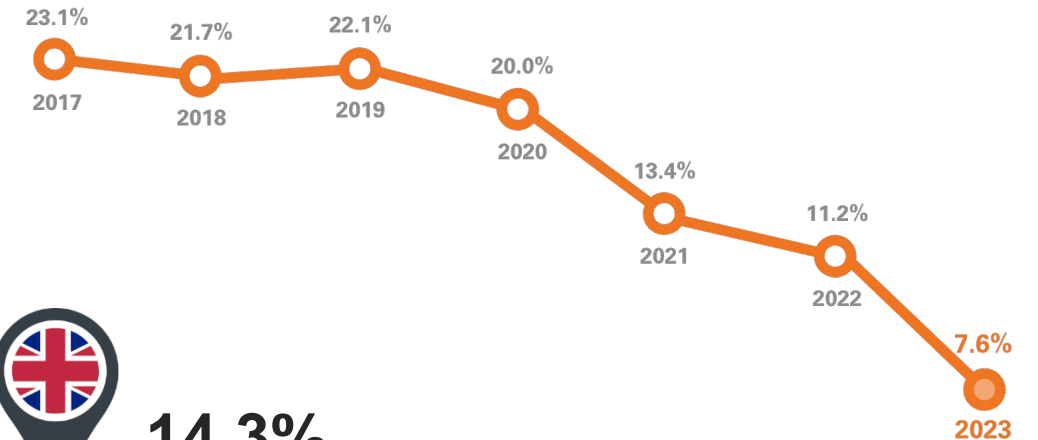
Whilst there has been a reduction in overall headcount and in the percentage of women in the Organisation from 2022 - 2023, we continue to see a more balanced distribution of females across all four pay quartiles.

We provide indicative gender pay gap metrics at key times such as salary planning which helps managers to proactively review any gaps in their own departmental data and support their decision making.

Mean hourly pay gap



Median hourly pay gap



14.3%

The UK national average gender pay gap

Source: Office for National Statistics, Gender pay gap in the UK: 2023

Creating an environment where all colleagues can fulfil their potential

The business continues to offer and embrace flexible working, with an award winning approach to hybrid working. We deliver on our diversity, inclusion and belonging work alongside our Colleague Resource Groups (CRG). Our women's CRG called 'TogetHER', is focused on building a supportive network of female colleagues and their allies. Their mission is to support women in identifying, achieving, and surpassing their potential. They work to create greater transparency across areas such as pay ranges, promotions processes and key metrics including our 'Women in Defence' commitments.

We host International Women's Day events across the UK and Canada, including guest speakers and networking opportunities for our female colleagues. In 2023, there were two female recipients of the Land Systems Presidents Award, along with 5 UK delegates on the General Dynamics sponsored 'She Suite' Summit in the US.

STEM

We continue to focus on our STEM outreach activities with dedicated internal STEM Ambassadors who worked with 28 local schools during 2023. We attended 25 events including career fairs, workshops, and school assemblies. Notably, at the Wales Tech Week, we aimed to connect with a more diverse cross section of Welsh industry, schools and colleges.

We have offered work experience and summer placement opportunities. Our 2024 STEM plan involves attending primary schools, secondary schools and colleges, as well as inviting schools to visit our sites. We will continue to highlight role models in STEM, and particularly engineering.



Distribution across pay quartiles (%)

Upper Quartile

15.1	2023	84.9
13.8	2022	86.2
13.0	2021	87
12.9	2020	87.1
11.0	2019	89
10.4	2018	89.6

Upper Middle Quartile

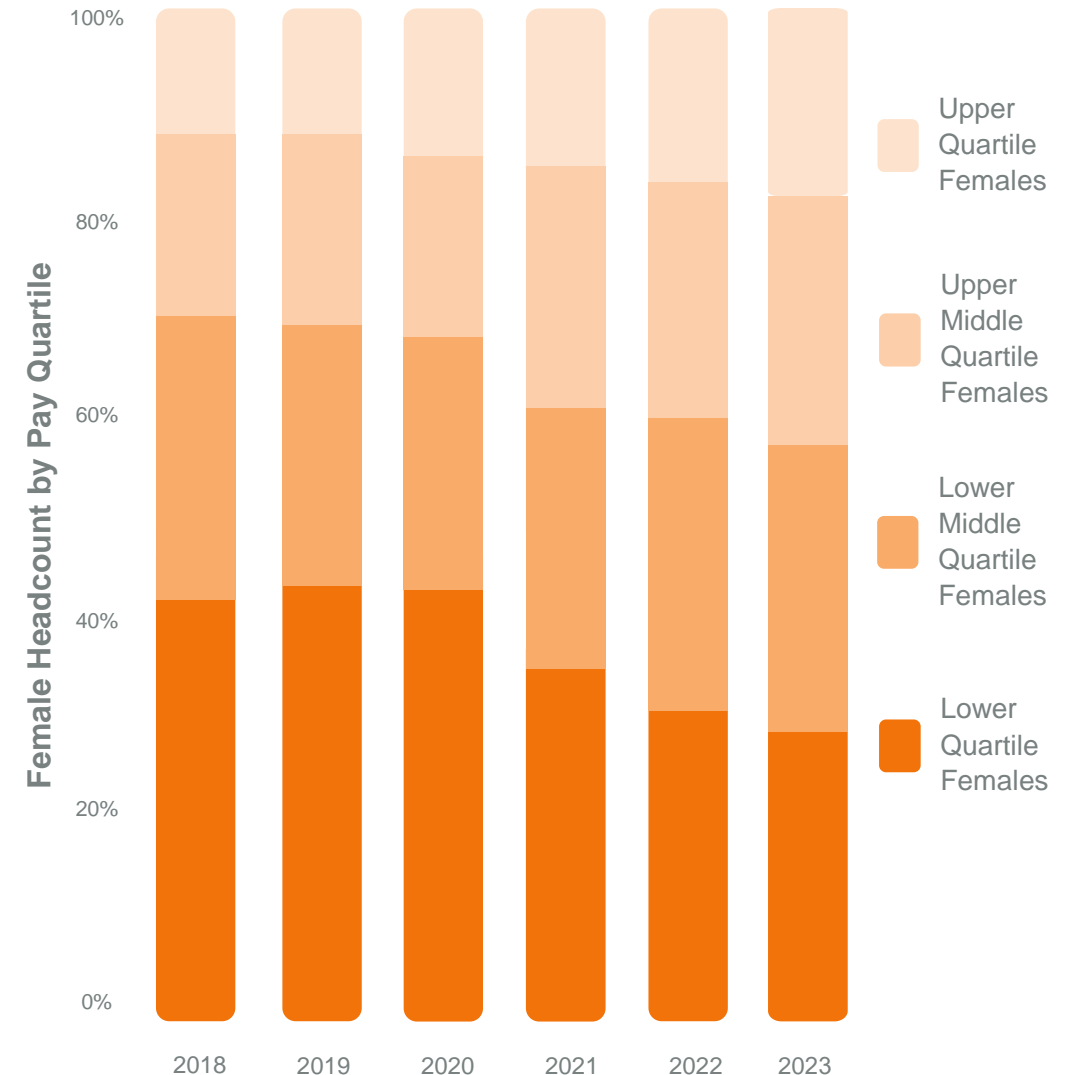
20.8	2023	79.2
18.9	2022	81.1
20.5	2021	79.5
16.9	2020	83.1
16.7	2019	83.3
16.1	2018	83.9

Lower Middle Quartile

23.6	2023	76.4
23.7	2022	76.3
21.7	2021	78.3
22.7	2020	77.3
22.8	2019	77.2
24.4	2018	75.6

Lower Quartile

23.5	2023	76.5
25.9	2022	74.4
30.1	2021	69.9
39.4	2020	60.6
38.1	2019	61.9
36.8	2018	63.2



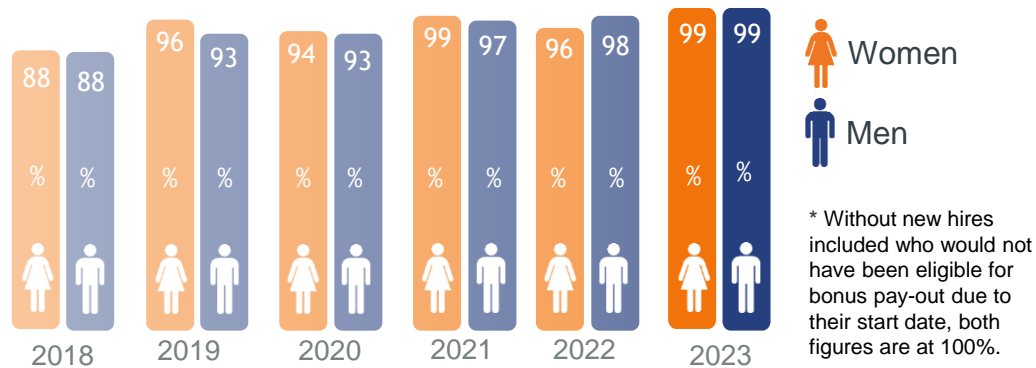
Gender pay gap in bonus pay

Our gender pay gap in the UK is predominantly driven by a higher number of men in senior roles, this results in average male pay being higher than average female pay overall and this is reflected in both our hourly pay and bonus gaps.

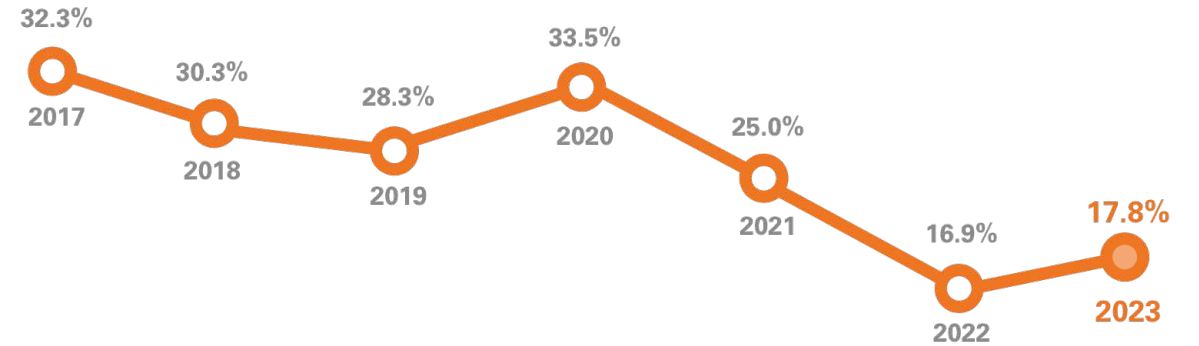
Whilst our bonus eligibility and rules are the same regardless of gender, bonus earnings can also be impacted by working reduced hours and / or taking parental leave, which women are still more likely to do than their male counterparts. We are reviewing our policy on bonus eligible earnings to determine if this can be addressed and we continue to promote both flexible working and shared parental leave.

*figures reported for 2023 are reflective of residual bonus values after any salary sacrifice in to a pension scheme, in line with GPG government guidance.

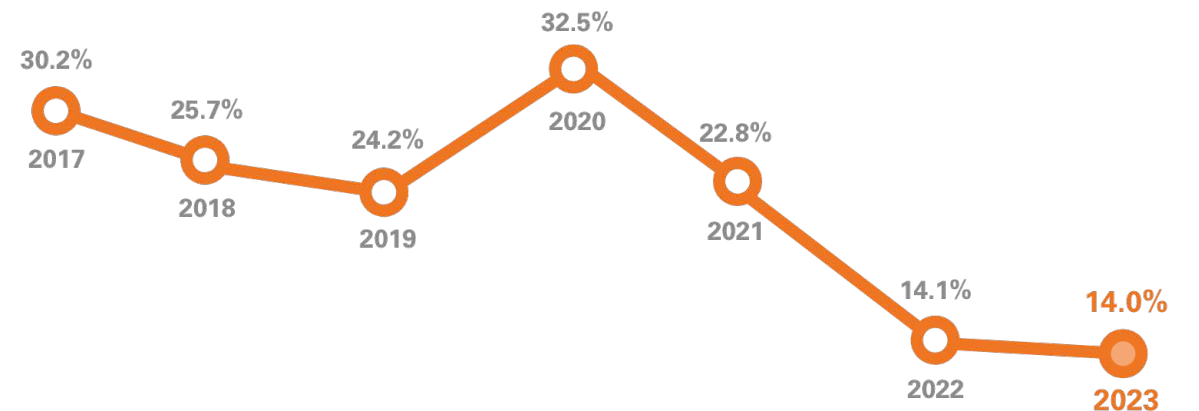
Proportion of women and men receiving a bonus*



Mean bonus pay gap



Median bonus pay gap



Success Stories

Olivia Joyce

Fourth Year Engineering Apprentice

Olivia was awarded Cardiff & Vale College's Engineering Apprentice of the year. She is studying Engineering Manufacturing Level 3.

“Olivia is driven by an unwavering commitment to excellence, Olivia stands out as an exceptional apprentice who consistently produces work that surpasses expectations, earning distinctions across a range of tasks. Politeness is ingrained in her professional demeanor, which fosters a positive and collaborative work environment all around her. Olivia's approach to learning is very visible in lessons, where her intelligence really comes to the fore in how she finds solutions to engineering problems. Olivia not only meets but exceeds standards, making her an invaluable asset to the team – and her exceptional qualities mark her as a standout apprentice destined for continued success.”

Olivia supports General Dynamics in far more than just her 'day job' in engineering, by supporting STEM School, college and apprentice events to inspire and encourage the next generation. In 2023, she attended careers fairs, Wales Tech Week and represented General Dynamics Land Systems at a recent event in London meeting the Secretary of State for Wales.



Our action plan

The actions we are taking to help close our gender pay gap are focused in three main areas:

Recruitment - Attract a diverse pipeline of talent into the organisation

- Continue to use AI technology to optimise job adverts to ensure inclusivity & diversity
- Promote the use of inclusive language, and aim to highlight only the essential criteria, rather than an exhaustive list in job descriptions to attract a broader pool of candidates
- Post job adverts on job boards that are actively used by, or promoted to female candidates
- Embrace flexible working as the default; at home, on site and hybrid working are all available as options depending on the 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
- Train leaders/hiring managers in the business to ensure impactful hiring decisions that support the organisations diversity goals
- Develop the career pages of our website and recruitment collateral to further promote our inclusive policies and benefits supporting our attractiveness and commitment to female hires

STEM - Grow our diverse talent pipeline for the future

- Continue with community support for local schools using our STEM ambassador programme, holding career talks, workshops, attending large scale events and school assemblies
- 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
- Deliver high quality training, development and experience through new graduate and apprenticeship opportunities

Development and Retention - Creating an environment where all colleagues can fulfil their potential

- Build on our diversity, inclusion and belonging work alongside our Colleague Resource Groups (CRG). We have a specific women's CRG, called TogetHER which is focused on building a supportive network of female colleagues and their allies
- Continue to focus on transparency across areas such as pay ranges, promotions processes and key metrics such as our 'Women in Defence' commitments, ensuring career development resources are accessible to all colleagues
- Develop an internal Women in Defence Action Plan with actions across the business in key areas such as Engagement, Recruitment and Total Rewards
- Host International Women's Day events across the UK and Canada that include guest speakers and networking opportunities for our female colleagues
- Use a consistent process to assess talent, identify high potentials and highlight accelerated development and/or promotion opportunities
- 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

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.



GENERAL DYNAMICS

United Kingdom Limited



WOMEN EMPOWERING DEFENCE



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.

Charlotte Clark
Total Rewards Manager
General Dynamics UK Limited

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