



GENERAL DYNAMICS
United Kingdom Limited

Pay Gap Results

2024

Key numbers



952

total number of employees



19.2%

women in the organisation

-1.5% from 2023



15.9%

of leadership roles are women

+3.7% from 2019



19.6%

of senior leadership roles are women

+0.6% from 2024



6.6%

of technical roles are women

-3.6% from 2023



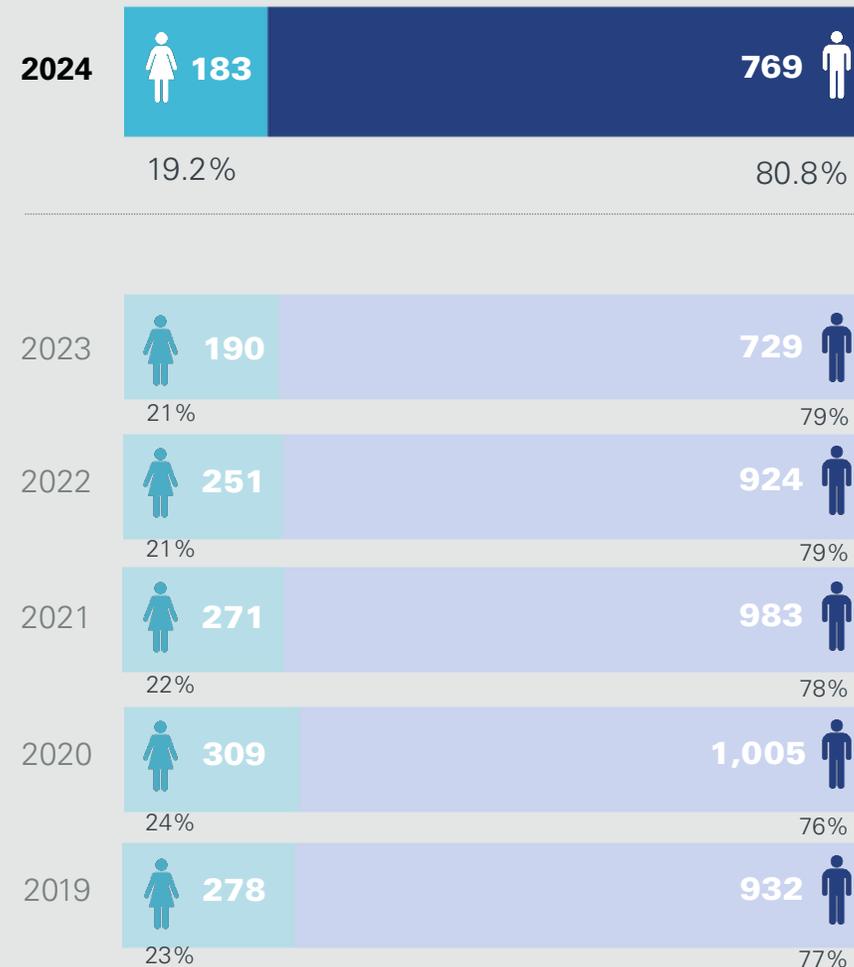
7.7%

of engineering roles are women

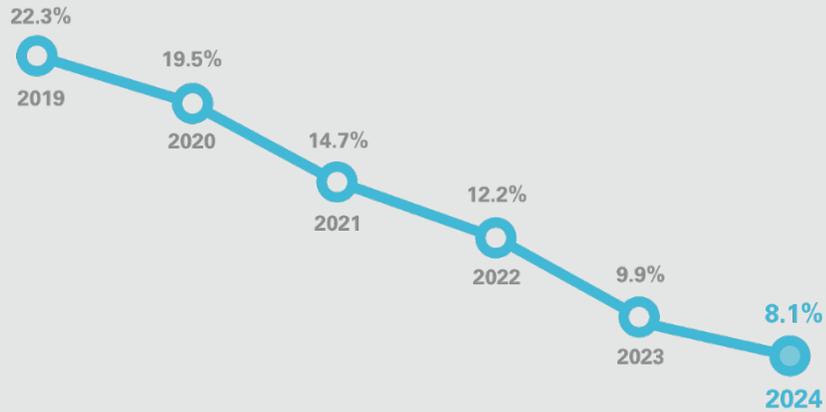
-0.3% from 2023



Number of women and men



Mean hourly pay gap



Median hourly pay gap



Gender pay gap in hourly pay

Based on pay data from April 2024, this report details the salary gap 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.

Following from last year's report, average pay saw a contraction, represented by the increase to the average female rate by £1 to the average male rate of £0.60, this may be the result of headcount changes whereby outliers in the population on the lower end of the scale create a drag on the velocity of the hourly pay movement.

Inversely, the Median pay gap grew slightly from the previous year, but remains lower than the preceding years, with the average rate change being lower than in previous years. This shows a continued push to close the gap and bring parity.



13.1%

The UK national mean gender pay gap

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

Create an environment where all employees can fulfil their potential

The business continues to offer and embrace flexible working, with an award-winning approach to hybrid working. We continue to build on our diversity, inclusion, and belonging work alongside our Colleague Resource Groups (CRG).

We have two women's CRGs, 'TogetHER' for Mission Systems & 'Land Girls' for Land Systems which is focussed on building a supportive network of female colleagues and their allies, as well as transparency across areas such as pay ranges, promotions processes and our Women in Defence commitments, ensuring career development resources are accessible to all colleagues.

We host International Women's Day events across the UK and Canada, including guest speakers and networking opportunities for our female colleagues.

STEM

Our focus on STEM outreach activities continues to grow, with our 20 strong team of internal STEM Ambassadors engaging with 18 local schools across both East Sussex and South Wales during 2024 into 2025.

We have attended over 30 events such as career fairs, workshops, school assemblies and the Wales Tech Week, which enabled us to connect with a more diverse cross section of Welsh industry, schools and colleges.

We have offered work experience weeks and have further events planned throughout 2025 which include attending primary and secondary schools, where we are encouraging younger children to consider engineering careers in their future aspirations.

We are also part of the Open Doors initiative run by East Sussex County Council, inviting schools and colleges to visit our sites and gain an understanding of our work through presentations and site tours. We will continue to highlight role models in STEM, and particularly engineering.



Distribution across pay quartiles (%)

Upper Quartile

13.0	2024	87.0
15.1	2023	84.9
13.8	2022	86.2
13.0	2021	87
12.9	2020	87.1
11.0	2019	89

Upper Middle Quartile

21.5	2024	78.5
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

Lower Middle Quartile

18.9	2024	81.1
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

Lower Quartile

23.4	2024	76.6
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



Growth and Progression

Headcount has grown since the last report, however the headcount split remains the same.

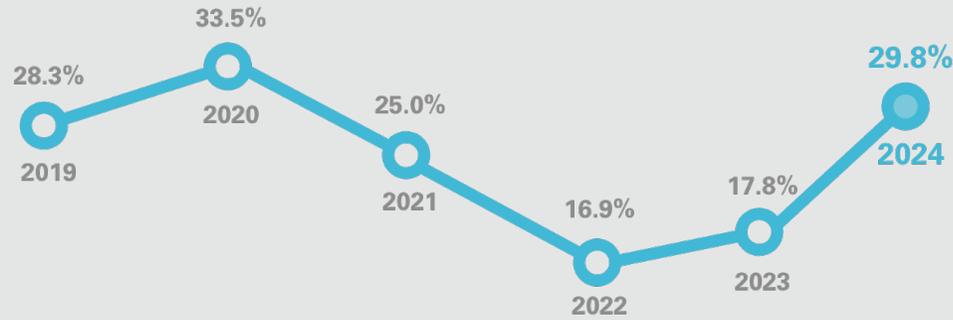
There is a small adjustment in the lower quartile split, the lower middle and upper quartiles both saw a decline in their female split with a 0.7% increase in the upper middle quartile, bolstered by the retention of a significant amount of high paid female employees.

Comparing existing employees' placement to the previous annual report shows that primarily employees have kept within their previous quartile placements. In the upper quartile, on a percentage basis, more males have remained in this quartile, whilst among the female population, the number of employees that has decreased from last year is comparable with the number of males. This is coupled with the replacement rate falling shy of the headcount split, which has resulted in an overall contraction across the other three quartiles.

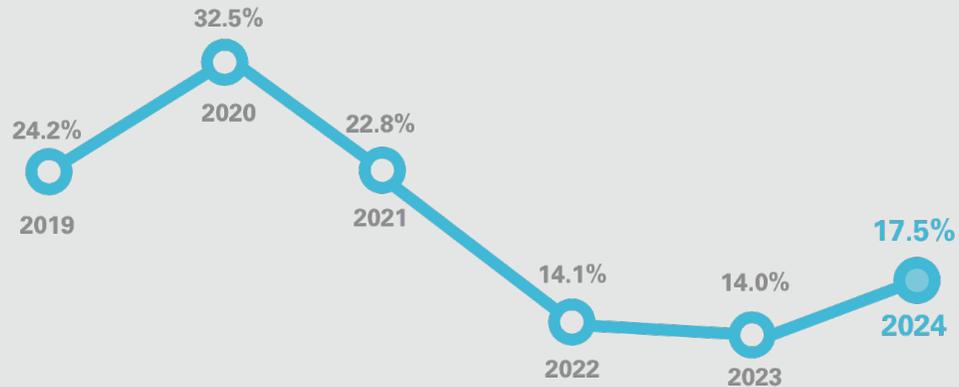
Gender pay remains a key metric during crucial periods such as salary planning and job evaluation to ensure that we take proactive steps in this regard.



Mean bonus pay gap



Median bonus pay gap



Gender pay gap in bonus pay

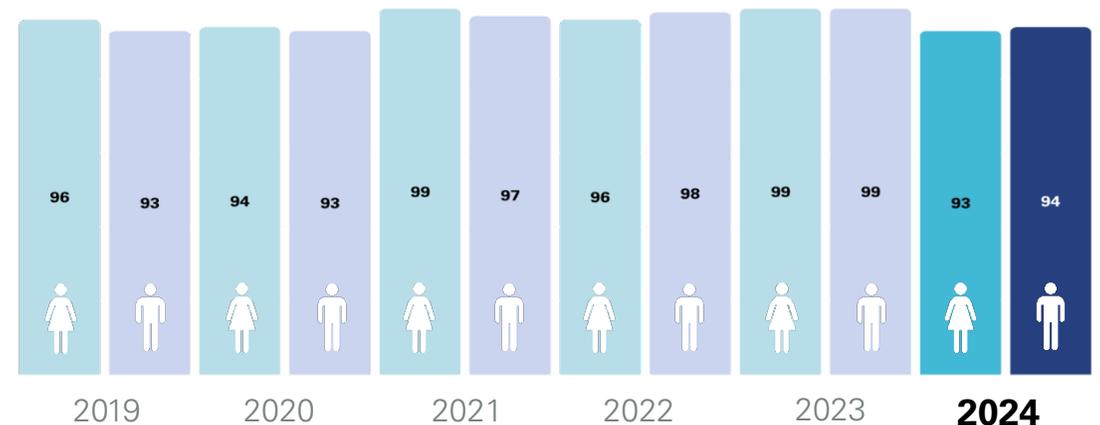
As with previous Pay Gap reports, bonus earnings are impacted by working hours and parental leave.

Where we have a smaller female headcount relative to our male headcount, this creates opportunity for outliers to create disparity.

After a review of our bonus data, the growth in the bonus pay gap appears to be driven by an increase in bonus sacrifice among females. A very small number of employees makes up a significant proportion of the total value which results in the average bonus among the female population appearing lower. This is further driven by the proportion of males sacrificing their bonus returning to levels seen in 2022.

Bonus eligibility remains steady across colleagues with differences driven by start dates, eligibility rules are the same regardless of gender and as a result the calculation used to determine bonus earnings are impacted by events such as reduced hours, maternity/paternity leave.

Proportion of women and men receiving a bonus



Success Story

Following a theme, we are showcasing our commitment to development and progression.



Sarah Heard

Sarah Heard joined us in 2004, and has worked her way up to a P5, a technical expert, in our Engineering function, making her one of only 4 individuals in that grade within the TacCIS Engineering function.

Our action plan

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

Recruitment

- Continue to use AI technology to optimise job adverts for diversity and inclusion to ensure job adverts appeal to as diverse an audience as possible.
- 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.
- Posting 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.
- Training leaders/hiring managers in the business to ensure impactful hiring decisions that support the organisations diversity goals.
- Developing 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.

Engagement

- Identify all high potential female employees in the business and ensure a career pathway and development plan are in place, with a sponsor for all high potential female employees.
- Training documentation and courses for Managers on emotional intelligence and empathy.
- Equipping female employees to have confidence in setting boundaries and challenging inappropriate behaviours, i.e. relating to working hours, international working hours, cultural issues, using role models and representation within senior leadership.
- Female Stories, sharing success stories of females succeeding at all levels of the organisation.
- Offering mentorship to all colleagues with a focus on female participation.

Total Rewards

- Review all female compensation and ensure fair and consistency in comparison to peers.
- Review family friendly benefits: maternity leave, paternity leave, Shared Parental Leave, carers leave, childcare support – as part of attraction & retention
- Highlight / extra visibility flexible working offerings to all colleagues (i.e term time, shared roles) – (Reviewing the benefits brochure – including flexible working opportunities)

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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.

Lisa Trevorrow

Lisa Trevorrow

Total Rewards Manager

General Dynamics United Kingdom Limited

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