



**GENERAL DYNAMICS**  
United Kingdom Limited

# Pay Gap Results

## 2025

# Key numbers



**1,120**

total number of employees  
**+168** from 2024



**19.02%**

women in the organisation  
**-0.2%** from 2024



**18.97%**

of leadership roles are women  
**+3.0%** from 2024



**20.78%**

of senior leadership roles are women  
**+1.2%** from 2024



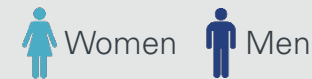
**7.10%**

of technical roles are women  
**+0.5%** from 2024

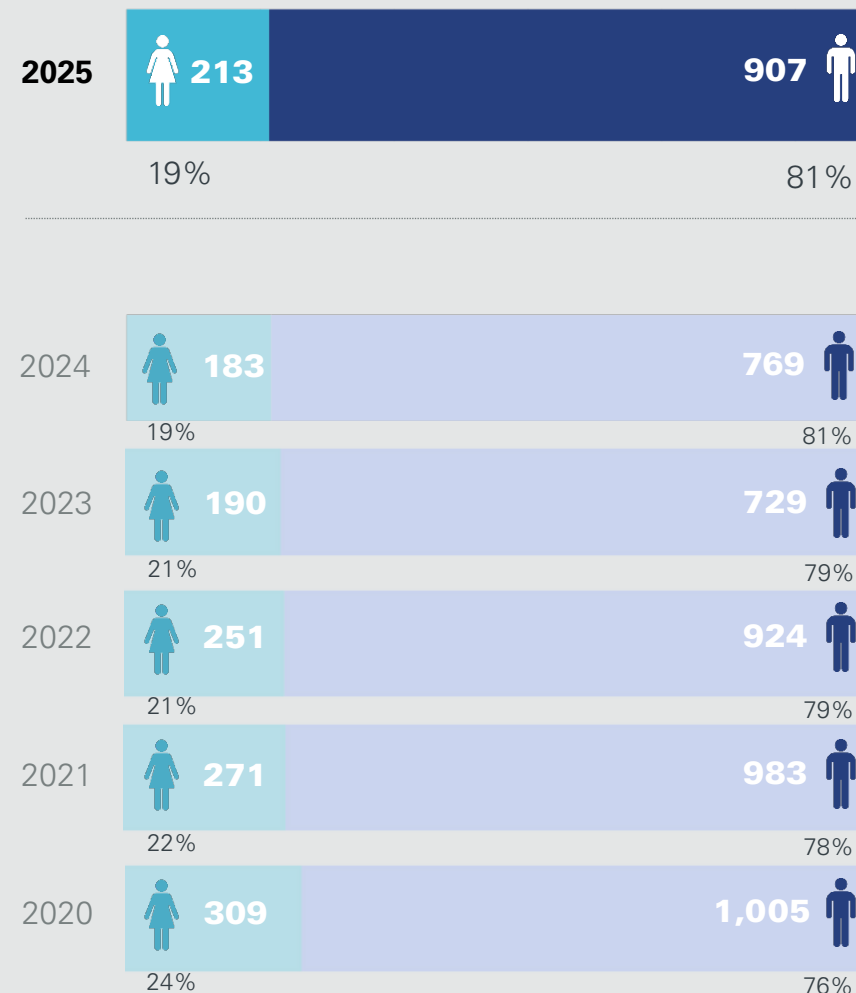


**7.72%**

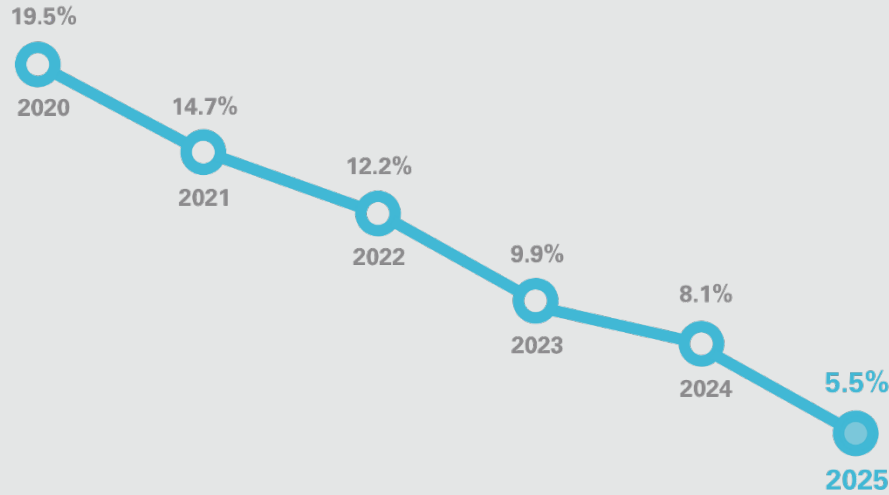
of engineering roles are women  
**+0.03%** from 2024



## 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 2025, this report outlines the salary and bonus gaps between male and female colleagues at General Dynamics United Kingdom Limited. We remain committed to fair and equitable reward for all colleagues and continue to foster a culture where everyone feels valued and included.

This year, we are seeing continued compression across both the mean and median hourly pay rates. This positive movement reflects changes in our workforce composition, with most new joiners entering roles within the male population. We began to see the early stages of this trend last year, and it has now translated into a measurable impact on our pay data.

As a result, the comparative hourly rate for males has reduced, while the female hourly rate has remained stable, with encouraging growth of £0.03 in the mean and £0.64 in the median compared to last year.

These shifts have contributed to an inverted median hourly pay gap, highlighting the progress being made as our workforce evolves.



**12.8%**

The UK national mean gender pay gap

Source: *Gender pay gap in the UK* - Office for National Statistics (published October 23<sup>rd</sup>, 2025)

# Create an environment where all employees can fulfil their potential

We continue to work to foster a culture of belonging, alongside our Colleague Resource Groups (CRG). We have a specific women's CRG, called TogetHER, which is focussed on building a supportive network of female colleagues and their allies, as well as continuing our focus on transparency across areas such as pay ranges, promotion processes and key metrics, including our 'Women in Defence' commitments. This helps ensure career development resources are accessible to all colleagues.

We continue to host International Women's Day events across the UK and Canada, with guest speakers and networking opportunities.

## STEM

We now have 26 STEM ambassadors, with plans to attend five events in Wales and three events in Hastings, alongside additional plans to build our presence at events and careers fairs over the next year.

In our latest round of apprentices, we received more female applicants than in previous years, with plans to onboard five new apprentices in 2026, as well as junior hires. There will be a focus on broadening our attraction and visibility to prospective candidates, with additional school and site visit schemes, including restarting the Open Doors Initiative.



# Distribution across pay quartiles (%)

## Upper Quartile

|      |      |      |
|------|------|------|
| 14.7 | 2025 | 85.3 |
| 13.0 | 2024 | 87.0 |
| 15.1 | 2023 | 84.9 |
| 13.8 | 2022 | 86.2 |
| 13.0 | 2021 | 87   |
| 12.9 | 2020 | 87.1 |

## Upper Middle Quartile

|      |      |      |
|------|------|------|
| 23.7 | 2025 | 76.3 |
| 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 |

## Lower Middle Quartile

|      |      |      |
|------|------|------|
| 15.4 | 2025 | 84.6 |
| 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 |

## Lower Quartile

|      |      |      |
|------|------|------|
| 21.7 | 2025 | 78.3 |
| 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 |



# Growth and Progression

Headcount has increased again following the previous report. As before, our headcount mix has not changed significantly, contracting slightly among females on a percentage basis. In real terms, the headcount for female employees has grown over the previous year.

As noted above regarding hourly pay, the quartile distribution reflects continued growth in the upper middle and upper quartiles for the female population. This shift is primarily driven by the addition of new talent joining the organization rather than compensation changes. The trend highlights positive progress in representation and is expected to continue in future reports, aligned with anticipated organizational growth over the coming years.

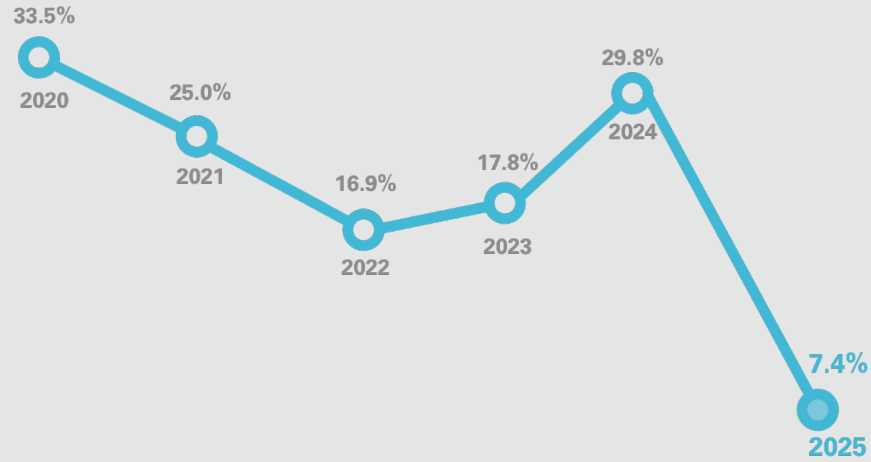
As before, on a year-to-year comparison, where employees have shifted from one quartile to the next, this has been driven by new joiners pushing up from the bottom of the band rather than significant adjustments to the existing population.

As noted above, the unequal distribution within the lower quartile can be tied to 28 employees. Each has an identical hourly pay rate, which places them at the top of the lower quartile. This is an anomaly and may not occur in subsequent reports depending on relevant hourly rates.

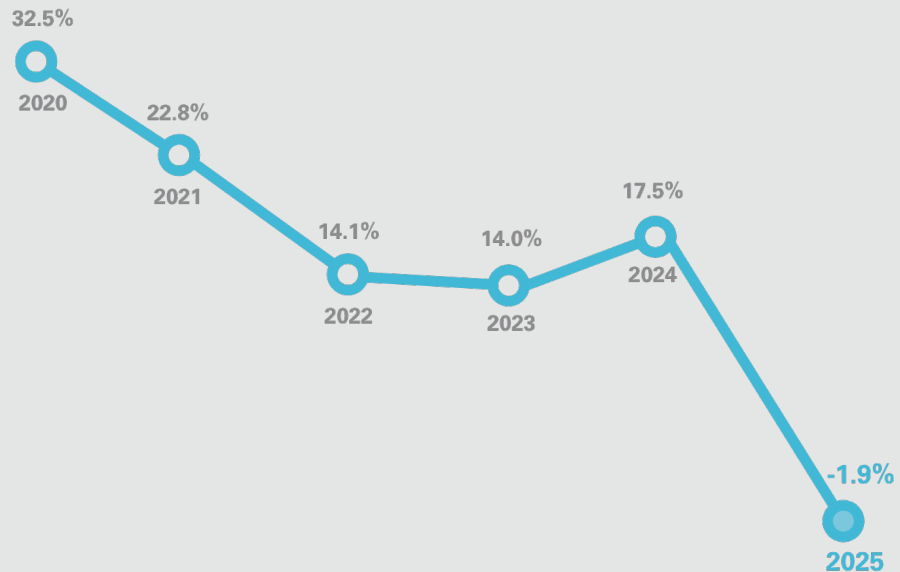
We have run several training and development courses over the last year, including Quarterly Check In “HowTo” training, Building & Leading for Resilience, Management Skills, Conscious Leadership Foundations, and Interactive Leadership & Teamwork, with an average female attendance rate of 25%, outpacing the representative population.



### Mean bonus pay gap



### Median bonus pay gap



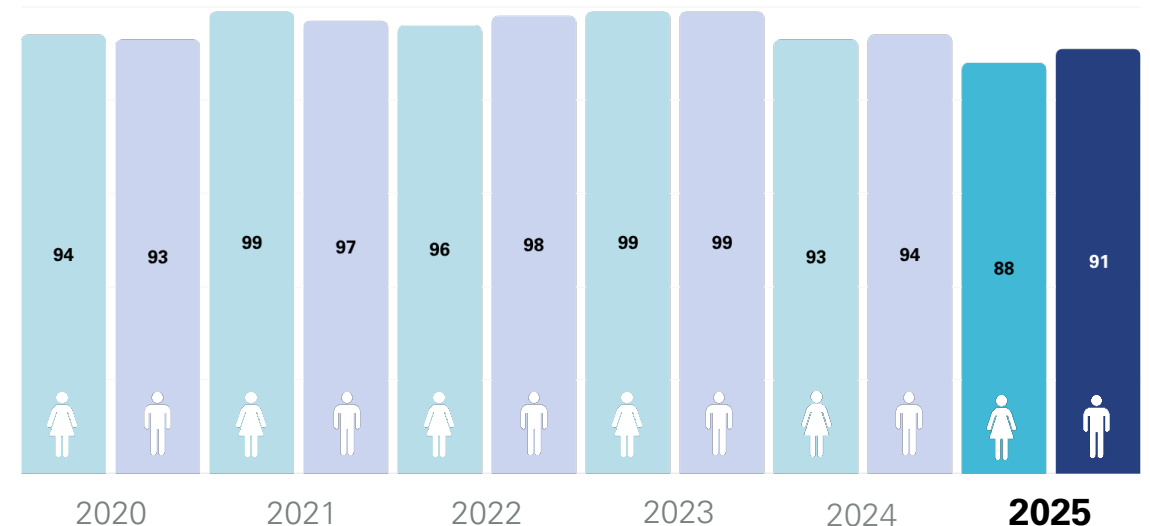
# Gender pay gap in bonus pay

Following the trend identified in previous reports, the number of female employees choosing to sacrifice their bonus into their pension has continued to grow this year. Encouragingly, the total value sacrificed has almost doubled as a proportion of total bonus paid. While participation in bonus sacrifice increased at a similar rate for both male and female employees, the total value contributed by females rose more significantly, reflecting positive engagement with the benefit.

Bonus eligibility rules remain unchanged. As overall headcount has increased, the proportion of employees qualifying for a bonus has naturally reduced. Given that women currently represent around 20% of the workforce, changes within this smaller population can appear more pronounced.

Employees are eligible for a bonus provided they have a start date before 1 October.

### Proportion of women and men receiving a bonus



# 2026 Action Plan

The actions we are taking to help close our gender pay gap are focused in four main areas: Recruitment, Engagement, STEM, Development and Retention.

## Recruitment

### Attract a diverse pipeline of talent into the organisation

- Continue to optimise job adverts they appeal to as broad an audience as possible
- Promote clear and consistent language in job descriptions, focusing on essential criteria rather than exhaustive lists in job descriptions, to support fair and effective recruitment
- Post job adverts on job boards that are actively used by, or promoted to, female candidates
- Embrace flexible working, offering hybrid working (depending on the job role)
- Regularly review our 'Women in Defence' metrics to ensure progress in the representation of women across the organisation
- Train leaders and hiring managers to support impactful hiring decisions that align with our organisation's values
- Continue to 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

## Engagement

### Empower, develop, and retain female talent

- Identify all high-potential female employees in the business and ensure a career pathway and development plan are in place, with a sponsor assigned
- Provide training documentation and courses for managers on emotional intelligence and empathy
- Equip female employees with the confidence to set boundaries and challenge inappropriate behaviours (for example, relating to working hours, international working hours and cultural issues), supported by role models and representation within senior leadership
- Continue to share female success stories across all levels of the organisation
- Offer a speed mentoring programme, building on the successful trial run, with roll out planned for later this year

# 2026 Action Plan

The actions we are taking to help close our gender pay gap are focused in four main areas: Recruitment, Engagement, STEM, Development and Retention.

## STEM

### Grow our Diverse talent pipeline for the future

- Continue community engagement with local schools using our STEM ambassador programme by 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 Women in Defence commitments
- 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 work to foster a culture of belonging alongside our Colleague Resource Groups (CRG), including our women's CRG, TogetHER
- Maintain a focus on transparency across pay ranges, promotions processes and key metrics such as our 'Women in Defence' commitments, ensuring career development resources are accessible to all colleagues
- Continue to monitor and execute our Women in Defence Action Plan
- Host International Women's Day events across the UK and Canada, including that guest speakers and networking opportunities
- Use a consistent Strategic Workforce Planning process to identify talent, development priorities and accelerated progression 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

# 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.

*Lisa Trevorrow*

**Lisa Trevorrow**

Total Rewards Manager

General Dynamics United Kingdom Limited

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