



**MBDA UK
GENDER PAY
GAP REPORT
2022**

Statement from MBDA UK Managing Director



“ Last year we were able to share the progress we have made in the five years since we began publishing our Gender Pay Gap Report, and I am pleased to share that in 2022, we once again reduced our pay gap and increased female representation.

We are moving in the right direction but recognise that we still have some way to go, and we are challenging ourselves to accelerate the pace at which we drive towards a more diverse, more inclusive and ultimately more productive workforce at MBDA.

In our last report we stated our commitment to the Women in Defence Charter ambition of 30% female representation at all levels within the defence industry by 2030. This year, I can confirm that this ambition is now captured as part of our MBDA Group Equality, Diversity and Inclusion ambitions, demonstrating that this is a priority topic for our entire organisation.

I confirm that the data published in this report is correct, in accordance with the Equality Act 2010 (Gender Pay Gap information) Regulations 2017. ”

A handwritten signature in blue ink, appearing to read 'Chris Allam'.

Chris Allam
Managing Director UK

A balanced workforce is good for government and good for business, good for customers and consumers, for profitability and workplace culture, for promoting prosperity and stability, and for showing everyone matters in building stronger and more peaceful communities.

*Women in Defence
Charter Strategy*



30% by
2030 A blue circular graphic element, partially filled, positioned to the right of the text '2030'.

INNOVATION



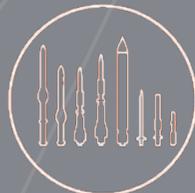
COMMITMENT



INTEGRITY



PASSION



TEAM SPIRIT



Gender pay gap reporting – methodology

What is gender pay gap reporting?

The methodology applied this year is the same as in previous years, showing the percentage difference in average pay and bonuses for all male and female employees. It does not take into consideration grades, skills or experience. It is important to note that this is different to *equal pay*, which is the legal obligation to pay men and women equally for the same, similar or equivalent work under the Equality Act 2010.

At MBDA UK, we are committed to ensuring that our employees are paid fairly and have equal opportunity to reach their full potential, regardless of their gender.

Why do we do it?

The UK Government introduced Gender Pay Gap Reporting in 2017, to support greater equality and representation regardless of gender. At MBDA UK, it is an important tool to help us identify and overcome barriers to gender balance and to inform ongoing actions to address these challenges.



Gender pay gap reporting – methodology

How is gender pay gap calculated?

We look at the mean pay figures because it tells us the **average** pay within the pay group. This can be skewed by a small number of individuals at the top or bottom end of the pay group, so mean pay figures should not be the only factor considered when reviewing pay gaps. This is why we also look at the median pay figures, because it tells us the **middle** pay point within the pay group.

We are legally required to report on our annual gender pay gap using six different measures:

Mean hourly pay gap*

The difference between the mean (average) pay for female employees and male employees on 5 April 2022

Mean bonus pay gap**

The difference between the mean (average) bonus pay for female employees and male employees in the 12 months to April 2022

Quartile pay bands

The proportions of employees in each 25% of the pay structure for their hourly pay rate

Median hourly pay gap*

The difference between the median (mid-point) average pay for female employees and male employees on 5 April 2022

Median bonus pay gap**

The difference between the median (mid-point) average bonus pay for female employees and male employees in the 12 months to April 2022

Bonus proportions

The percentage of employees who were paid a bonus



* Hourly pay: includes basic salary, allowances, salary sacrifice benefit deductions and any bonus payments in the April 2022 payroll. It excludes employees on leave with reduced pay, such as statutory maternity, paternity, adoption or shared parental leave, unpaid leave, long-term sickness or career breaks.

** Bonus pay: includes payments for performance, profit-sharing and recruitment, such as employee referral. It does not take into account reduced bonus pay for new starters, part-time employees or career breaks.

Analysis of our pay gap

Gender pay gap data

In 2022, as with every year since we started reporting, our gender pay gap continued to decrease.

Our gender pay gap is a result of the higher proportion of male employees in comparison to female employees, particularly in senior positions, though we have seen progress in this area, as demonstrated by our pay quartiles (see page 7).

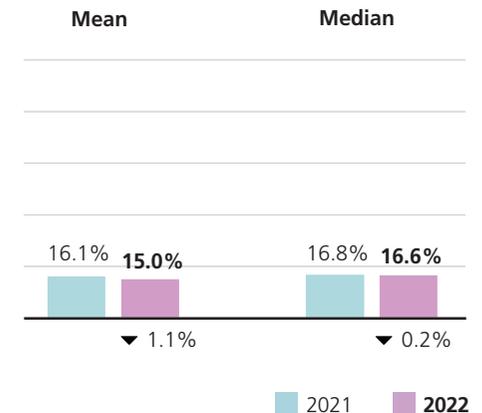
Female representation

This data shows the MBDA UK female representation in 2022, with comparison to the previous reporting period:

2021	2022	Difference
20.7%	20.9%	▲ 0.2%

Hourly pay gap

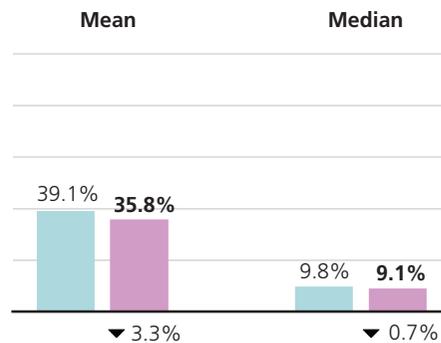
This data shows the difference between hourly pay on 5 April 2022 between male and female employees, with a comparison to the same period last year:



Analysis of our pay gap

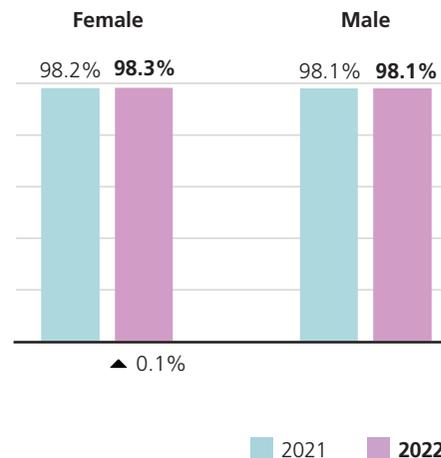
Bonus pay gap

The difference in all bonus pay over a 12-month period between male and female employees, with a comparison to the previous year.



Bonus proportions

The percentage of employees who received bonus pay. Employees by gender who received a bonus in the 12 months to 5 April 2022, compared with the same period in the previous reporting period:



All MBDA UK employees are eligible for an annual bonus scheme. Employees in the period who did not receive a bonus are new employees who joined after the end of the relevant bonus year (January to December 2021).



Analysis of our pay gap

Hourly pay quartiles

The pay quartiles show where employees are by gender in the hourly pay quartiles, including a comparison to the previous reporting period:

	Female representation %		Difference
	2021	2022	
Lower quartile	33.4%	33.7%	▲ 0.3%
Lower middle quartile	20.3%	20.7%	▲ 0.4%
Upper middle quartile	15.7%	15.7%	No change
Upper quartile	11.6%	13.1%	▲ 1.5%

This shows progress with increasing female representation, particularly in the upper quartile group. This demonstrates that our talent management and recruitment initiatives are supporting both progression and recruitment for female employees.



Supporting gender equality through our employee networks

In 2022, MBDA's employee network championing gender balance rebranded as GEN-EQ, led by Co-Chairs Claire Lisher, Air Defence Sector Lead, and Liz Carr, Head of Design Skills Capability, Electrical Engineering. The new name not only reflects the new direction and purpose of the network (to support and promote Gender Equality at MBDA) but is also a nod to Emotional Intelligence (EQ).

2022 was a busy first year for GEN-EQ, launching the rebrand across the business and reaching out directly to teams in the business to advise them on the resources and support available from the network. GEN-EQ hosted events at our Stevenage and Bolton sites for international Women in Engineering Day and sponsored Movember competitions to grow a moustache or walk 60km in November to raise awareness of men's health issues.

In 2023 the focus will continue to be on raising awareness of the network and engaging our many new starters. In 2023, GEN-EQ also plans to explore the role of allies and develop resources and guidance on what a great ally looks like. They will also continue to create spaces for important conversations on a variety of gender related topics through network events linked to national and international days of awareness.



GEN-EQ has continued to support and inform our gender equality initiatives and it's encouraging to see MBDA UK's continued increase in female participation in our workforce, and closing of the pay gap against all measures.

MBDA is committed to being a business that welcomes people from all backgrounds, where potential employees want to come and where existing employees want to stay. To reflect this, MBDA Group has made a public commitment to equality, diversity and inclusion and set bold ambitions for better gender balance. By 2030 we're aiming for 30% women in our workforce overall and at senior and top management levels.

We have made steady progress over the last 10 years and this year will see us develop an action plan to accelerate. I look forward to working with GEN-EQ and the wider business to develop this.

We all need to work together to support gender equality at MBDA UK. We're in this together, and together we can become an even more diverse and inclusive workplace.

Matt Beaumont, Director of Mechanical Engineering and Executive Sponsor GEN-EQ



Supporting gender equality through our employee networks

Inspiring women at MBDA

In 2022, we also launched our first international networking group to support gender equality at MBDA. Inspiring Women at MBDA is led by Suzanne Jude, Head of Business Development Air Dominance, and is a forum for women from across our NatCos (National Companies) who are passionate about gender equality and inclusion.

// Gender equality in the defence industry has come a long way since I started in my career, but we still have a way to go, and when I moved into a Group role a couple of years ago I realised just how few women I encountered in the course of my day to day work. So we brought together a group of women from across our NatCos who are all passionate about this topic, to create an international network to share experiences, discuss career development and provide role model and mentoring opportunities.

Suzanne Jude, Head of Business Development Air Dominance and Chair of Inspiring Women at MBDA

Menopause Matters

MENOPAUSE MATTERS at MBDA
EXCEPTIONAL | INCLUDED | YOU

Menopause Matters supported gender equality in 2022 with 12 monthly menopause lunch clubs, as well as offering direct 1-2-1 support to a number of employees. They also hosted events supporting International Women's Day, World Menopause Day, Stress Awareness Day and National Inclusion Week. This year, Menopause Matters will develop guidance to raise awareness of the menopause and supporting those affected directly and indirectly.

Parents & Carers

PARENTS & CARERS
EXCEPTIONAL | INCLUDED | YOU
SUPPORTING WORKING FAMILIES

Parents & Carers continued to support gender equality in 2022 with events including regular coffee mornings for carers and standalone events on the topic of IT safety, children's mental health awareness, work/life balance as a parent or carer and a joint event with our Neurodiversity at MBDA network about understanding autistic children and how to help them thrive. In 2023, Parents & Carers events will include talks on children's eating habits and navigating the process for arranging additional support for children with special educational needs.



Supporting gender equality – our business priorities

Attraction and recruitment

MBDA continues to proactively seek to attract and recruit talented individuals of all genders, and to promote defence and engineering careers for women, with targeted initiatives including STEM Women and Target Careers events.

Development

We work closely with colleagues in the business who have the passion and drive to try new approaches, for example piloting a reverse mentoring scheme in Electronic Engineering, led by Kimberly Glithero, Group Lead UK Component Engineering (PCB & Interconnects). Reverse mentoring is a reversal of the traditional model of mentoring, where a senior representative in the business is the mentee, looking to learn from the experiences, views and opinions from a junior employee, who acts as the mentor.

Dynamic working

Dynamic Working continues to facilitate greater flexibility for all employees, empowering our people to be effective wherever and whenever they work. Dynamic Working supports a blended approach to on-site and off-site working, with workspaces and technology that promote collaboration and are adaptable to different working styles and activities.

An opinion survey was conducted in order to continue to engage with our employees to understand what's working well and what can be improved, which supported the commencement of office refits earlier than scheduled at our Bristol and Stevenage sites. We also continued to hold awareness sessions for employees, and to promote role models for dynamic and effective working.

Business commitment

We have kicked off 2023 by launching our group-wide Equality, Diversity & Inclusion commitment and ambitions, including gender balance, equality and inclusion as priority topics. Our focus in 2023 will be to continue to develop the action plans we need to achieve this ambitions and to accelerate the progress we are already making.



INVESTORS IN PEOPLE®
We invest in people Gold

INVESTORS IN PEOPLE®
We invest in wellbeing Gold

INVESTORS IN PEOPLE®
We invest in apprentices Gold



Contact us

MBDA UK Careers: <https://www.mbdacareers.co.uk> MBDA Group: <http://www.mbda-systems.com>

Government gender pay gap service: <https://gender-pay-gap.service.gov.uk>

