

# FOREWORD BY PAUL LIVINGSTON, CHIEF EXECUTIVE, LOCKHEED MARTIN UK

Lockheed Martin's success depends on our commitment to integrity, and our core values of doing what's right, respecting others and performing with excellence are fundamental to who we are and what we do. We know that doing what's right is holding ourselves to a higher standard, even when the law may not require us to do so. It's these values that ensure we are able to attract, develop and retain a diverse workforce that has the opportunity to showcase and develop their skills and abilities while delivering for our customers.

The annual Gender Pay Gap Report provides a key measurable on the advances we are making towards a truly diverse and inclusive workplace and I'm proud to see the positive changes to our results. We've seen positive progression of our female employees through quartiles which has contributed to the reduction in the average and median hourly rate gaps, the average bonus gaps have reduced across all entities along with an increase in promotions for our female employees, all of which have contributed towards narrowing the gap.

In 2021, as part of our Employee Resource Groups, we have delivered on establishing the UK Gender Balance Networks which support our business in understanding the issues people of all genders face within the workplace. In addition, we accelerated our plans to launch greater flexible working for our workforce and implemented a four-day working week.

Underpinning the support networks, we delivered a broader suite of focused training programmes across the business to help revolutionise the way our people

understand diversity and inclusion in the context of their day jobs and I am pleased to see some of the positive change reflected in our Gender Pay Gap data.

As proud signatories of the Women in Defence Charter, by 2030 it is our ambition that more than 30% of our workforce will be women, including more women in senior positions. This target holds us and others in our industry accountable towards driving this progress by providing fair opportunities for women to succeed at all levels.

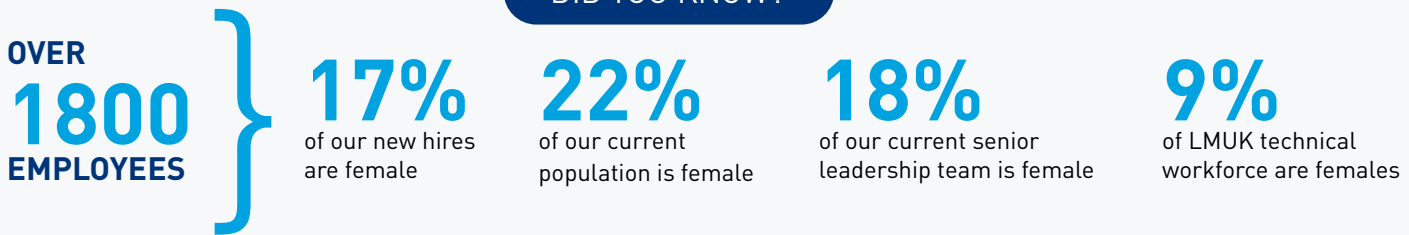
I know there is much more that can be done and recognise that these changes won't be immediate, however I'm confident in the commitment and progress we are making towards to fully diverse and inclusive workplace.

I can confirm that all data contained in this report is accurate and calculated in accordance with the legislative requirements for the snapshot date of the 5th April 2021.



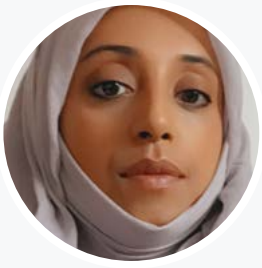

**Paul Livingston**  
Chief Executive, Lockheed Martin UK

## DID YOU KNOW?\*



\*As of 5th April 2021

## MEET THE TEAM...



**NAZIA QURESHI**, Project Engineering Manager

“As a Muslim, female, British-Pakistani working in Engineering I tick a lot of the characteristics on the diversity card, however none of those matter when it comes to the job I do. I am surrounded by people that are supportive and understand we all have something unique to bring to the table and we celebrate our differences. The work-life balance at Lockheed Martin has enabled me to develop professionally and personally and I've recently taken up the opportunity to be a 'champion of change' supporting the corporation's digital transformation programme, designed to help prepare our future workforce.”



**LESLEYANNE GRAY**, Training Designer

“I have been with Lockheed Martin since 2013, after starting with the company in a demanding Training Administration role which involved organising courses and supporting our employees with their learning. In 2015, I embarked upon a career change as a Training Designer, creating and maintaining training courses to Defence Standards and more recently working on more immersive e-learning and blended learning projects. My role at Lockheed Martin means I am able to manage a hectic (and fun) family of four thanks to the flexibility, benefits, and work/life balance commitment. The company has demonstrated that I do not have to choose between a career and my family, and I am grateful for the opportunities they continue to provide.”



**TOM ALEXANDER**, Programme Manager & Digital Transformation Lead

“In the nearly 13 years I've spent working at Lockheed Martin, I've witnessed the company continually improve our work environment, with the aim of defining a world-class standard for others to follow. I originally started my career with the company as a technician and have since transitioned into various leadership roles across the global business. That growth and transition was made possible by the flexible work policies our company has adopted over recent years. In my roles, I've also had opportunities to participate in on-going gender pay equality evaluations and seen first-hand how seriously Lockheed Martin takes its obligations to honour our policies for fairness and equal opportunities. Our latest report continues to illustrate our advocacy for inclusion, which helps set Lockheed Martin apart from other global competitors, enabling the team to persistently adapt our traditional ways of thinking and continue to lead our industry.”



**JENNIFER (JEN) WHITMORE**, Ethics Officer

“I recently became a full-time telecommuter as a result of Lockheed Martin's forward thinking approach to flexible working. This change meant that I was able to move back to Scotland, to be closer to family and friends, which provides a fantastic support network for me and my husband, as we balance work with taking care of our young daughter. This is just one example of how Lockheed Martin has supported me when it comes to personal commitments, which, in turn, has allowed me to remain focused on work and progress my career within the corporation. I was delighted when, in the last year, I was confirmed as the Co-Chair of the newly formed Gender Balance Network Group. In that role, I look forward to learning more about the employee experience of others and will look to partner with the business as it continues to strive to support employees of all genders as they pursue their career ambitions, whilst managing personal commitments.”

# IN NUMBERS ...

## LOCKHEED MARTIN UK LTD

### Hourly Pay Gap



Mean: 12.3%  
Median: 19.6%

### Bonus Gap



Mean: -9%  
Median: 17.3%

### Proportions of Men and Women Receiving a Bonus



Women

89.6%

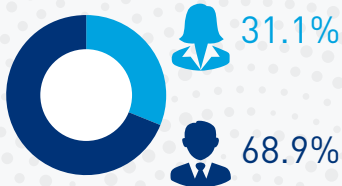


Men

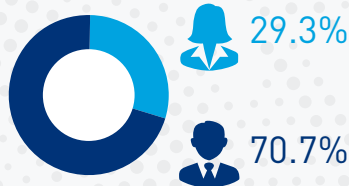
85.9%

### Proportions of Men and Women by Quartiles

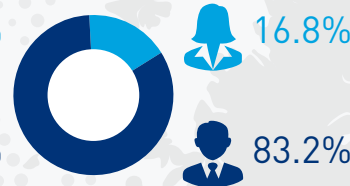
Lower



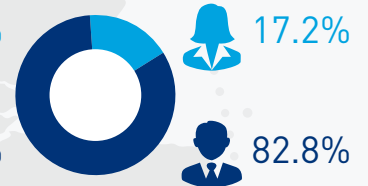
Lower Middle



Upper Middle



Top



## LOCKHEED MARTIN AMPHILL LTD

### Hourly Pay Gap



Mean: 13.1%  
Median: 13.4%

### Bonus Gap



Mean: 45.7%  
Median: 13.8%

### Proportions of Men and Women Receiving a Bonus



Women

93%

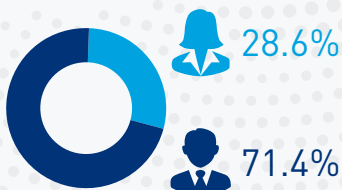


Men

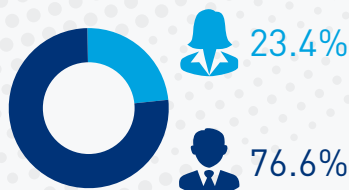
88.1%

### Proportions of Men and Women by Quartiles

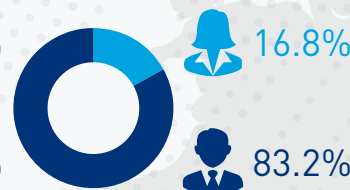
Lower



Lower Middle



Upper Middle



Top

