

A woman with freckles, wearing a white lab coat, safety glasses, and blue gloves, is working in a laboratory. She is holding a test tube that contains a green liquid. The background is a blurred laboratory setting with various equipment and shelves. A dark blue diagonal overlay covers the bottom left portion of the image, and a magenta diagonal overlay covers the bottom right portion.

QINETIQ

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# UK Gender Pay Gap Report

2024

## About this report

**As part of the UK Government's commitment to tackle workplace discrimination, all UK companies with 250 or more employees are required to disclose their gender pay gap information each year.**

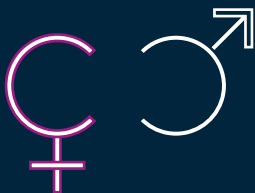
This comprises of four different measures:

- Mean and median gender pay gap in hourly pay
- Mean and median bonus gender pay gap
- Proportion of men and women who receive a bonus
- Distribution of men and women across pay quartiles

The gender pay gap is different to equal pay. Equal pay is when men and women at the same level in a company are paid the same for doing the same work. In comparison, the gender pay gap is a measure of the difference between the average earnings of men and women. In our report we provide data on both the mean and median difference in pay.

A gender pay gap can be caused by a variety of factors. Typically, the most significant cause is the distribution of men and women at different seniority levels and pay grades in an organisation. The smaller the proportion of women in senior, higher paid roles, the larger the pay gap is likely to be. We are committed to equal pay and to closing the gender pay gap at QinetiQ.

As part of our annual performance management and salary review process, we ensure that our people are being paid fairly based on their role, responsibilities, experience and performance regardless of their gender.



## Message from Steve Wadey, Group Chief Executive Officer

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**“Everything we do is about delivering on our purpose: protecting lives and serving the national security interests of our customers. It unites everyone at QinetiQ, providing a shared sense of focus, direction and pride.**

Our greatest strength lies in our people and their diverse talents, perspectives and experiences. That’s why we are committed to fostering an engaging and inclusive workplace, one in which everyone feels secure, supported and empowered to reach their full potential.”

A handwritten signature of Steve Wadey in black ink. The signature is stylized and cursive, with the first name 'Steve' and last name 'Wadey' clearly visible.

**Steve Wadey**

# Headline data 2024

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## The gender pay gap across all QinetiQ employees in the UK



## The bonus gender pay gap in QinetiQ employees in the UK



## Proportion of UK employees in receipt of a bonus payment



## Overall gender split of our UK workforce



## Message from Amanda Nelson, Chief People Officer

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**At QinetiQ, we are committed to building an inclusive company where differences are celebrated and valued for the strength they bring.**

Supporting women across all levels of our company is a critical part of this commitment. The Gender Pay Gap Report helps us understand where we are today as well steps to shape our future.

We know the current gap is largely influenced by the underrepresentation of women in senior, high-paid roles. This is a challenge we are addressing, not through quick fixes, but by focusing on meaningful, sustainable change. For example, we are strengthening our senior talent pipeline by investing in inclusive recruitment practices, piloting targeted development programmes and creating opportunities for progression at every stage of a career.

We also recognise the broader context in which we operate. Over the past few years, many people have faced financial difficulties and we've worked to support our colleagues during this time. By introducing fixed salary increases for lower job grades and ensuring pay aligns with the Real Living Wage, we've made a positive impact – both for our employees and in reducing the gender pay gap – as more women hold roles in these grades. We have also implemented a reward strategy, increasing transparency and establishing a minimum competitive pay level, which has positively impacted many of our people in our middle grades.

Beyond numbers, progress is about creating a culture where women – and all employees – feel empowered to thrive. Through initiatives like our Gender Balance and Hormonal Imbalance employee-led network groups, we are fostering greater awareness and understanding of the unique challenges women face. These groups provide platforms for discussion, learning and advocacy, helping to shape our culture and inform the ways we support our people.

We're not driven by reporting requirements or external pressures; we're motivated by a belief in doing what's right for our people. A truly inclusive workplace is one that fuels innovation, drives sustainable growth and ensures that everyone can contribute their best. While we acknowledge that closing the gender pay gap will take time, we remain steadfast in our commitment to progress, guided by our values and the knowledge that inclusion is key to our success.

**Amanda Nelson**

## Our UK results

The results for our UK legal entities with more than 250 employees are shown individually below, alongside a summary of our overall UK results which encompasses all employees in our UK legal entities including those with under 250 employees. We also include the data for 2023 to show progress.

### In the tables below:

**M** indicates male

**F** indicates female

**Green** shading indicated a positive change from the previous year

**Red** shading indicates a negative change from the previous year

### 2024 results

	Relevant Employees			Gender Pay Gap		Bonus Pay Gap		Proportion receiving bonus		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Overall	
	M	F	Total	Mean	Median	Mean	Median	M	F	M	F	M	F	M	F	M	F	M	F
QinetiQ Ltd	3866	1330	5196	10.2	11.2	17.5	0.0	88.5	87.8	66.8	33.2	71.1	28.9	78.4	21.6	81.2	18.8	74.4	25.6
Inzpire Ltd	280	63	343	25.1	30.4	24.1	16.2	80.4	78.5	59.3	40.7	82.6	17.4	91.9	8.1	92.9	7.1	81.6	18.4
QinetiQ UK	4490	1487	5977	11.6	12.1	16.9	3.4	87.4	86.7	67.0	33.0	71.8	28.2	78.4	21.6	83.4	16.6	75.1	24.9

### 2023 results

	Gender Composition			Gender Pay Gap		Bonus Pay Gap		Proportion receiving bonus		Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile		Overall	
	M	F	Total	Mean	Median	Mean	Median	M	F	M	F	M	F	M	F	M	F	M	F
QinetiQ Ltd	3628	1105	4733	11.3	14.3	38.1	-2.0	87.0	89.7	67.2	32.8	75.7	24.3	80.6	19.4	83.2	16.8	76.7	23.3
Inzpire Ltd	209	48	257	28.6	37.8	28.3	38.6	78.0	76.0	59.1	40.9	81.0	19.0	92.5	7.5	93.4	6.6	81.3	18.7
All UK employees	4089	1205	5294	12.9	16.1	36.7	-2.0	85.7	88.3	67.4	32.6	75.1	24.9	81.9	18.1	84.6	15.4	77.2	22.8

## Gender Pay Gap 2023

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Mean (average)

11.6%

Median (middle)

12.1%

This period we have seen a reduction in the gap for UK employees to 11.6% (from 11.8%). We are also seeing steady progress across our global operations, with 22.4% of our entire workforce made up of women, reflecting a positive increase year on year.

There is more work to do and as a defence and security company, employing highly skilled individuals with science, technology, engineering and mathematics (STEM) qualifications we recognise the challenges our industry faces in achieving gender diversity.

According to the latest data from Engineering UK, the percentage of women working in engineering and technology roles in the UK has decreased from 16.5% in 2022 to 15.7% in 2023, signifying a drop in the number of female engineers despite ongoing efforts to encourage more women into the field.



## **Key insights from the Engineering UK data**

- Decline in female representation: The proportion of women in engineering and technology jobs has fallen from 16.5% to 15.7% in the past year
- Age group trends: While there is an increase in women entering engineering roles in the younger age groups (16-34), there is a noticeable drop in women aged 35-44 leaving the field

The nature of our work in certain areas, including our focus on recruiting highly experienced ex-armed forces personnel, has also contributed to a higher proportion of men being employed. However, we are fully committed to addressing these structural barriers and creating a more equitable pathway for women to join and thrive within our industry.

To drive meaningful change, we are taking targeted action to strengthen female talent pipelines at all levels of our company. This includes investing in STEM and early career programmes, enhancing recruitment practices to attract more women and developing tailored opportunities for career progression. At the same time, we are cultivating an inclusive workplace culture where women can feel empowered to contribute, grow and lead.

By focusing on both representation and inclusion, we are not only working to close the gender gap within our company but also helping to shape a future where diversity drives innovation, collaboration and excellence in STEM industries.



# Gender bonus gap

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## Incentive schemes

Our incentive schemes are an important part of our employee offering and we offer the following:

- All Employee Incentive Scheme (AEIS) bonus, available to all employees
- Annual bonuses for employees in business development roles, senior professionals, management and executive grades
- Long Term Incentive Plan for management and executive grades

All schemes are linked to both company and individual performance.

## Gender Bonus Gap 2024

Mean (average)

16.9%

Median (middle)

3.4%

## Proportion of UK employees in receipt of a bonus payment

Men

87.4%

Women

86.7%

The AEIS continues to have a positive impact, allowing our people to share in the success of our company. The scheme comprises of two elements based on company and personal performance.

This year our AEIS Company Performance element made a discretionary payment of £1,250 per employee, compared to £500 in the previous year. The Personal Performance element of the award applies an additional fixed percentage bonus to any employee who received a High (5%) or Very Good (2%) Overall Performance Rating and follows the trend of previous years with proportionally more female employees receiving the bonus.

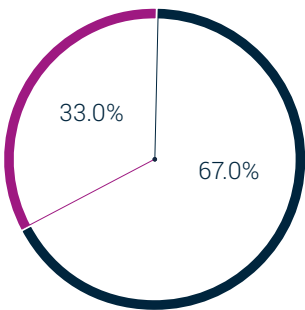


# Our pay distribution

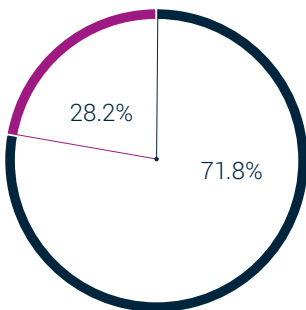
Quartile pay distribution is the proportion of men and women in each 25.0% (quartile) of our pay structure.

The overall proportion of female employees has improved, which is reflected in increases in the percentages of female employees across all quartiles.

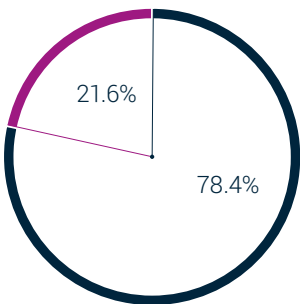
Lower quartile



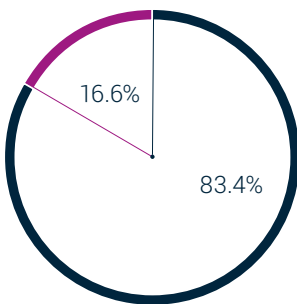
Lower middle quartile



Upper middle quartile



Upper quartile



- Men
- Women

## Closing the gender pay gap: Progress and challenges

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Appointing women to senior roles has been a key part of our commitment to increasing diversity and reducing the gender pay gap at QinetiQ. We are pleased to report that we have seen an increase in the number of female employees in all quartiles and in particular in the upper quartile segment of all our UK businesses. Additionally, our work in realigning the pay of all QinetiQ Ltd employees with the market has positively impacted the gender pay gap. This is despite the loss of a senior female executive and recruitment of a male replacement, which we anticipate will be more evident in next year's report.

While this shift in senior leadership underlines the sensitivity of the gender pay gap calculation to leadership changes, it also reinforces our understanding that closing the gap requires ongoing, sustained efforts at all levels. Our focus remains on making positive, long-term interventions that promote fairness and equality across the company, recognising that some initiatives may take time to show their full impact.

We continue to be committed to increasing diversity at every level of our company, with a focus on both immediate action and sustainable change. We will continue to appoint talented female leaders and support their career progression, ensuring that all employees have equal opportunities to succeed. Closing the gender pay gap is a complex challenge, but it's one that we are dedicated to solving through consistent, inclusive leadership and a focus on fairness across the company.

## The actions we are taking to reduce our gender pay gap

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Enabling gender balance remains central to our long-term efforts as we continue to address the drivers of our gender pay gap. By taking an evidence-based approach and monitoring progress, we aim to create an inclusive workplace where everyone has equal opportunity to succeed.

Many of the actions we are taking to reduce our gender pay gap align with our global Diversity, Equity, and Inclusion (DEI) strategy, which includes a range of initiatives and interventions aimed at fostering an equitable workplace.

## Encouraging more women into technical and engineering roles

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Employing highly skilled people with STEM (science, technology, engineering, and mathematics) expertise is critical to delivering the capabilities our customers need to protect lives and keep nations secure. However, the representation of women in these fields remains a challenge.

### **We are actively addressing this by:**

- Supporting campaigns such as International Women in Engineering Day to celebrate achievements and encourage women to pursue STEM careers through outreach events
- Role modelling women in STEM careers with approximately 39% of our STEM ambassadors in 2024 being female, serving to inspire girls to a future in STEM careers
- Sponsoring the UK Women in Defence Innovation & Creativity Award, recognising the groundbreaking contributions of women in our sector
- Sharing and adopting best practices through expert networks such as the Defence & Aerospace Equality, Diversity & Inclusion network
- Showcasing and celebrating the achievements of women across our company via internal platforms, career pages, and social media channels
- Women in Defense Mentoring Programme

## Attraction, recruitment and engagement

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Attracting and retaining diverse talent is crucial to addressing gender imbalance in our workforce.

### **To support this, we are:**

- Using a skills-based internal resourcing model to mitigate biases and assign projects to individuals based on their capabilities
- Providing unconscious bias and inclusive recruitment guidance for hiring managers
- Providing a core competency question library to support hiring managers with skills-based interview techniques to promote parity across candidates
- Building targeted programmes to support underrepresented groups, such as a female middle-leader programme, to help them progress within the business
- Promoting flexible working through our Adaptive Working approach, enabling work-life balance
- Delivering targeted skills development and in-work programmes to support women re-entering the workforce or those facing barriers to employment, such as military spouses
- Promotion of reward and recognition through:
  - Equal bonus opportunities via the AEIS.
  - Transparent Pay & Progression processes for promotions and in-role advancements
  - Celebrating employee achievements through the Thank Q recognition scheme and our Global Recognition Gala

## Investing in training and awareness

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We are committed to fostering a culture of inclusion through education, awareness and support.

### **To support this, we are:**

- Providing training to support individuals on topics such as imposter syndrome, emotional intelligence, cultural intelligence, and diversity, equity and inclusion
- Raising awareness amongst our managers through a range of training offerings, including neurodiversity and prevention of sexual harassment
- Expanding our Diversity, Equity, and Inclusion resource hub on our intranet
- Developing a range of toolkits for managers to promote understanding and drive team commitment, including a menopause toolkit
- Maturing and growing our UK employee networks, including Gender Balance and Hormonal Imbalance groups
- Launching two new global employee-led networks: Mental Health & Wellbeing; and Four Working Generations
- Delivering mentoring and coaching initiatives such as reverse mentoring and participation in the Cross Company Allyship Mentoring Programme led by KPMG
- Hosting listening sessions on the lived experiences of female leaders, facilitated by our Gender Balance employee-led network group
- Conducting workshops and events to advance gender equity and inclusive leadership practices
- Spotlighting of global diversity, equality and inclusion events and campaigns, via our intranet, to continue to raise awareness and foster allyship



## Growing our talent pipeline for the long-term

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Achieving meaningful progress toward gender equality requires a focus on developing a robust, diverse talent pipeline.

### **To support this, we are:**

- Expanding our UK talent and succession programmes to ensure diverse candidate shortlists
- Strengthening recruitment efforts to attract more women into our UK Early Careers Programme through partnering with UCAS and ensuring advertisements re gender neutral
- Fostering long-term partnerships across industries and collaborating with our supply chain on diversity, equity and inclusion initiatives to share learning and best practices with UK-based organisations
- Creating a new leadership development programme for all levels of leadership globally, with diversity, equity and inclusion embedded throughout assessment criteria, content and success measures supporting our leaders to foster an inclusive approach



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