

# UK Pay Gap Report 2023



# Foreword



I'm pleased to share our 2023 Pay Gap Report, which is an essential part of our continuing efforts to create a fair, diverse and inclusive workplace. At Thales we strongly believe in the power of diversity, reflecting the various communities we serve and the global market we operate in.

We recognise that true diversity is not just about representation; it's about ensuring equity and inclusion are embedded in every aspect of our business. This commitment is underpinned by our Equity, Diversity and Inclusion (EDI) strategy, which guides our efforts in creating a workplace where every individual feels respected, valued and capable of achieving their full potential.

Our annual Pay Gap Report is an important tool for assessing the impact of our EDI initiatives and holding ourselves to account. It allows us to measure progress and identify areas for improvement. This year marks a significant milestone for our gender pay gap, demonstrating a sustained positive trend with a decrease from 15.8% since we started reporting in 2017 to the current gap of 11.8%. This progress is a testament to our targeted efforts to address inequalities and promote a more diverse workplace.

We are also proud to include an analysis of our ethnicity pay gap for the second year. With 85% of our people disclosing their ethnicity, we're continuing to mature our data to allow us to meaningfully assess data in this area. This transparency is essential for building trust and confidence among our employees, bringing our commitment of inclusivity to life at every level of the organisation.

Future plans in place include our disability pay gap, alongside an exploration of intersectionality. This entails examining how different dimensions of identity, like ethnicity and gender, intersect to influence pay gaps. Through this analysis, we aim to unearth new insights and drive more effective change.

As we share our 2023 Pay Gap Report, we not only highlight the sustainable progress made but also outline our path forward. Our commitment to enhancing transparency, increasing diversity and promoting equity across the sectors we work in remains paramount. We believe that by sharing our data and experiences, we can contribute to industry-wide progress and inspire others to join us in this endeavour.

Lynne Watson

VP, Human Resources

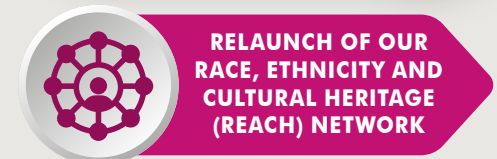
## EDI HIGHLIGHTS 2023



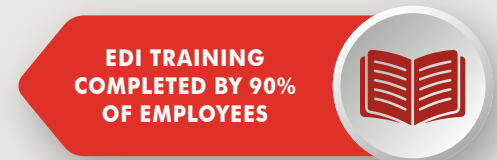
**SIGNED BITC RACE AT WORK CHARTER**



**SPONSORSHIP OF SOLARIS & RISING STARS PROGRAMMES**



**RELAUNCH OF OUR RACE, ETHNICITY AND CULTURAL HERITAGE (REACH) NETWORK**



**EDI TRAINING COMPLETED BY 90% OF EMPLOYEES**



**WINNER OF VERCIDA'S INCLUSION MARKETING AWARD**



**PUBLISHED A BRAND NEW SUITE OF AWARD WINNING FAMILY MATTERS POLICIES**



# Terminology

## What exactly is the pay gap?

As part of our commitment to equity, diversity and inclusion (EDI) we aim to be as transparent as possible with our data and we want to ensure that the information we share is accessible to all. If you're unfamiliar with pay gap calculations and what it means, this section aims to provide a simple explanation.

Thales UK employees who haven't shared their gender with us or whose gender is outside the male-female binary were excluded from our pay gap calculations, which only measures the gap between male and female employees.

**Having a gender pay gap doesn't mean that men and women at Thales aren't receiving equal pay**

The gender pay gap isn't the same as equal pay. Equal pay is ensuring that any pay difference between two people with the same role is because of a genuine and fair reason, such as experience, skills or capability, and not for example due to gender, age or ethnicity.

The gender pay gap is more complex and looks at everyone's pay from the very top earner to the very lowest. The 'gap' is the difference between the pay of all men compared to the pay of all women, taken on a mean and median basis.

For example, if a company has a large percentage of male employees in more senior, higher paid roles and a large percentage of women in more junior, lower paid roles, the pay gap will be wider.

It's important to consider this when interpreting the gender pay gap in STEM (science, technology, engineering and maths) organisations. Many STEM charities and social enterprise organisations, including those that Thales UK partner with, are focused on encouraging young women about to enter the workforce to pursue careers in STEM. This is creating a more equal workplace in terms of demographics, but the pay gap will be wider until these women have time to advance their careers into more senior roles.

We've always felt confident that our approach to pay allows our people to be paid equitably, without influence of gender, ethnicity or other characteristics. In 2021, a comprehensive review of pay across the organisation was completed. Salaries across comparable roles were assessed to ensure that our confidence was backed up by fact and data. This analysis confirmed that there were no concerning trends across the organisation.

**There are two ways to measure the pay gap - mean and the median**

If you lined up all the women in the organisation in order of how much they're paid and did the same with all the men, then you took the woman who was standing in the middle of her line, and the man who was in the middle of his line, and compared their pay, this would be the median pay gap.

The mean pay gap is calculated by adding together every woman's pay and dividing that number by the number of women in the organisation, then comparing the result to the same calculation for men's pay.

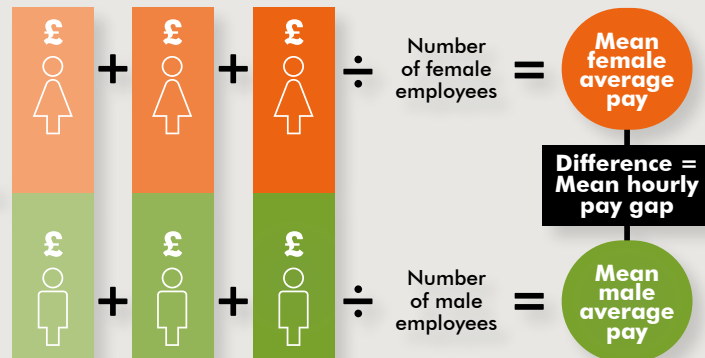
In both cases the 'gap' is the difference between the result for men and the result for women, turned into a percentage.

**Bonus pay is measured separately**

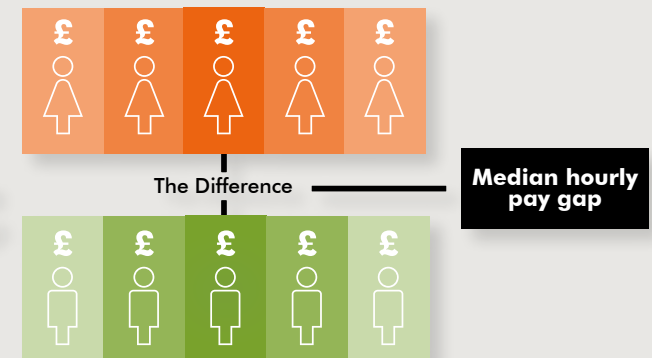
In order to get a complete picture the bonus gap is measured separately. Again we look at the mean and median bonus pay gap as well as the percentage of males and females that receive a bonus.

*\*We know that mandatory gender pay gap reporting does not represent our Trans and non-binary colleagues, so we are taking steps to understand whether a pay gap exists. However, as we would not want to put anyone at risk of identification or exposure, we have taken the decision not to report our Trans and non-binary pay gap at this time\**

How we calculate the mean gap



How we calculate the median gap



# Gender Pay Data

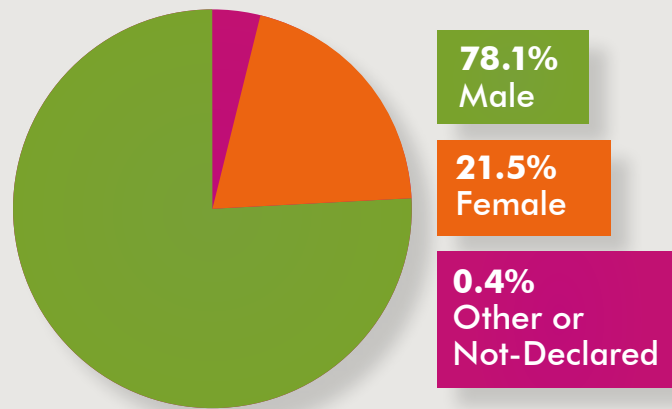
The percentage of female employees in Thales UK continues to fluctuate between 20-22% and has risen slightly to 21.5% since 2022. This is a real headcount increase rather than just a proportional one, which is positive.

The evolving make up of our female population also sees a slight increase in the percentage of women in senior roles, which is good news and contributes to the overall trend we are seeing in our pay gap statistics.

We recognise that we have a responsibility to actively remove these barriers. We're pleased to be continuing our partnership with Code First Girls, the largest provider of free coding courses for women and non-binary people in the UK. As a partner company we have sponsored places on their CFGDegree programme, allowing high potential women or non-binary people who want to pursue a career pathway in data, software or full-stack to achieve their goals.

Our Internal First Talent Acquisition Team ensure all Thales UK employees have the opportunity to apply for and progress into senior roles within the business.

## GENDER PAY DATA



# Gender Pay Gap

Whilst we acknowledge the existence of a pay gap within our organisation, we understand that this will continue for a number of years because our demographic profile is unbalanced. This is further compounded by a lower proportion of female employees in senior leadership positions.

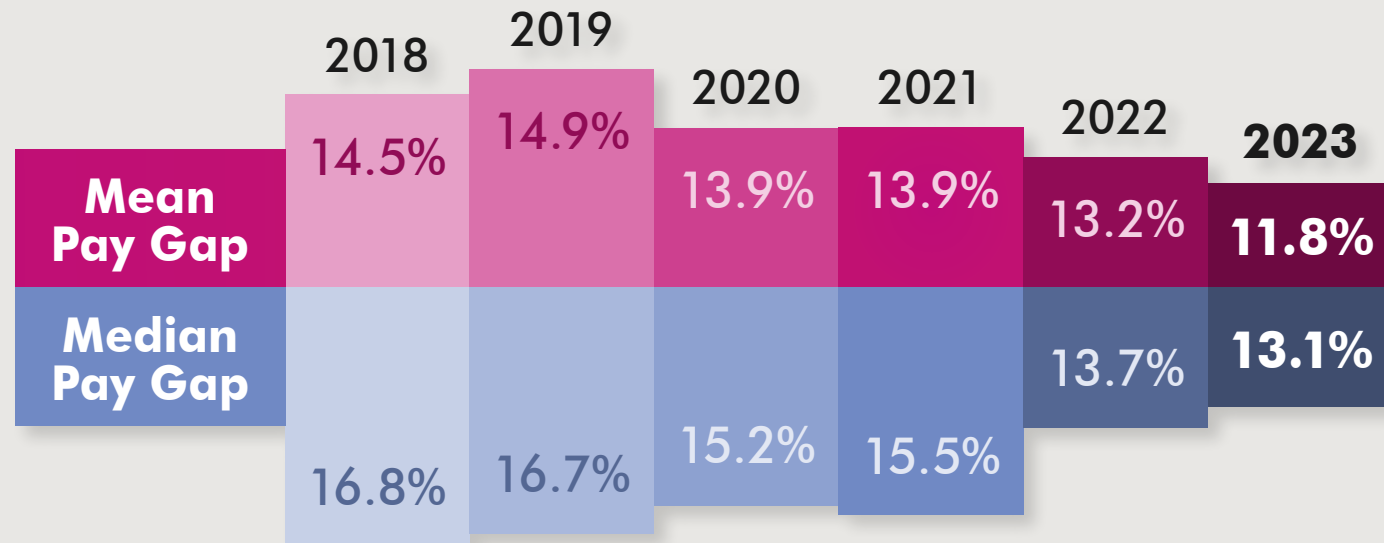
The external labour market, particularly in sectors where we are expanding and anticipate a significant number of vacancies in 2024, heavily influences our demographic profile.

Given the specialised nature of many of our roles, achieving gender-balanced candidate shortlists remains a challenge. The reality of the engineering and technology sectors is that there are fewer women, which in turn limits the available talent pool from which we can draw. This disparity is something we are keenly aware of and are actively working to address, particularly through our Early Careers programmes and STEM partnerships.

Some of these initiatives may initially appear to widen the pay gap, however these steps are critical for building a foundation for a more equitable future.

We're pleased this report shows our gender pay gap is decreasing and we're confident this will continue. This progress reinforces our belief that our efforts will result in a more diverse and inclusive workforce in the years to come.

## GENDER PAY DATA



# Bonus Pay Gap

As demonstrated by the 'In receipt of Bonus' statistic – the vast majority of our employees receive a bonus type payment. This measure has sat consistently around the 95% mark or higher for Thales in the UK for both male and female employees.

In 2023, our mean bonus gap returns to the level we have seen in most years, in the mid-20% (24.1% this year) and the median bonus gap has dropped back down a little to around 44%.

Like pay gap, the bonus gap is primarily driven by the gender imbalance in our organisation and will only start to reduce consistently when the proportion of women in senior roles gets higher and the seniority demographics for our women is more consistent with that for our men.

# Pay Quarters

The pattern of our pay quarters has remained fairly consistent – with a larger proportion of our women in the Lower Quarter than in the higher quarters. However, this year we see a slight increase in the percentage of women in the Upper Quarter to 16% - this was only 12% when Gender Pay Gap reporting was introduced and reflects a positive trend that we will strive to continue.

The changing percentages also reflect targeted initiatives, such as the enhanced recruitment of female graduates and apprentices and STEM Returners programme, contributing to the positive trend observed.

	2018	2019	2020	2021	2022	2023
Mean Bonus Gap	26.0%	30.3%	25.7%	25.9%	10.0%	24.1%
Median Bonus Gap	61.7%	36.2%	63.9%	40.6%	56.3%	44.3%

In Receipt of Bonus (F)	97%	90%	94%	96%	94%	95%
In Receipt of Bonus (M)	96%	92%	96%	97%	95%	94%

MALE	UPPER QUARTER	FEMALE
84%	2023	16%
85%	2022	15%
85%	2021	15%
84%	2020	16%
86%	2019	14%
87%	2018	13%

MALE	UPPER MIDDLE QUARTER	FEMALE
81%	2023	19%
82%	2022	18%
82%	2021	18%
81%	2020	19%
83%	2019	17%
84%	2018	16%

MALE	LOWER MIDDLE QUARTER	FEMALE
79%	2023	21%
78%	2022	22%
78%	2021	22%
78%	2020	22%
79%	2019	21%
80%	2018	20%

MALE	LOWER QUARTER	FEMALE
70%	2023	30%
69%	2022	31%
68%	2021	32%
67%	2020	33%
68%	2019	32%
69%	2018	31%

# Ethnicity Pay Data

Our Ethnicity Pay Gap Report serves as a central tool in monitoring our progress, guiding our strategies and, most importantly, facilitating open and meaningful discussions around ethnic diversity, inclusivity and equality.

Building a more inclusive environment for our employees from ethnic minority backgrounds forms a cornerstone of our agenda for 2024 and the years to follow. We are optimistic that the impact of our initiatives will be reflected in forthcoming pay gap reports.

We are delighted to present our second Ethnicity Pay Gap Report, which will allow us to start to observe trends from one year to the next.

We have an ethnic minority representation in Thales UK of just over 8%, which is broadly reflected across the different levels of seniority in the organisation with the exception of the most senior roles where that representation is less than 5%. This difference in senior representation contributes to the existence of the ethnicity pay gap and improvement to this continues to be a target for us.

Our aim is to be a welcoming and inclusive employer for individuals of all ethnicities, dedicating efforts to ensure a more equitable representation

across all levels of our business. In addition, we are eager to contribute to the creation of a diverse pool of future talent in engineering, actively encouraging young individuals from various backgrounds to explore and feel empowered to embark on careers within STEM fields.

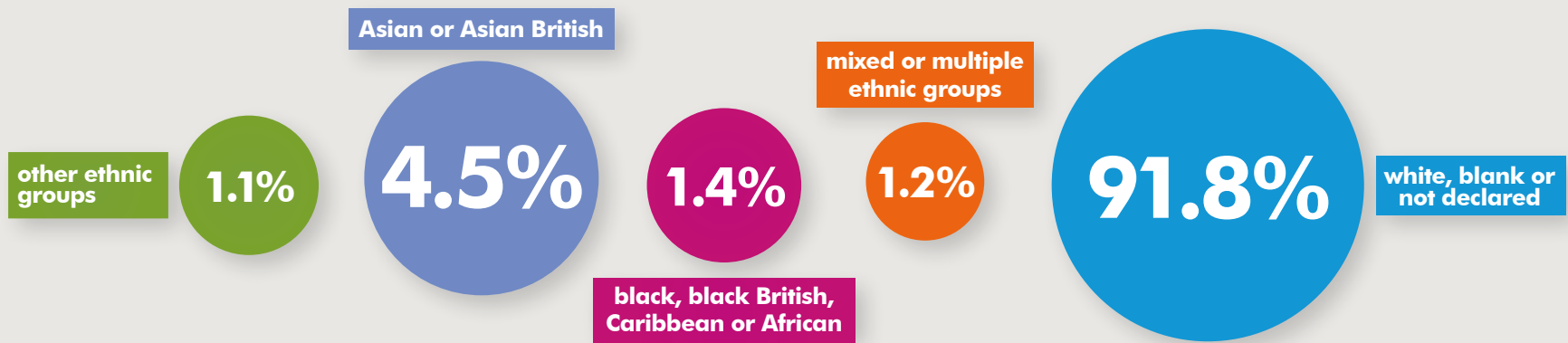
8.2% of our people belong to an ethnic minority group, compared to 13% across the UK. To understand the actions we need to take to make our Thales UK community representative we'll be:

**Drawing on external expertise, for example through our partnership with Business in the Community (BITC)**

**Engaging with REACH (Race, Ethnicity and Cultural Heritage), our internal employee network**

**Examining regional variations across the UK and across Thales UK.**

## ETHNICITY PAY DATA





# The Ethnicity Pay Gap

In our ethnicity pay gap analysis, we're comparing employees of the 'white' ethnic group to those of all other ethnic groups.

Due to the relatively low numbers of people in individual ethnic groups, sharing of more detailed information remains challenging, for data protection reasons. This type of detailed analysis is nonetheless undertaken, and we would like to share more of it in future reports as our ethnic population increases and more employees provide their ethnicity information.

To maintain consistency and align with industry best practices, we have calculated the ethnicity pay gap using the same methodology as the gender pay gap.

Our ethnicity pay gap measure sits at 6.2% mean and 3.7% median. This is a slight increase from last year but still considerably lower than the gender statistics – reflecting the fact that our ethnic minority employees are more consistently found across all pay quarters than is the case for our female employees.

In reviewing what sits behind the changes from our statistics last year – we can see a slight decrease in Upper Quarter and increase in Lower Quarter ethnic minority representation, consistent with the pay gap results. These quarter changes are not significant, however, and are most likely linked to natural workforce evolution and more positively linked to an increase in ethnic minority representation in our early careers intake.

Our ethnicity bonus gap is lower than last year in both mean and median measures and will continue to fluctuate based on the demographics and seniority profiles across different business that make up Thales UK, which have different financial results impacting individual bonus type payments (as defined in the pay reporting legislation).

Pay Gap	2022	2023
Mean Pay Gap	4.3%	6.2%
Median Pay Gap	2.2%	3.7%

Bonus Gap	2022	2023
In Receipt of Bonus (EM)	94%	94%
In Receipt of Bonus (W)	95%	95%
In Receipt of Bonus (B/ND)	91%	91%
Mean Bonus Gap	23.8%	19.9%
Median Bonus Gap	21.4%	20.1%

Pay Quarters	2022	2023
Upper Quarter EM	8%	7%
Upper Middle Quarter EM	8%	8%
Lower Middle Quarter EM	8%	7%
Lower Quarter EM	9%	10%

	2022	2023
Upper Quarter W	79%	79%
Upper Middle Quarter W	77%	78%
Lower Middle Quarter W	78%	79%
Lower Quarter W	75%	74%

	2022	2023
Upper Quarter B/ND	14%	14%
Upper Middle Quarter B/ND	15%	14%
Lower Middle Quarter B/ND	14%	14%
Lower Quarter B/ND	16%	16%

**W** = White  
**EM** = Ethnic minority  
**B/ND** = Blank or not declared



# Our UK Equity, Diversity and Inclusion (EDI) Strategy

Following a landmark year in 2022 with the introduction of our Equity, Diversity and Inclusion (EDI) Strategy, in 2023 we rolled out numerous initiatives aimed at enhancing the experience for all our employees. Improving gender and ethnicity equality is a top priority for us. We understand the importance of providing support to all employees, regardless of their gender identity or ethnic background. Our goal is to foster a culture of ownership and accountability for driving gender and ethnicity equality across the company and engaging all leaders and employees at every level is crucial to achieving this goal.

In 2024 we will:

- Develop our recruitment strategies to attract applicants from diverse gender identities and ethnic backgrounds.
- Allocate resources to awareness programmes, educational initiatives and supportive resources for both current and future leaders, managers and employees, focusing on gender and ethnicity equality.
- Improve the gender and ethnicity balance in our early career programmes, talent pipelines and succession planning.
- Recognise, appreciate and compensate employees of all genders and ethnicities based on their skills, capabilities, knowledge and expertise.
- Leverage market insights and data effectively to drive inclusive actions and provide transparency on progress in gender and ethnicity equality.
- Build and strengthen internal and external partnerships to advance gender and ethnicity equality initiatives.

In the drive to address and improve the pay gap within our organisation, particularly those concerning gender and ethnicity, we have embarked on several pivotal initiatives for the future.



## POLICY, PROCESS AND ENABLEMENT

In addition to our significant strides in addressing gender and ethnic disparities through strategic partnerships and development programmes, we have also introduced a series of award winning progressive policies aimed at supporting our diverse workforce in various stages of their personal and professional lives. These policies reflect our commitment to fostering an inclusive and supportive work environment, recognising the importance of accommodating the varying needs of our employees. We'd like to highlight two of these policies in particular; the Carers' and Shared Parental Leave policies.

### CARERS' POLICY

Understanding the challenges faced by employees who have caring responsibilities, our Carers' Policy is designed to provide them with the support and flexibility they need. This policy acknowledges the diverse caring situations our employees may find themselves in, whether carer for elderly relatives, children or family members with disabilities. It includes provisions for flexible working arrangements, paid leave options for extended caring needs and access to resources and support networks. Our aim is to ensure that employees do not have to choose between their career and their caring responsibilities, promoting a balance that supports their wellbeing whilst working at Thales UK.



## SHARED PARENTAL LEAVE POLICY

Our Shared Parental Leave Policy reflects our commitment to gender equality and supports parents in sharing the care of their child during the first year after birth, adoption or surrogacy arrangements. This policy enables both of the primary caregivers, who share the main responsibility for the care of the child, to share parental leave, offering them the flexibility to decide how best to balance their work and family life. It includes provisions for both paid and unpaid leave, allowing parents to take time off together or stagger their leave to suit their family's needs. By promoting shared parental responsibility, we aim to contribute to breaking down traditional gender roles and support all parents in their caring roles and their careers, for a more inclusive and equitable workplace.

The introduction of these policies marks a significant advancement in our journey towards creating a workplace that respects and accommodates the diverse needs of our employees. By implementing these policies, we are taking clear steps to address the specific challenges that can affect our employees' performance, experience and overall wellbeing at work. These policies not only demonstrate our commitment to EDI but also our recognition of the importance of supporting our employees through various life stages and circumstances. We believe we are building a stronger, more supportive and more inclusive culture that benefits everyone in our organisation.



## CULTURE AND CLIMATE

Thales UK's strategic objectives continue to include specific targets to increase the percentage of women in senior roles and the percentage of women recruited into the organisation. Leadership teams across each of our business lines are invested in understanding what needs to be done to embed the 'Be You With Us' culture in their areas.

Building on the valuable insights shared by our graduates and apprentices on our workplace culture, we have designed a comprehensive toolkit to which provides guidance on how to address any instances of unwanted behaviour in the workplace. It looks at ways to identify and call out such behaviour, ensuring that our teams remain respectful, supportive and inclusive.

The toolkit also provides information on how to support team members who have experienced inappropriate behaviour and how to create a safe space for people to come forward, provide compassionate support and facilitate appropriate actions to address the situation appropriately.

This aims to create a psychologically safe and supportive environment where all our people feel valued and respected.



## BENCHMARKING AND STRIVING FOR EXCELLENCE

To ensure we're implementing appropriate measures, we're continuing to collaborate with expert partners including; Genius Within, Business in the Community, Women in Tech and Business Disability Forum. We will focus on leveraging these partnerships and the insights and data they can provide to inform our future EDI initiatives.

## SIGNING THE RACE AT WORK CHARTER

Thales took a significant step forward in 2023 by signing the Race at Work Charter, affirming our dedication to improving equity of opportunity for Black, Asian and Minority Ethnic employees. This has set in motion a series of actions for 2024 and beyond, aimed at enhancing leadership and engagement, capturing ethnic data to inform decisions and creating a more inclusive environment. Additionally, we are extending this commitment to our supply chain, working collaboratively to promote EDI through our business networks. Through this charter, we pledge to actively support the career progression of ethnic minority employees and ensure that our leadership reflects the diversity of the communities we work in.



## TALENT PIPELINE, RECRUITMENT AND DEVELOPMENT

We're laying the foundations to inspire the next generation

- STEMettes - strategic partnerships with 15 schools
- Supporting teachers to understand career opportunities in Engineering
- Targeted activity to support minority groups
- Sponsoring engineering scholarships through IET
- Volunteering to benefit the local community
- Working with STEM partners at all levels of education

## PARTNERSHIP WITH CODE FIRST GIRLS

In our effort to bridge the gender gap in technology and engineering fields, we have continued our partnership with Code First Girls, an organisation dedicated to teaching coding and software development to women. This collaboration has enabled us to offer coding workshops, mentoring programmes, and career development opportunities to female employees and community members. Our goal is to empower women with the skills and confidence needed to excel in the tech industry, thereby promoting gender diversity and inclusivity within our organisation and beyond.

## STEM RETURNERS

In 2023, we collaborated with STEM Returners for the second time to assist engineers in returning to work after a career break. The programme, held at our sites in Cheadle and Crawley accommodated 10 professionals in roles including; Systems Engineer, Software Engineer and Hardware Engineer. This has been a great success and we're pleased to have supported women back into the workplace.

## THE SOLARIS LEADERSHIP & RISING STARS PROGRAMMES

The Solaris Leadership Programme is pivotal to our strategy to nurture and advance the careers of high-potential Black female leaders at Thales. This bespoke development programme is designed to equip people with the skills, knowledge and networks necessary to ascend to leadership positions.

Complementing our leadership development efforts, the Rising Stars programme targets emerging talent. This initiative identifies and supports high-performing Black women who demonstrate potential. Through targeted training, mentorship and exposure to strategic projects, the Rising Stars programme accelerates the professional growth of participants.

## SPONSORSHIP OF THE BLACK BUSINESS SHOW UK

For the second year in 2024 Thales UK will sponsor the UK Black business show. Offering seminars, careers advice, networking and expert clinics to over six thousand of the UK's Black talent, the Black business show offers Thales the opportunity to highlight ourselves as an attractive employer and to identify potential new talent to join the Thales UK team.

## COLLABORATION WITH EVERYTHING D&I

Identifying, attracting and on boarding Ethnically diverse talent in partnership with Everything D&I brings a focus to our graduate recruitment campaign, bringing a pipeline for our future Engineers, Programme Managers and business Graduates. We offer a tailored attraction campaign, support process and on-boarding experience to ensure we do not lose talent in selection process and offer the best start we can.

## COLLABORATION WITH STEMETTES

Recognising the critical role of early intervention in shaping future career choices, our partnership with STEMettes focuses on inspiring and supporting young women and non-binary individuals to pursue careers in STEM (Science, Technology, Engineering and Mathematics). STEMettes' engaging workshops, panel events and mentorship schemes provide a platform for participants to explore STEM subjects, meet role models and gain confidence in their abilities. This collaboration underscores our commitment to dismantling barriers to entry for under-represented groups in STEM fields, thereby contributing to a more diverse and inclusive industry.



## LISTENING AND REPRESENTATION

We're continuing to understand our demographics, with more people sharing their diversity data with us each year. We're going to be working with our Inclusion Networks to get a better understanding of lived experiences and to provide an opportunity for feedback.

### Re-Launch of our Race, Ethnicity and Cultural Heritage (REACH) Network

Thales is inherently multicultural. This diversity is a source of strength and contributes to the Group's performance by enabling it to understand the ecosystems in which it operates. Our teams often work on projects spanning multiple countries, bringing different perspectives together to generate new ideas.

The REACH employee network at Thales plays a crucial role in promoting cultural diversity and inclusivity within the organisation. REACH helps increase cultural awareness among employees by organising events, workshops and training sessions that highlight different ways of life and traditions, creating an environment where employees from diverse backgrounds feel valued, respected and included in all aspects of work life.

"By harnessing the power of diversity, we pave the way for a brighter, more innovative future."

*Ify Okolie, REACH Network Chair*



## EDUCATION AND AWARENESS

EDI is now a vibrant part of our daily discussions. We're pleased to report that EDI learning has now been completed by nearly all of our employees, which includes topics covering; unconscious bias, stereotypes, discrimination and micro-aggressions. In 2022 63% of our people had completed this training and this has now risen to more than 90%. It's a strategic goal for Thales UK to hit a 100% completion rate, which we expect to achieve in 2024.

To further support our commitment to inclusion, we're excited to enter the next stage of our education and awareness strategy, which is all about equipping our people with the confidence and tools they need to identify and address non-inclusive behaviour, ensuring Thales UK remains a leader in promoting an inclusive workplace and remains an employer of choice.



## INCLUSIVE WELLBEING

We are proud to present our focus on Wellbeing within Thales' commitment to EDI, with impactful strides made through our comprehensive wellbeing initiatives.

Our key projects include:

- Enhancing our psychological safety culture by promoting open communication, trust, and empathy. We empower employees to contribute their best, bridging gender-based gaps. This involves internal research and interventions to improve psychological safety at all organisational levels.
- Supporting employees through menopause and perimenopause with a new policy in 2022. We held education and awareness campaigns in 2023 in collaboration with clinical experts and we are launching a support group in 2024 to create a more understanding workplace.
- Transforming our Wellbeing Policy Suite into supportive guides that address mental health and stress, with future additions focusing on health topics relevant to all genders, suicide prevention, musculoskeletal, physical and financial wellbeing, ensuring comprehensive support for employee life events.
- Promoting equity and inclusion through improved accessibility for workplace adjustments.





# Afterword



## STATEMENT OF ACCURACY

I can confirm that the data contained in this report is accurate and that the statistics have been calculated in accordance with current legislation.

**Alex Cresswell**

Chief Executive Officer  
& Chairman

AFTERWORD

I take pride in the strides we have made in narrowing our gender pay gap in recent years. In 2023 we built upon the foundation laid by our Equity, Diversity and Inclusion (EDI) strategy and policy. Our commitment to nurturing a diverse and inclusive workplace is stronger than ever.

Our focus on inclusion has led us to launch an award-winning suite of family policies to support our employees and improve gender balance in the workplace. Additionally, we are implementing recruitment and development initiatives across STEM and ethnicity programmes to further enhance diversity within our organisation.

One of our significant milestones in 2023 was signing the Race at Work Charter, for which I am proud to be the Executive Sponsor. In doing so we are committing to develop our people and to attracting and retaining the talent that reflects the rich tapestry of our communities, with the skills necessary for our business to thrive.

As we continue to progress with our EDI strategy its success hinges on strong leadership and a culture of inclusivity. Our senior leadership team is accountable for driving this forward and embedding EDI into our organisational DNA.

Gender diversity and inclusion remains at the core of our strategy, and we are committed to recognising and developing everyone in our organisation; challenging stereotypes and enabling them to build successful and fulfilling careers with us.

As we continue on our journey, I am confident and excited about the future of EDI, both within Thales in the UK and across the broader industry. Together we are paving the way for a more inclusive and equitable workplace for all.



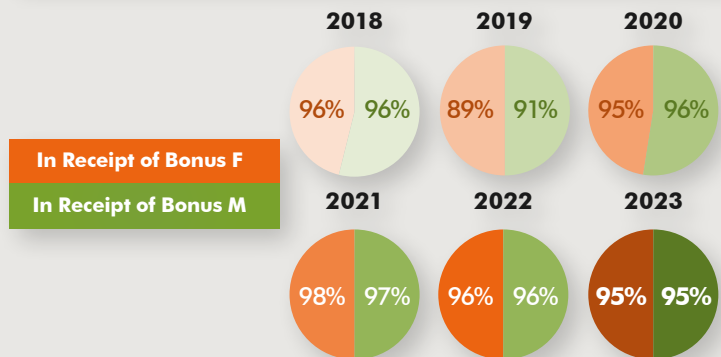
# Appendix

Throughout this report, we have presented pay gap data from Thales in the UK. Thales in the UK includes three separate legal entities that we are required to report gender pay gap data on. You can find the separated data for each of those below.

## Thales UK LTD

	2018	2019	2020	2021	2022	2023
Mean Pay Gap	15.3%	15.8%	12.9%	13.8%	12.4%	11.1%
Median Pay Gap	18.6%	19%	15%	14.7%	13%	13%

Upper Quarter F	14%	15%	16%	15%	15%	16%
Upper Quarter M	86%	85%	84%	85%	85%	84%
Upper Middle Quarter F	17%	18%	18%	18%	19%	19%
Upper Middle Quarter M	83%	82%	82%	82%	81%	81%
Lower Middle Quarter F	22%	22%	22%	22%	21%	21%
Lower Middle Quarter M	78%	78%	78%	78%	79%	79%
Lower Quarter F	33%	36%	34%	31%	30%	30%
Lower Quarter M	67%	64%	66%	69%	70%	70%

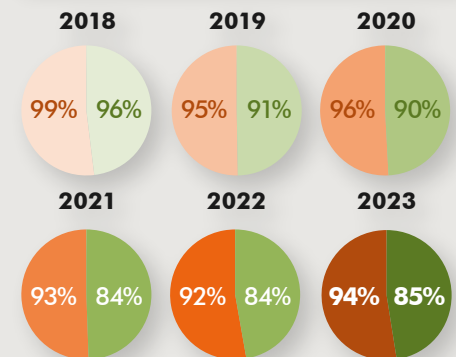


	2018	2019	2020	2021	2022	2023
Mean Bonus Gap	27.8%	31.8%	36.2%	27.6%	27.3%	23.8%
Median Bonus Gap	58.9%	42.5%	68.3%	29.3%	35.5%	31.8%

## Thales DIS UK LTD

	2018	2019	2020	2021	2022	2023
Mean Pay Gap	28%	28%	29.7%	27.4%	26.4%	25.5%
Median Pay Gap	35%	35%	32.4%	29.4%	31.2%	29.1%

Upper Quarter F	23%	21%	19%	20%	17%	19%
Upper Quarter M	77%	79%	81%	80%	83%	81%
Upper Middle Quarter F	32%	35%	29%	22%	27%	27%
Upper Middle Quarter M	68%	65%	71%	78%	73%	73%
Lower Middle Quarter F	48%	48%	46%	36%	38%	47%
Lower Middle Quarter M	52%	52%	54%	64%	62%	53%
Lower Quarter F	52%	55%	53%	53%	54%	52%
Lower Quarter M	48%	45%	47%	47%	46%	48%

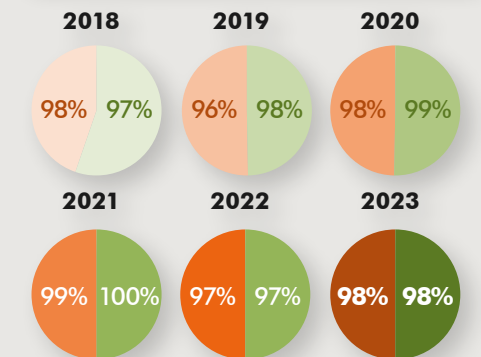


	2018	2019	2020	2021	2022	2023
Mean Bonus Gap	59%	59%	50.6%	44.5%	31.6%	51.3%
Median Bonus Gap	38%	40%	41.1%	37.6%	37%	37.7%

## Ground Transportation Systems UK LTD

	2018	2019	2020	2021	2022	2023
Mean Pay Gap	13.9%	13.9%	12.1%	10.9%	11.9%	5.5%
Median Pay Gap	14.7%	16.4%	12.8%	12.2%	17.1%	11.3%

Upper Quarter F	11%	11%	12%	14%	11%	14%
Upper Quarter M	89%	89%	88%	86%	89%	86%
Upper Middle Quarter F	11%	13%	13%	13%	11%	14%
Upper Middle Quarter M	89%	87%	87%	87%	89%	86%
Lower Middle Quarter F	16%	15%	13%	14%	16%	17%
Lower Middle Quarter M	84%	85%	87%	86%	84%	83%
Lower Quarter F	26%	27%	25%	26%	25%	24%
Lower Quarter M	74%	73%	75%	74%	75%	76%



	2018	2019	2020	2021	2022	2023
Mean Bonus Gap	24.2%	29.1%	19.1%	13.2%	8.5%	3.1%
Median Bonus Gap	20.5%	13.9%	3.3%	34.3%	10.7%	-195.4%

