



2025

UK *Gender*  
PAY GAP

**LOCKHEED MARTIN** 

## FOREWORD BY PAUL LIVINGSTON

### CHIEF EXECUTIVE, UK & NATO

Lockheed Martin's UK businesses have an 85-year history in the United Kingdom. Since we established our first UK facility to support the Royal Air Force in World War Two, our employees have delivered strategic capability and economic benefit to the UK.

Today, in the UK we employ approximately **1,600 people across thirty-three sites**. Our presence in the UK sustains over **20,000 UK jobs** and contributes an average of **£2 billion to the UK economy** annually. From mail sorting technology to helping bring the space industry to the North-East of England, as well as supporting the UK strategic deterrent and building key parts of every F-35, we support the UK's defence, security, and prosperity.

In keeping with Lockheed Martin's core values—**Do What's Right, Respect Others, and Perform with Excellence**—we are dedicated to creating an environment where every employee in the UK can reach their full potential. A key focus of this commitment is to advance equal opportunity as detailed in this report.

Across all Lockheed Martin UK entities female representation continues to increase. Women comprised **25 %** of all new hires at Lockheed Martin UK in 2025, up **1 %** from the previous year. The continued advancement of women within the pay quartiles has lowered the median pay gap across our operations.

Additionally, the bonus gap results for both UK entities show the gap closing year over year due to the impact of expanding broad-based incentives to all levels across the workforce.

As a UK-based business, we recognise the vital need to nurture a setting where every person can thrive and realise their full potential—always underpinned by the **highest standards of professionalism, ethical conduct, and strict adherence to the law**.

The people of Lockheed Martin in the UK are critical to our success as a business. Their work makes a difference every day, as our customers rely on their skills, knowledge and passion to deliver, time and time again.



**PAUL LIVINGSTON**  
Chief Executive, Lockheed Martin UK

WORKFORCE



27%



73%

GPG 2025 **LMUK Ltd**

Hourly Pay Gap



Mean: 10.2%  
Median: 13.1%

3.7% increase in mean pay gap  
1.8% decrease in median pay gap

Hourly Bonus Gap



Mean: -2.7%  
Median: 32.0%

19.8% decrease in mean bonus gap  
16.4% decrease in median bonus gap

Proportions of Men and Women Receiving a Bonus



Women

96.3%



Men

97.1%

Proportions of Men and Women by Quartiles

Lower

Lower Middle

Upper Middle

Upper



+ 1.7%



+ 3.8%



+ 3.2%



+ 0.6%



34%



33%



21%



19%



66%



67%



79%



81%

WORKFORCE



22%



78%

# GPG 2025 LMUK Amphill Ltd

### Hourly Pay Gap



Mean: 8.1%  
Median: 1.8%

### Hourly Bonus Gap



Mean: 20.3%  
Median: 12.6%

2.4% increase in mean pay gap  
2.9% decrease in median pay gap

28.9% decrease in mean bonus gap  
71.1% decrease in median bonus gap

### Proportions of Men and Women Receiving a Bonus



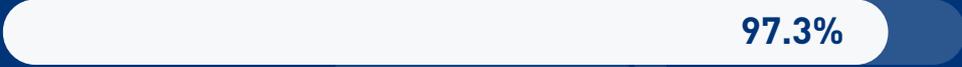
Women



98.2%



Men



97.3%

### Proportions of Men and Women by Quartiles

Lower

Lower Middle

Upper Middle

Upper



+ 4.3%



- 3.7%



+ 4.5%



1.0%



23%



21%



27%



15%



77%



79%



73%



85%

## VOICES OF LOCKHEED MARTIN UK



**HERMIONE ANDREWS**  
Manufacturing  
Engineering Graduate,  
Amphill

*I started working at Amphill some 15 months ago as part of the Graduate Recruitment Scheme in the Special Projects team of the Operations Engineering department.*

*This past year has been an interesting learning curve for me. Coming straight from university and joining such a large company, I have been provided with multiple opportunities already. Here at Lockheed Martin there is a focus on support within the team, providing guidance to help develop career paths, being able to learn from those around me and gaining invaluable experiences.*

*Recently, I was honoured to serve on our Outreach Team, where I helped inspire the next generation of engineers across local schools and universities by showcasing our company and its outstanding opportunities.*

*Additionally, I had the pleasure of organising a Work Experience Week for students taking their A levels, giving them a firsthand taste of potential career options, and sparking their passions.*



**GEMMA COWAN**  
Senior Manager,  
International Category  
Management Supply Chain  
Enterprise Operations

*Lockheed Martin has afforded me the opportunity to evolve from a Placement Year student to a Senior Manager during my 15-year tenure.*

*I have been given the flexibility to grow and progress, not only through various formal training avenues, but via informal networking groups, where your voice is heard and change is made.*

*My loyalty remains with this company and that is mainly due to the support I received whilst having two separate leave of absences to start a family. Thanks to flexible work schedules, I maintained my position as a leader within the company and continue to manage a work/life balance, with a young family and an international team – I am living proof that it can be done!*



**ETHAN HUMPHRIES**  
Project Manager,  
Rotary Mission Systems

*I started with Lockheed Martin in August 2020 as a Business Management Intern. During that time, I was offered a two year secondment to Defence Equipment and Support (DE&S). Lockheed Martin's ongoing support and commitment enabled me to make the most of this fantastic opportunity.*

*This experience broadened my defence knowledge and enriched my operational perspective, whilst strengthening Lockheed Martin's ties to DE&S.*

*The knowledge, skills, and contacts I acquired are now core assets for my future roles at Lockheed Martin and within UK defence.*



**JOANNA LONG**  
Head of Training  
Space

*Lockheed Martin UK's commitment to investing in lifelong learning enabled me to pursue a Degree in a STEM discipline later on in my career. By providing funded study, flexible working arrangements and mentoring I was able to successfully balance my professional responsibilities with my academic commitments.*

*My experience demonstrates how the investment made by the company removes barriers to development and positively impacts career outcomes while retaining diverse perspectives and valuable experience in the organisation.*

## CONCLUSION

Lockheed Martin’s businesses in the UK have focused on advancing equal opportunities for all employees. In doing so they have seen a narrowing of the gender pay gap since 2017.

Looking ahead, the company expects the gender pay gap to diminish as more women, with our support, advance into STEM fields and ascend to leadership positions.

In summary, Lockheed Martin’s UK businesses have made tangible strides towards pay equity. The organisation remains committed to cultivating a culture of equal pay for equal work through ongoing policy enhancement and inclusive talent development.

*I can confirm that all the data contained in this report is accurate and calculated in accordance with the snapshot date of the 5th of April 2025.*



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



**Tim Hadfield**  
Managing Director, Lockheed Martin UK - Ampt Hill



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PAY GAP

