



Marshall Aerospace Gender Pay Reporting 2025

In the twelve months ending April 2025, female colleagues made up 14% of the Marshall Aerospace workforce; this represents a slight decrease from 16% in the previous period.

Mean and median hourly pay was in favour of women at 9.2% and 3.1% respectively, compared to 0.6% mean and 6.2% median in favour of men in the last reporting period.

The mean bonus gap favoured female colleagues by 8.6%, whereas the median bonus gap was level at 0%. This was due to the introduction of a recognition scheme this year. The percentage of female colleagues receiving a bonus was 37%, which was higher than for male colleagues (27%).

Male/female distribution by pay quartile shifted slightly over the period, with female colleagues accounting for 20% of highest quartile earners – higher than the overall proportion of female colleagues within the workforce, and an increase from 19% in the previous period.

As part of our ongoing commitment to supporting women, we continue to enhance our recruitment and retention

practices. This includes training hiring managers to recognise and mitigate bias, promoting diversity, and ensuring the representation of women in our marketing materials. We also track gender-related metrics throughout the recruitment process to identify and address potential barriers to attraction and assessment.

Beyond recruitment, we place a strong emphasis on supporting women's career progression through dedicated training and development opportunities. This year, we are launching two new apprenticeships specifically designed to support the development of women into leadership positions. These efforts are underpinned by our broader commitment to fostering an inclusive workplace culture—one built on trust, accountability, collaboration, and continuous improvement.

We confirm that Marshall Aerospace gender pay gap calculations are accurate and meet the requirements of the Regulations.

Signatures



Gareth Williams
Chief Executive Officer –
Engineering Businesses Marshall



Zoe Brennan,
Chief People Officer –
Marshall

Our Gender Balance

♀
14%
Women

♂
86%
Men

Gender Pay Gap

-9.2%
Mean

-3.1%
Median

Bonus Gap

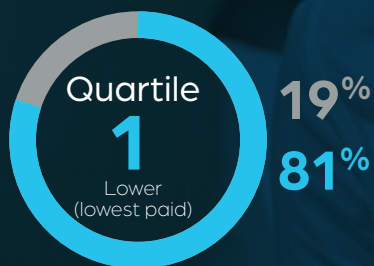
-8.6%
Mean

0.0%
Median

Proportion receiving Bonus Payment

♂
27%
Men

♀
37%
Women



Key:



Women



Men

Gender Pay is a measure of the difference in the average pay of men and women across the organisation, regardless of nature or level of work. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value.