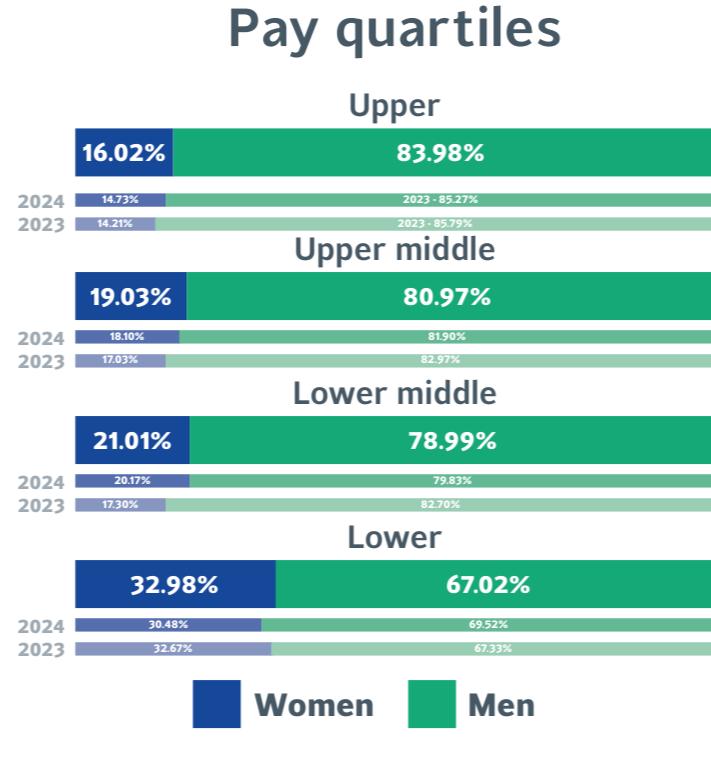
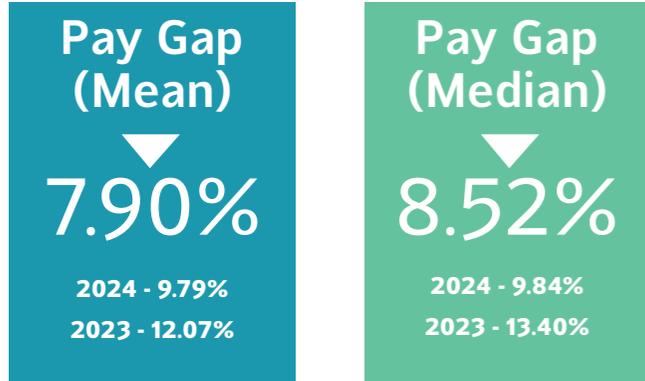


GPG 2025

Gender Pay Gap Report 2025

LEONARDO GENDER PAY GAP REPORT 2025



ABOUT THE REPORT

Since publishing our first report in 2017, Leonardo has achieved a 10.58% reduction in its gender pay gap. This demonstrates that our long term commitment to sustainable change across the business is delivering meaningful impact.

Year-on-year improvements in reducing our gender pay gap within our market are becoming increasingly challenging, and we recognise that further progress is likely to become more incremental over time.

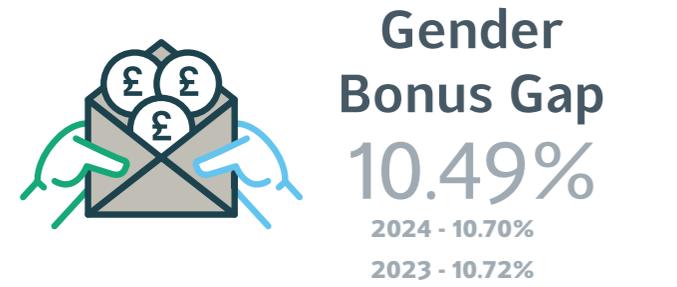
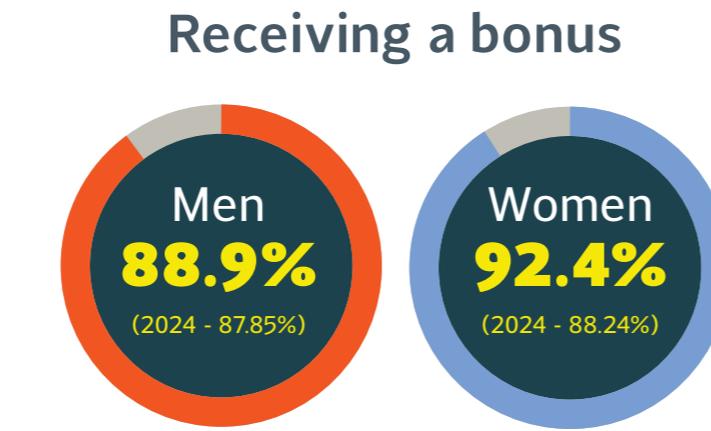
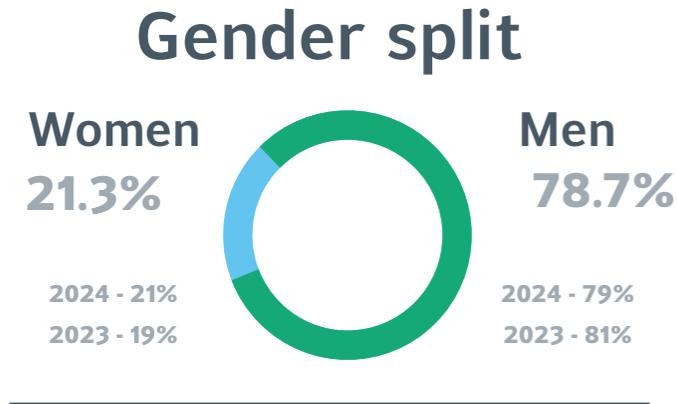
We believe meaningful change has to extend beyond the workplace. Our teams work closely with schools, colleges, and external partners to showcase the breadth of career opportunities available within STEM and the defence sector.

These outreach programmes are often unique and innovative, and in 2025 contributed to Leonardo winning the inaugural Future Leaders: Empowering Girls in STEM award. Continued investment in early careers engagement also resulted in a 3% increase in the number of women joining our early careers programmes in 2025.

We continue to invest in diversifying our talent attraction strategies and partnerships, alongside offering targeted development programmes for women. This includes expanding mentoring opportunities and ensuring robust succession planning is in place to support long-term progression.

We are committed to listening to our colleagues, ensuring feedback leads to action, supporting the creation of a genuinely inclusive working environment. This is reflected in numerous awards in 2025, including Sunday Times Best Places to Work, Glassdoor Best Places to Work and Investors in Wellbeing. Recruitment into the defence sector remains challenging, with highly specialised skills in demand and competition from other industries. It's our mission to remain committed to attracting and developing diverse talent, continuing our outreach and engagement efforts, and ensuring that Leonardo remains a place where everyone has the opportunity to succeed and thrive.

Clive Higgins
Clive Higgins, UK Chair & CEO, Leonardo



HOW DO WE CALCULATE GPG?

Since 2017, all UK companies with more than 250 employees have been legally obliged to publish a Gender Pay Gap (GPG) report.

The GPG measures the difference in the average pay between men and women employed in the UK on one specific date each year. The average hourly pay of each man and woman is identified, and the median and mean compared. This difference is the GPG.

The mean and median GPG for any bonus pay is also captured and reported. The GPG is a different set of data to equal pay, which means you must pay men and women the same for equal or similar work.

In alignment with the current requirements for GPG reporting, we report gender in a binary way, identifying the gap between men and women.