

# Gender Pay Gap Report 2025

Teledyne UK Ltd comprises a group of business units delivering advanced technological solutions for high-performance systems across a range of sectors, including Civil Aerospace, Defence & Security, Space, Industrial, Marine, Instrumentation & Medical, and Scientific applications.

Over time, Teledyne has evolved from an organisation primarily focused on aerospace and defence to a diversified technology provider serving multiple high-growth markets that rely on innovation and high reliability.

We remain committed to ensuring equality of opportunity at every stage of employment. Our approach to recruitment, development, promotion and reward is designed to ensure fairness and consistency for all employees. Creating an inclusive, equitable workplace continues to be a fundamental part of how we operate.



## Why gender pay reporting



The Office for National Statistics (ONS) has reported a national gender pay gap of **6.9%** between men and women.

In the UK, all employers with 250 or more employees are legally required to publish their gender pay gap data each year. Gender pay gap reporting involves six Government-defined calculations that highlight the difference in average earnings between men and women across an organisation.



## Gender pay vs equal pay



The gender pay gap is not the same as equal pay.

Equal pay refers to men and women being paid the same for doing the same or similar work, or work of equal value. The gender pay gap reflects the average pay difference between men and women in an organisation, based on the Government's annual snapshot date and ordinary pay period.

## Representation of women in engineering

### Male / Female population at Teledyne UK Ltd



**76%**



**24%**

The engineering sector continues to be male-dominated. According to the latest Engineering UK report, only **16.9%** of the engineering workforce is female.

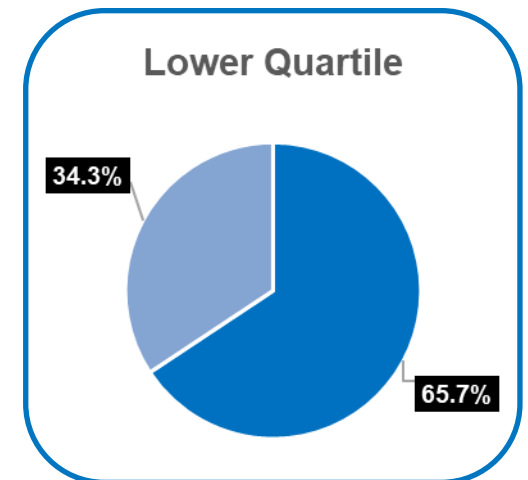
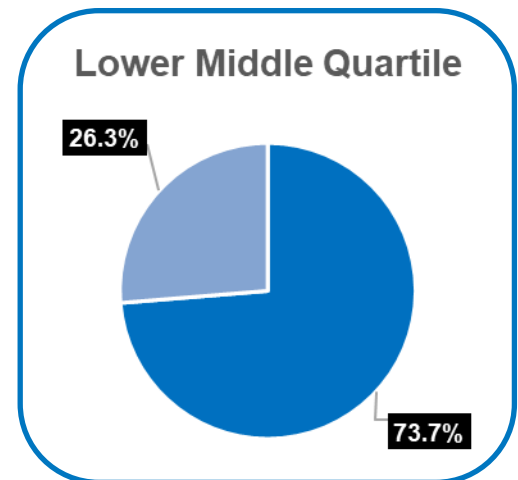
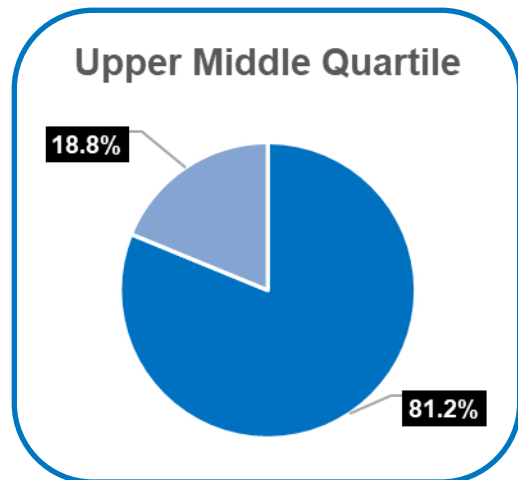
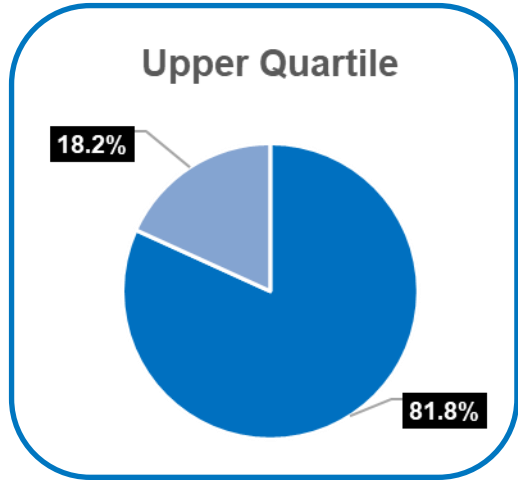
At Teledyne UK Ltd, our workforce reflects this wider sector imbalance, with significantly more men than women. Like many engineering organisations, we are actively working to address this and remain committed to improving female representation across all levels of the business. We are focusing on a range of initiatives to strengthen our internal male-to-female ratio, including flexible working options, enhanced family-friendly policies, and broader diversity and inclusion activity. Examples include our sponsorship of the IET Young Woman Engineer awards, our award-winning apprentice programme designed to encourage women into engineering careers, the work of our Well Being at Work group, and our ongoing recognition of International Women's Day and International Women in Engineering Day.

We aim to attract, develop and retain more female talent through these continued efforts, supporting a more diverse workforce over time.

As representation improves, we expect these actions to positively influence our gender balance and contribute to reducing our gender pay gap in the future.

# Findings – Pay Quartiles

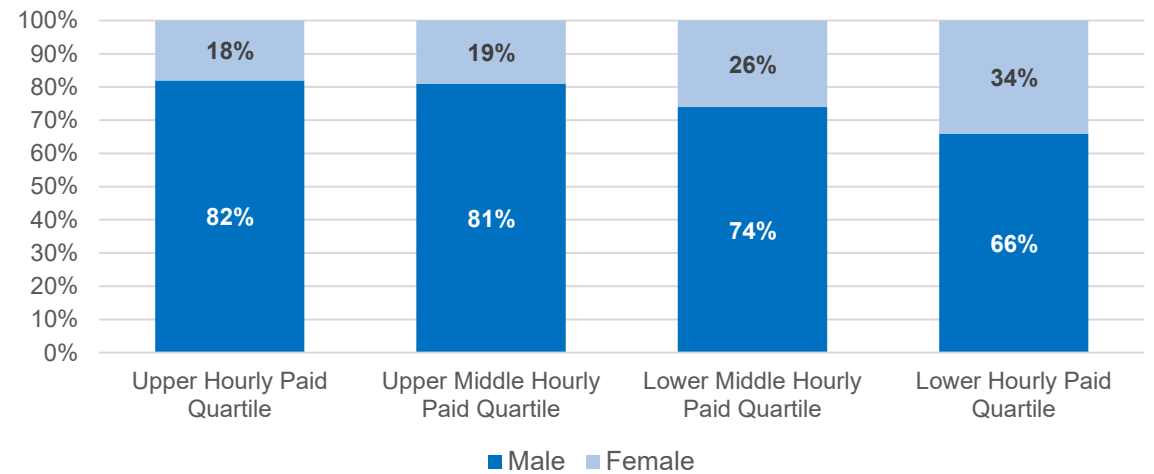
The charts below show the gender distribution across Teledyne UK Ltd in four equal sized groups based on pay bands:



We have a higher proportion of male employees across all four pay quartiles, reflecting the overall gender balance of our organisation. This pattern is consistent with the wider engineering sector, where men continue to represent the majority of the workforce.

We also continue to see a greater concentration of women in the lower quartiles and fewer women represented in senior and higher-paid roles. This distribution contributes to our gender pay gap and reinforces the importance of our ongoing focus on improving gender representation at all levels of the business.

**Distribution by Quartile**



# Findings – Hourly pay and bonus

Women's hourly rate is:	
<b>12.3% LOWER</b> (mean)	<b>13.2% LOWER</b> (median)

Women's bonus pay is:	
<b>27.9% LOWER</b> (mean)	<b>26.2% LOWER</b> (median)

## Understanding the drivers of our gender pay gap

The gender pay gap is a multifaceted issue, influenced by a range of structural and societal factors. At Teledyne UK Ltd, we remain confident that we do not have an equal pay concern. Our gender pay gap reflects the types of roles typically held by men and women in our organisation, which is supported by the salary data and quartile distribution.

Like many engineering businesses, we continue to employ significantly more men than women overall, and men remain the majority in senior and higher-paid roles. Although we have made progress in recent years, this imbalance continues to be a primary driver of our gender pay gap. This trend is consistent across engineering and manufacturing, where many roles fall within STEM disciplines and the wider talent pool remains male-dominated.

We are proactively working to create a more balanced workforce. Our actions include strong engagement with STEM initiatives nationwide, partnership with local education providers, use of anonymous CVs to minimise unconscious bias in recruitment, and ongoing efforts to enhance our family-friendly policies. These steps support a fairer and more inclusive recruitment and development process, helping us to attract and retain a more diverse range of talent.

### Proportion of men and women receiving a bonus



Our bonus gender pay gap persists primarily because we continue to have fewer women in senior roles and in positions that offer higher bonus-earning potential. As a result, the mean bonus award for 2025 remains slightly higher for men, reflecting our existing organisational structure and associated salary bandings rather than any difference in access to bonus programmes.

Men and women have equal opportunity to participate in Company's bonus schemes, with a higher proportion of women receiving a bonus in 2025 compared to men. Variations in eligibility criteria, as well as natural staff turnover during the reporting period, mean that not all employees qualified for or received a bonus.

In April 2025, we introduced a UK-wide employee handbook, aligning family-friendly policies across all UK business units. We continue to review our policies, processes and practices regularly to ensure they remain inclusive, free from bias, and supportive of all employees. During 2025, the organisation implemented menopause awareness and support training for all managers to ensure they are equipped to appropriately support employees experiencing menopause-related symptoms.

We recognise that meaningful cultural and structural change takes time. By embedding these improvements consistently across the organisation, we aim to address the underlying factors contributing to our gender pay gap, while fostering a workplace where everyone feels they can belong and be themselves.

# Declaration

We confirm that the gender pay data presented in this report is accurate as at the snapshot date of 5 April 2025 and has been prepared in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Nick Wargent**

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The method for calculating the gender pay gap figures has been outlined by the UK Government as per the guidelines which can be found here:-

<https://www.gov.uk/guidance/gender-pay-gap-reporting-make-your-calculations>