

UK Gender Pay Report 2025

Rolls-Royce Holdings plc



We continue to reinforce a culture of meritocracy to drive high-performance and business transformation. We do not have an equal pay issue between genders on a job-by-job basis and whilst the mean pay gap has increased slightly; the median pay gap and both mean and median bonus gaps have decreased from previous year.

The consistent pay gap is explained primarily by the proportionately increased female representation throughout the pay quartiles, while the bonus gap reflects the fact that proportionately more women are in leadership roles than men (of the female population 23% are in leadership roles while only 18% of men are in leadership roles) which attract a higher on target bonus and a long term incentive plan.

Pay difference between women and men:

All our Rolls-Royce employees in the UK

	2025	2024
Median Gender Pay Gap across all Rolls-Royce employees in the UK	3.6%	4.4%
Mean Gender Pay Gap across all Rolls-Royce employees in the UK	2.3%	1.6%
UK's National Gender Pay Gap <i>Source: Office for National Statistics 2025</i>	12.8%	13.1%

The above snapshot shows the difference between the average (mean and median) hourly pay levels of all women compared to all men, irrespective of their role or level in the organization. This is expressed as a percentage of men's average pay. The median average pay of all our women in the UK is 3.6% lower than all our men's whilst the mean average pay is 2.3% lower for women compared to men. For comparison the UK's national median gender pay gap in 2025 was 12.8%. The hourly pay figure includes all items specified in the regulations, such as allowances and shift pay.

The "gender pay gap" is an average figure and is distinct from "equal pay", which looks at the individual level and is about ensuring that men and women are paid the same for carrying out the same work, or work of equal value. When we look at the salaries between men and women in equivalent roles, we do not have any equal pay issues.

We have a variety of mechanisms to ensure consistency in reward between men and women in equivalent roles or doing the same work. These include spot rates in our manufacturing sites and a structured approach to job sizing and pay determination in other areas of the business.

Bonus difference between women and men

in 12 months preceding 5 April 2025

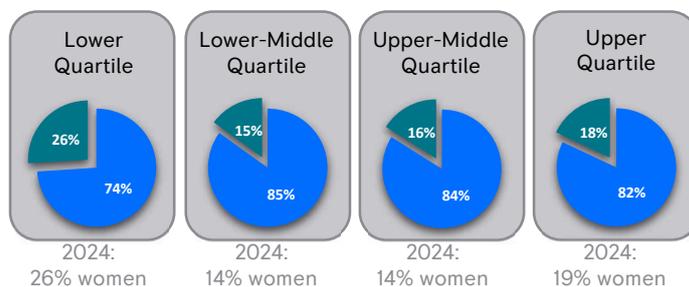
	Mean	Median
2025	-19.20%	-2.10%
2024	-23.10%	0.70%

Pay quartiles across UK employees

at 5 April 2025



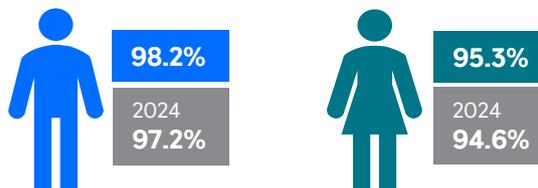
Approx. 5128 employees per quartile



Overall, women currently represent 18.9% of our UK employees. Women are currently less well represented than this figure in the middle two quartiles due to proportionately more men being in professional level roles which are dominated by Engineering, and also the shop floor population which attract a premium for working shifts. Increasing the number of women in our business and moving towards an equal distribution of men and women across all levels is a priority for us. We are continuing to focus on diverse hires at all levels in the organization.

Proportion of all UK employees receiving a bonus

in 12 months preceding 5 April 2025



In the UK we have incentive plans in place for employees at all levels, which accounts for our high percentages of inclusion. Bonus payments for 2024 were made across all of our sub-units.

The negative bonus gap has been driven by the fact that proportionately more of the female population are in management roles, which attracts a higher on target bonus, increasing the mean average figure.

Maintaining our focus on belonging

Guided by our purpose and behaviours, we support and empower our people to feel that they can be themselves, feel valued, respected, and empowered to thrive at work and achieve their true potential. Listening to all colleagues and understanding their experience remains critical.

There are many actions that we have taken since our last submission, and we will continue to adapt as an organisation whilst assessing our progress, conscious that we can always improve.

Our leaders are integral to us driving a high-performance culture where talented and capable individuals have equitable access to opportunities and can truly thrive. Our leadership expectations reinforce the need to build a high trust environment, as well as zero tolerance for mediocrity where we always hire the best people to build talent and capabilities.

We reward and recognise both business success and individual contributions with differentiated outcomes for those delivering the greatest impact. Our core programme for leaders and most colleagues includes regular check-ins, performance reviews and biannual calibration, fostering accountability and alignment with our strategic priorities.

UK Gender Pay Report 2025

Rolls-Royce Holdings plc

Across our legal entities

The regulations ask for data on employing legal entities in the UK which have more than 250 employees.

Rolls-Royce Holdings plc has four such entities. To compare the data to last year's, please see the 2024 UK Gender Pay Report.

Rolls-Royce plc

Rolls-Royce plc has 16,069 employees, 18.7% are women.

Pay and bonus difference between women and men

at 5 April 2025

	Mean	Median
Hourly Pay	1.2%	3.5%
Bonus	-28.5%	-1.1%

This chart shows the percentage by which women's average hourly pay and bonus pay are lower compared to men's.

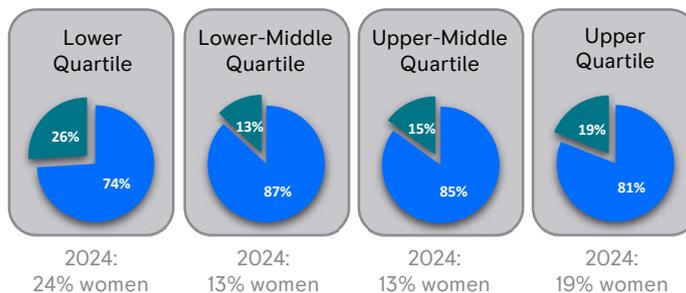
Proportion of all UK employees receiving a bonus

in 12 months preceding 5 April 2025



Pay quartiles across UK employees

at 5 April 2025



Rolls-Royce Submarines Ltd

Rolls-Royce Submarines Ltd has 4,651 employees, 19.6% are women.

Pay and bonus difference between women and men

at 5 April 2025

	Mean	Median
Hourly Pay	5.3%	7.8%
Bonus	20.7%	11.2%

This chart shows the percentage by which women's average hourly pay and bonus pay are lower compared to men's.

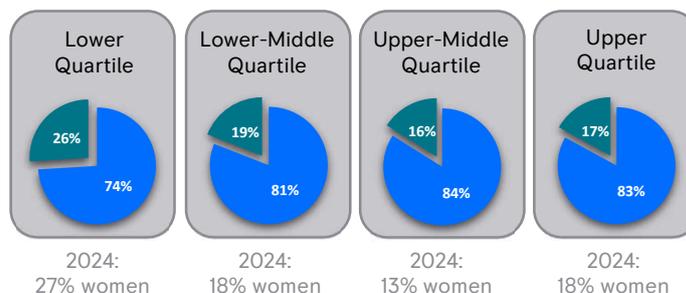
Proportion of all UK employees receiving a bonus

in 12 months preceding 5 April 2025



Pay quartiles across UK employees

at 5 April 2025



Rolls-Royce Solutions UK Ltd

Rolls-Royce Solutions UK Ltd has 292 employees, 18.5% are women.

Pay and bonus difference between women and men

at 5 April 2025

	Mean	Median
Hourly Pay	10.4%	7.9%
Bonus	37.9%	15.2%

This chart shows the percentage by which women's average hourly pay and bonus pay are lower compared to men's.

Proportion of all UK employees receiving a bonus

in 12 months preceding 5 April 2025



Pay quartiles across UK employees

at 5 April 2025



We confirm the data reported is accurate

For Rolls-Royce Holding plc
Sarah Armstrong
Chief People Officer

For Rolls-Royce Submarines Ltd
Abigail Clayton
President - Submarines

For Rolls-Royce Solutions UK Ltd
Bruce Phillips
Managing Director, RRS UK