



Ministry
of Defence

MOD Civil Service Gender Pay Gap Reporting Year 2025



16 December 2025

Contents

Headlines 2

Declaration 2

Introduction 3

 What is the Gender Pay Gap? 3

Organisational context 4

 Strategic approach 4

MOD Civil Service Gender Pay Gap 6

MOD Civil Service Gender Bonus Gap 8

Gender Pay Quartiles 11

Targeted Action 12

Annex A – Gender Pay and Bonus Gap 15

Annex B – Pay Quartiles 16

Headlines

The UK national median gender pay gap in 2025 was **12.8%**, down from **13.1%** in 2024. Ministry of Defence (MOD) Civil Servants compare favourably with this:

Gender Pay Gap:

Median pay gap of **9.8%**¹, up 0.8 **percentage points** from last year.

Mean pay gap of **5.4%**, down 1.2 **percentage points** from last year.

Gender Bonus Gap:

Median bonus gap of **17.5%**, up 5.5 **percentage points** from last year.

Mean bonus gap of **19.3%**, up 1.0 **percentage points** from last year.

Declaration

We confirm that data reported by the MOD is accurate and has been calculated according to the requirements and methodology set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Jeremy Pocklington

MOD Permanent Secretary

Esther Wallington

Director General People

¹ Percentages are rounded to one decimal place. Changes in percentages are calculated on unrounded data therefore percentage point changes quoted in the tables and text may not always be the same as differences calculated from the rounded figures shown in the tables.

Introduction

The MOD has prepared this report as part of the legal requirement for public authorities to publish their gender pay gap on an annual basis.

In 2017 the Government introduced legislation that made it a statutory requirement for organisations with 250 or more employees to report annually on their gender pay gap. The legislation underpins the Public Sector Equality Duty and requires relevant organisations to publish their gender pay gap by 30 March annually. This includes the median² and mean³ gender pay gaps; the median and mean gender bonus gaps; the proportions of male and female employees who received bonuses; and the proportions of male and female employees in each pay quartile.

Since the MOD's first publication of the Gender Pay Gap Report in 2017, there has been a gradual reduction in the following: the median gender pay gap has reduced from **14.6%** (2017) to **9.8%** (2025), and the mean gender pay gap has reduced from **12.5%** (2017) to **5.4%** (2025), more information is contained at [Annex A](#). From 2017 to 2025, there has been a sustained positive trend with increasing numbers of women in the upper pay quartiles **26.0%** (2017) to **37.0%** (2025); more information is contained at [Annex B](#).

This report fulfils the Department's reporting requirement and outlines our commitment to close the gender pay gap, covering the period from 1 April 2024 to 31 March 2025.

What is the Gender Pay Gap?

The gender pay gap⁴ is different to equal pay which relates to the pay differences between men and women who carry out the same jobs or similar jobs or work of equal value. Under UK law it is illegal to pay people unequally because of their gender⁵. The gender pay gap shows the difference in the average pay between all men and women in a workforce, regardless of any differences in the work they do and as such can be influenced by how the workforce is made up (incl. profession, grade, location etc).

The gender pay gap is based on hourly pay excluding overtime. This is calculated in line with Civil Service statistics, the Annual Civil Service Employment Survey and the 2017 Gender Pay Gap Regulations. Hourly pay is the sum of ordinary pay and any bonus pay (including any pro-rated bonus pay) that was paid in the pay period which ends on the snapshot date (31 March 2025). If a workforce has a high gender pay gap, signified by a positive result, it means that on average one gender is paid more than the other and that actions are needed to address this.

² The median average is the middle number in a sorted dataset, taken as the average of the two middle numbers when the sequence has an even number of numbers.

³ The mean average is found by calculating the sum of the values and dividing by the number of values.

⁴ Within this report we use the terms male and female in line with statistical reporting and the Gender Pay Gap regulations.

⁵ <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/overview>

Organisational context

Strategic approach

Defence continues to challenge itself to become a more equal and inclusive organisation at all levels. We recognise that Diversity & Inclusion (D&I) is more than a legal requirement; it is mission critical, essential to our operational effectiveness, and it ensures we can safeguard the security, stability and prosperity of our nation.

An important component of our Diversity and Inclusion Strategy 2018-2030 is making inclusion part of 'business as usual.' Defence has achieved this by integrating the Public Sector Equality Duty and embedding it within our leadership and culture so that we increase the retention and progression of people from under-represented groups. The Civil Service Diversity Strategy (2022-2025) is committed to attracting, retaining, and investing in talent from diverse backgrounds across the UK to ensure a workforce that reflects the communities it serves. By reforming entry level programmes, expanding regional opportunities, and adopting a regional campus model, the Civil Service aims to create inclusive career pathways and draw on a wide range of skills and experiences. This approach supports innovation, better policy making, and improved service delivery, while fostering a culture of openness, inclusivity, and fairness. This holistic approach is essential if we are to attract and retain talent from all parts of society.

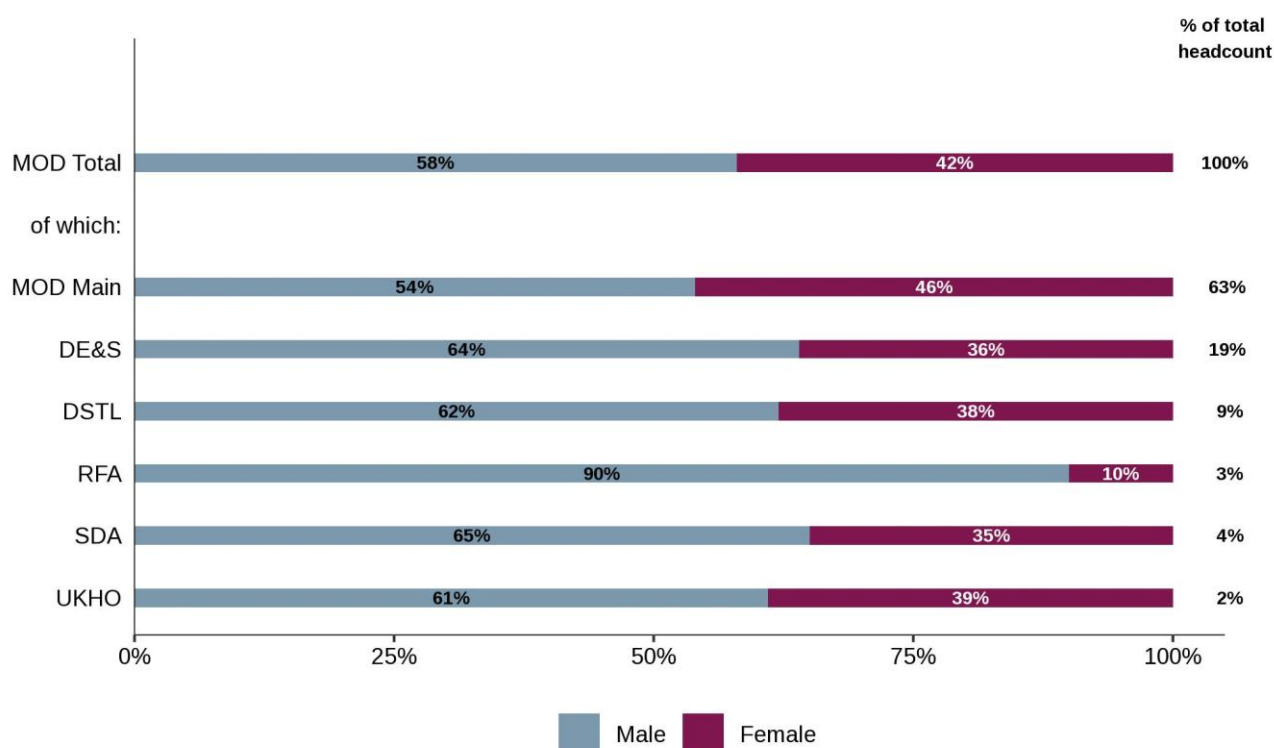
Building on the outcomes of the recently published Strategic Defence Review 2024/2025, the United Kingdom is ensuring it remains secure at home and strong abroad now and in the years to come. Long-term success depends on reconnecting wider society with the Armed Forces and Defence as a whole.

While the overall trend of the gender pay gap is positive, we recognise that more can be done to promote equality across Defence (see Targeted Actions.)

Organisational structure

The following organisations are in scope for this MOD Civil Service gender pay gap report:

- **MOD Main Top Level Budget Holders (TLBs)**⁶: Head Office, Defence Infrastructure Organisation, Military Commands (Civil Servants only), and Defence Nuclear Organisation.
- **Executive Agencies**: These include Defence Science and Technology Laboratory (Dstl), Defence Equipment & Support (DE&S), Royal Fleet Auxiliary (RFA), Submarine Delivery Agency (SDA) and the UK Hydrographic Office (UKHO).



*Only personnel with full- and reduced-pay as at 31-Mar-2025 are included.

Graph 1. Gender ratio of MOD Civil Servants by agency, as of 31 March 2025.

As of 31 March 2025, the MOD Civil Servant headcount was **57,501**, excluding those on nil pay and other pay arrangements in accordance with Cabinet Office methodology.

⁶ The major organisational groupings of the MOD directly responsible for the planning, management & delivery of departmental capability.

MOD Civil Service Gender Pay Gap

Median Gender Pay Gap

- **9.8%** in favour of men, up **0.8 percentage points**.
- Men earn £2.12 per hour more, £21.62 compared to women at £19.50.

Mean Gender Pay Gap

- **5.4%** in favour of men, down **1.2 percentage points**.
- Men earn £1.26 more per hour, £23.27 compared to women at £22.01.

Although the gender pay gap has fluctuated since reporting began in 2017, the data shows the trend of a reducing mean and medium gender pay gap ([Annex A](#)). This reduction reflects the movement of women up the pay quartiles (see Pay Quartile and [Annex B](#)). However, there remains a higher number of men in the highest pay quartile.

Looking across Defence, as reflected in Table 1 below, the reporting organisation with the lowest mean gender pay gap is the MOD Main TLB, with **2.7% in favour of men**, and the highest mean gender pay gap is the Submarine Delivery Agency, with **9.7% in favour of men**.

Table 1. MOD Civil Servant Mean and Median Pay Gap for 2025, and comparisons between last year (2024) Mean and Median

Reporting organisation(s)	Mean 2025	Mean 2025 vs 2024 Difference	Median 2025	Median 2025 vs 2024 Difference
Ministry of Defence (excl. agencies) - MOD Main	2.7%	-0.3%	1.8%	+1.2%
Defence Science and Technology Laboratory	8.7%	+0.3%	16.3%	+5.2%
Defence Equipment and Support	6.9%	-0.8%	14.6%	-0.6%
Royal Fleet Auxiliary (RFA)	9.1%	-1.3%	6.2%	+2.2%
Submarine Delivery Agency	9.7%	-2.2%	5.9%	-1.1%
UK Hydrographic Office	7.4%	-1.3%	0.0%	-0.9%
Ministry of Defence overall	5.4%	-1.2%	9.8%	+0.8%

A higher proportion of men in senior grades (SCS–SEO) drive the GPG to favour men in MOD while more females in lower grades (HEO–AO) pull down female pay. However, compared to last year, there has been an increase in women in senior grades (SCS–G7) and a decrease in women in junior grades (EO–AA), contributing to the reduction in the mean GPG.

MOD Main has a smaller GPG due to a more balanced male-female distribution across grades while DE&S, SDA, DSTL, RFA, and UKHO have larger GPGs due to a higher proportion of men in senior grades and its distinct pay structures.

MOD Civil Service Gender Pay Gap Report 2025

Controls on the headcount of the Civil Service workforce applied periodically from 2023 had an impact on external recruitment and the new Government lifted these in August 2024 to allow departments to better plan workforce requirements within an affordability envelope. This is likely to have had an impact as more senior men leaving and fewer low-paid females in the workforce contributed to the reduction in the mean GPG.

An important part of the success criteria for ongoing Civil Servant pay awards is to drive a further reduction in the Department's Civil Servant gender pay gap. Not all the drivers of the gender pay gap are directly related to the Department's pay mechanisms, other factors such as societal, demographic, occupational segregation, and workforce location all play a part.

Overall, the Department's position compares favourably with the UK's national gender pay gap of **12.8% for 2025** but MOD will continue to look for ways in which this gap may be reduced further, see Targeted Actions.

MOD Civil Service Gender Bonus Gap

Median Gender Bonus Gap

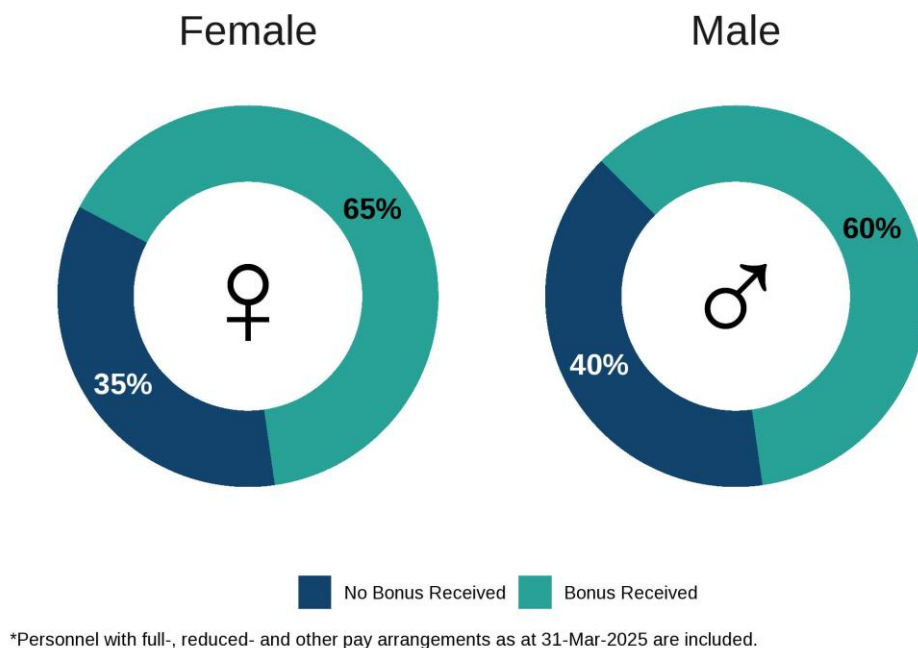
- **17.5%** in favour of men, up **5.5 percentage points**.
- Men receive £175 more than women, £1000 compared to £825.

Mean Gender Bonus Gap

- **19.3%** in favour of men, up **1.0 percentage points**.
- Men receive £299.42 more than women, £1,550.50 compared to £1,251.08.

Ministry of Defence Overall

In 2025, **60.0%** of men, an increase of **6.0 percentage points** and **65.0%** of women, an increase of **9.0 percentage points** received a bonus (Graph 2).



Graph 2. Percentage of male & female MOD Civil Servants receiving a bonus.

While a higher proportion of women received bonuses in 2025, the value of bonus payments to women was lower. The Performance Management team (within Civilian HR) continues to monitor these differences (see below) and make interventions, as necessary.

MOD Main and Executive Agencies

Table 2. MOD Civil Servant Mean and Median Bonus Gap against the 2024 Mean and Median Bonus Gap

Reporting organisation(s)	Mean	Mean	Median	Median
	2025	2025 v 2024 Difference	2025	2025 v 2024 Difference
Ministry of Defence (excl. agencies) – MOD Main	0.3%	+6.6%	0.0%	+7.1%
Defence Science and Technology Laboratory	6.9%	-8.7%	6.7%	-12.0%
Defence Equipment and Support	17.9%	+0.8%	15.7%	+3.4%
Royal Fleet Auxiliary	100.0%	+97.3%	100.0%	+100.0%
Submarine Delivery Agency	17.9%	-4.2%	4.6%	-23.3%
UK Hydrographic Office	1.4%	-8.9%	0.0%	+0.0%
Ministry of Defence overall	19.3%	+1.0%	17.5%	+5.5%

MOD Main

MOD Main TLBs⁷ represent the largest proportion of the MOD Civil Service workforce and therefore have a large impact on the overall MOD gender pay and bonus gap figures. Whilst overall this year's MOD mean and median bonus gaps were **19.3%** and **17.5%** respectively, the mean and median bonus gap for MOD Main TLBs was **0.3%** and **0.0%** respectively. This is an increase on last year's bonus gap figures for MOD Main TLBs which were **-6.3%** on the mean and **-7.1%** on the median. The proportion of men receiving a bonus in MOD Main TLBs in 2025 was **48.0%**. This is an increase of **14.4%** compared to last year (**33.6%**). The proportion of women receiving a bonus in 2025 was **55.2%**, an increase of **11.0 percentage points** since last year (**44.2%**).

Since 2023 the in-year reward scheme allows staff to be rewarded for high performance. The scheme allows all staff (below Senior Civil Servant) the opportunity to receive up to 5 awards, with a maximum total value of £5000, in any financial year. This scheme is under review, in consultation with the wider organisation, Trade Union representatives and staff networks to make sure diversity considerations are taking into account.

Defence Equipment & Support (DE&S)

DE&S bonus awards have had an impact on the median gender bonus gap for all MOD Civil Servants. Their median bonus gap has increased by **3.4 percentage points** from the last financial year and stands at **15.7%** in favour of men. The mean gender bonus gap has increased by **0.8 percentage points** to **17.9%** in favour of men in 2025.

The same eligibility criteria were used as previous years for performance awards, with performance ratings ranging from 1 – 3 plus 'too soon to rate' and 'not rated'. Performance award amounts varied according to grade within the organisation and are only paid to individuals with a performance rating of 1 – 3. Performance awards were paid as a one-off non-pensionable lump sum payment in August 2024. There are a greater number of male

⁷ Head Office, Defence Infrastructure Organisation, Military Commands, Defence Nuclear Organisation.

MOD Civil Service Gender Pay Gap Report 2025

employees at the Senior and Professional grades (SCS3 – G7), with a higher percentage of award payable, also impacting the gender bonus gap.

Submarine Delivery Agency (SDA)

SDA recorded a **4.6%** median bonus gap and **17.9%** mean bonus gap in favour of men in 2025. The SDA gender split (Civil Servant population) is 65% men to 35% women, this has impacted on all gender pay calculations for the SDA.

SDA Performance Awards were influenced by both individual and organisational performance and based on a fixed range of performance related values. This has resulted in the reduction to the mean bonus gap and the significant reduction in median bonus gap. One of the main reasons for the high mean bonus gap is the higher level of performance award paid in the Senior and Professional grades (SCS3 - G7 equivalent) which is based on a percentage of salary. These roles attract a high rate of performance award based on external benchmarks. This combined with a low percentage of women in these grades impacts upon the mean bonus gap.

Royal Fleet Auxiliary (RFA)

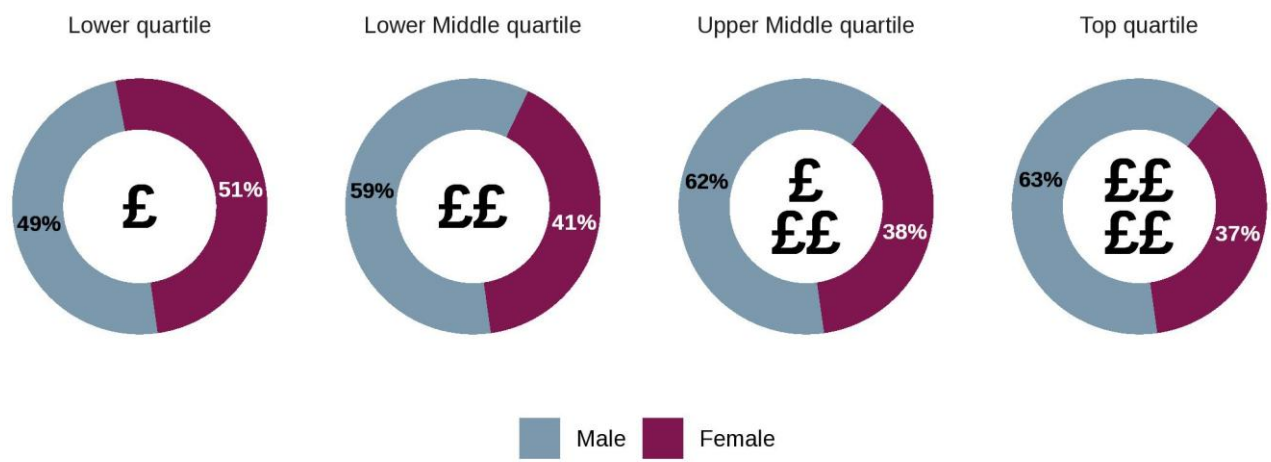
The RFA had ceased its Bonus Scheme by 31 Mar 2025. These figures constitute legacy payments which were awarded after the 31 March 2025 reference period this year and less than 10 staff received a bonus during the year explaining the large bonus gap increase in this organisation.



Figure 2 MOD personnel collaborating.

Gender Pay Quartiles

The gender pay quartiles data shows the proportion of men and women in each pay quartile (Graph 3) when MOD Civil Servants are arranged in order of hourly pay (see [Annex B](#) for long term trends.)



*Only personnel with full-pay as at 31-Mar-2025 are included.

Graph 3. Percentage of MOD Male and Female in each pay quartile.

Changes to the pay quartiles since 2024:

- **First** (lower) quartile decreased by **1.0 percentage points** in favour of women.
- **Second** (lower middle) quartile decreased **1.2 by percentage points** for women.
- **Third** (upper middle) quartile increased by **1.5 percentage** in favour of women
- **Fourth** (highest) quartile increased by **1.3 percentage points** in favour of women.

Table 2. Distribution of MOD Female Civil Servants through each pay quartile.

Reporting organisation(s)	Lower	Lower Middle	Upper Middle	Upper
Ministry of Defence (excl. Agencies)	53.8%	42.9%	43.2%	43.3%
Defence Science and Technology Laboratory	46.5%	38.6%	38.1%	27.4%
Defence Equipment and Support	42.2%	36.7%	32.6%	30.0%
Royal Fleet Auxiliary	13.0%	12.0%	9.3%	6.9%
Submarine Delivery Agency	42.4%	41.9%	29.5%	26.0%
UK Hydrographic Office	47.9%	44.6%	33.5%	30.2%
Ministry of Defence (MOD Main TLBs + Agencies & Enabling Organisations)	50.8%	40.6%	37.6%	37.0%

Targeted Action

The MOD is committed to continuing to reduce its gender pay gap and has a range of initiatives in place to do this.

Development Programmes and Support

- MOD has supported 1149 individuals through various talent programmes since 2022, of which 55% are women.
- MOD Women's Leadership Programme is a bespoke programme for women at Senior Civil Service 1 (SCS1). It is designed to help develop women and strengthen the talent pipeline so that women with potential to reach Director feel supported and can increase their personal impact by facing and successfully resolving leadership challenges. Following its successful delivery of two cohorts in 2023/2024, a third cohort (comprised of 21 women) is currently being delivered into early 2026.
- MOD has also supported women who are deemed to have high potential through the Leadership Summit programme. This is an accelerated development programme specifically designed for talented women at Grade 6 and Grade 7 looking to progress to the SCS.
- MOD participates in the Women in Defence UK cross sector mentoring programme, in which participants from the defence public sector mentor the defence private sector, and vice versa. This means that both members of the Armed Forces and Civil Servants, and those in the private sector, gain invaluable external feedback and perspectives from people with different experiences and background, but an in-depth knowledge of Defence.

Reward Strategy

- The annual pay awards for Civil Servants within MOD Main TLBs have, for many years, been targeted to provide greater increases to individuals at the bottom end of each pay scale. This has helped to shorten the gap between the top and bottom of each pay scale. As there is generally a higher proportion of women in the bottom quartile of each pay scale, this approach is having a positive effect on reducing the Department's gender pay gap.

Flexible Working

- MOD offers a range of flexible working options to support employees, including job share and part-time employment opportunities. In addition, hybrid working is available alongside a Flexible Working Hours scheme. MOD also offers employees generous annual leave arrangements, an enhanced provision for Family Leave, and a range of Special Leave including Carers Leave to help employees deal with planned or unplanned events.

Recruitment

- Success Profiles training has been refreshed to provide managers with greater depth of understanding about selection and assessment ensuring diversity and inclusion in their

selection decisions. Managers continue to use face-to-face and virtual interviews with diverse selection panels. Where appropriate, the requirement for the use of psychometric testing for promotion for roles below SCS has been removed.

- To address the imbalance in STEM roles that so significantly affects DE&S and SDA, we ensure our outreach, internal development and entry talent programmes are targeted to maximise our opportunity to bring women into these roles and promote them through to senior positions. We also ensure that we have diverse recruitment pools for senior roles.

Behaviours

- The Conduct Equity and Justice Directorate, brings together Service Justice, Service Complaints and Diversity and Inclusion capabilities and reflects Defence's commitment to make significant progress to improve the experiences of its people.
- The Raising Our Standards (ROS) programme, established in Sept 2024, is Defence's commitment to tackling unacceptable behaviours and driving lasting cultural change. Its aim is to embed consistently high standards of behaviour and values across Defence, creating a culture of dignity, respect, accountability and a safer, more inclusive environment.
- ROS brings together multiple strands of cultural reform, including improvements to the Service Justice System, Civilian and Service Complaints system, enhanced training and awareness on unacceptable behaviours, alignment with the cross-Government Violence Against Women and Girls Strategy and stronger mechanisms for supporting victims of unacceptable and criminal behaviours.

The programme is delivering change through five key pillars:

- **Tackling Unacceptable Behaviour** – embedding clear standards, simplifying processes, improving reporting and support mechanisms to ensure Defence takes 100% action on every case of unacceptable behaviour.
- **Improving Trust in Leadership** – equipping leaders at all levels to model Defence standards, values, and behaviours to build trust.
- **Improving Training and Education** – delivering targeted learning to give personnel the knowledge and confidence to uphold standards and drive lasting change.
- **Cultural Behaviour Change** – delivering strategic campaigns that reinforce standards and challenge poor behaviour.
- **Data-Driven Accountability** – enhancing data and analysis to provide evidence-based insight, inform decisions and ensure transparency.
- These pillars work together to improve leadership accountability, reduce unacceptable behaviours, and develop the capability for lasting behavioural and cultural change across Defence. Through these measures, ROS will create a Defence culture people trust, value, and aspire to join.

Menopause Support

- MOD is focusing on supporting women in the workplace, including those affected by menopause. Defence has established a dedicated working group to review MOD's current menopause policy and identify areas for improvement. This group will also develop a

comprehensive Menopause Action Plan, ensuring alignment with the Government's expectation to have such a plan in place by the end of March 2027.

- There is also an active whole force Menopause Network which is raising awareness, improving understanding, highlighting sources of support, and providing a safe space for those experiencing menopause, their Line Management, colleagues, and friends to share experiences and learn from each other.
- By prioritising this important issue, MOD aims to create a supportive environment that enables all employees to thrive, contributing to the reduction of barriers that may impact career progression and the gender pay gap.

Other Targeted Actions

- Defence is enhancing line managers' training to ensure fair treatment and improve management of Civil Servants and military personnel. Shared values will be embedded into management systems to promote inclusivity, fairness, and a transparent challenge culture.
- Within MOD's large workforce, peer support is provided through gender specific focused employee support staff networks across Defence, with Armed Forces and Civil Service gender champions and advocates to ensure a range of views and experiences are heard at senior levels.

Annex A – Gender Pay and Bonus Gap

Table A1: Gender pay and bonus gap summary for 2024 and 2025, with percentage point (pp) change.

	2024	2025	pp change
Median Gender Pay Gap	9%	9.8%	+0.8
Mean Gender Pay Gap	6.6%	5.4%	-1.2
Median Gender Bonus Gap	12%	17.5%	+3.8
Mean Gender Bonus Gap	18.3%	19.3%	+1
Proportion of male employees paid a bonus	54.1%	60.2%	+6.1
Proportion of female employees paid a bonus	55.6%	65.0%	+9.4

Table A2: Gender pay and bonus gap summary from 2017 to 2023.

	2017	2018	2019	2020	2021	2022	2023
Median Gender Pay Gap	14.6%	10.9%	10.5%	9.9%	8.8%	7.8%	8.2%
Mean Gender Pay Gap	12.5%	10.5%	9.6%	9.1%	9.7%	7.9%	7.0%
Median Gender Bonus Gap	-14.3%	7.2%	1.6%	8.5%	19.4%	16.7%	8.2%
Mean Gender Bonus Gap	2.9%	14.5%	17.8%	18.0%	14.6%	14.7%	22.3%
Proportion of male employees paid a bonus	38.2%	53.8%	55.8%	53.3%	59.0%	56.8%	49.3%
Proportion of female employees paid a bonus	40.1%	54.8%	56.9%	53.8%	56.2%	55.9%	50.0%

Note: percentage point changes are based on raw figures.

Source: [Annual Civil Service Employment Survey](#).

Annex B – Pay Quartiles

Table B1: Proportion of male and female employees in each pay quartile 2022/23 and 2023/24.

Quartile	2024	2024	2025	2025	Female percentage point change
	Female (F) %	Male (M) %	Female (F) %	Male (M) %	
First (lower) quartile	51.8%	48%	50.6%	49%	-1.2
Second quartile	41.8%	58%	40.6%	59%	-1.2
Third quartile	36.1%	64%	37.6%	62%	+1.5
Fourth (upper) quartile	35.7%	64%	37%	63%	+1.3

Table B2: Proportion of male and female employees in each pay quartile 2016 – 2023.

Quartile	2016 -	2016 -	2017 -	2017 -	2018 -	2018 -	2019 -	2019 -	2020 -	2020 -	2021 -	2021 -	2022 -	2022 -
	2017	2017	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023
	F	M	F	M	F	M	F	M	F	M	F	M	F	M
First (lower) quartile	52%	48%	52%	48%	47%	53%	48.2%	51.8%	47.2%	52.8%	45.5%	54.5%	45.6%	54.4%
Second quartile	36%	64%	38%	62%	40%	60%	39.3%	60.7%	42.5%	57.5%	44.4%	55.6%	45.7%	54.3%
Third quartile	35%	65%	37%	63%	36%	64%	36.8%	63.2%	37.5%	62.5%	37.3%	62.7%	36.3%	63.7%
Fourth (upper) quartile	26%	74%	27%	73%	30%	70%	30.8%	69.2%	30.4%	69.6%	32.0%	68.0%	34.4%	65.6%

Note: percentage point changes are based on raw figures.

Source: [Annual Civil Service Employment Survey](#)