

Social Impact Report 2024

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Introduction

Against the backdrop of an uncertain and rapidly changing world, the role of our business in support of national and global security has never been more important. What we do in Barrow, across the UK and increasingly alongside our most important international allies as part of the trilateral AUKUS security partnership, is critical, not just for our submariners, but for those closest to us, in the communities in which we live and work.

But we can only deliver on our commitments through the hard work of our people and with the support of our communities. Alongside our partners, we are incredibly proud of the significant contribution and social impact we continue to make. As we grow our workforce to meet the needs of our submarines programmes, we want to ensure that the benefits of that growth are realised through lasting social, economic and environmental effects which help ensure our communities thrive.

In the past year, we have continued to see investment and growth. To provide just one example, at the end of 2024 the delivery board for Team Barrow - a collaboration between central Government, BAE Systems and Westmorland and Furness Council - was inaugurated, taking us another step along the journey to delivering vital improvements to the area through the Barrow Transformation Fund.

Together with our wider enterprise and supply chain, we remain focussed on using our skills, resources and experience to make a vital contribution to national and international defence, and the sustainment and prosperity of the places we call home.



Steve Timms
Managing Director





Foreword

2024 was an exciting time for BAE Systems Submarines and our communities, and we are delighted to share this update with you, which highlights the ongoing and growing commitment we have to work alongside collaborative partners, the supply chain and community groups, demonstrating our ambition to make a positive contribution and a real desire to see changes, leaving a lasting legacy for future generations.

The dedication and passion of the teams and individuals across the business never fails to hearten and it's this enthusiasm that is fundamental to moving our social impact agenda forward, making the positive contributions to people in the places we live. Without this continued commitment this report would not be as far reaching (or with as many pages!) and I thank each and every person who has helped to achieve our aims and bring some important ideas to life.

BAE Systems Submarines continued commitment is shared throughout our business, demonstrated by our willingness to do things that have never been done before – opening The Bridge and developing our Submarines Centre for Experiential Learning in Portland Walk. Our strategic partnership with the University of Cumbria will see the first campus open in Barrow, on land adjacent to our site. Transformative change is happening in Barrow and we are excited to be part of the Team Barrow initiative which will see an additional £220m of funding over the next ten years. In short, we will continue to push the boundaries, innovate and work with others to ensure the growth in the area is considerate, inclusive and lasting.

2025 is already proving as exciting and we continue to work with, and for our communities ensuring we connect and explore the many opportunities ahead of us, and embracing the once-in-a-lifetime transformation is where we must focus our efforts.

We are committed to continuing to support the communities that support us.

J. Garner Janet Garner
Future Workforce Director



Contents

Education and Skills Outreach	5
Community Investment	10
Armed Forces Covenant	16
Employee Fundraising and Community Support	19
Give As You Earn (GAYE)	23
Satellite Sites Social Impact	25
People and Culture	28
Strategic Projects	30
Environment and Climate Change	34
Early Careers	37
Partnership Representation	40
Social Value in Construction	42
Looking Forward	44

Education and Skills Outreach



Education and Skills Outreach: an overview

Through our education and skills outreach programme, we aim to provide a range of activities and resources designed to increase interest in STEM* subjects and careers, employability skills and also to promote diversity and inclusion.

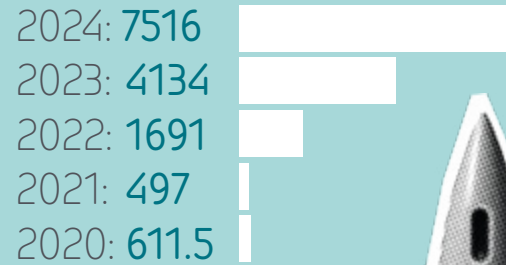
In addition to our work with children and young people, from Key stages 1 to 5, we also deliver employment support programmes such as Movement to Work and Trade Insights, providing work experience opportunities for unemployed adults.

Our activities run throughout the year, including school holidays. As well as the activities we deliver directly, we also support a number of organisations in the delivery of education and skill events or projects, either through financial sponsorship or with in-kind support.

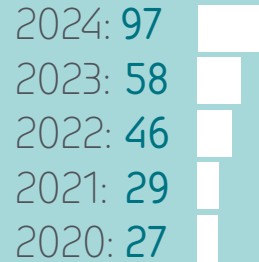
(* Science, Technology, Engineering and Mathematics)

**Figures are approximate)

STEM Ambassador hours invested**



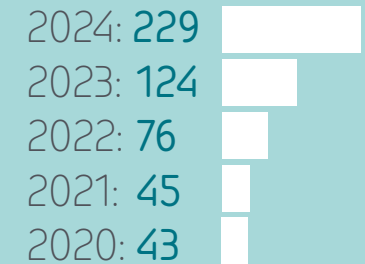
Schools and colleges receiving education outreach support



Number of beneficiaries**



Number of STEM activities delivered



Coaching and Mentoring: MADE Training

In the 2023/24 academic year, we commissioned MADE Training, a local training provider, to deliver impactful and progressive Key Stage 4 mentoring and coaching programmes.

The programmes' aims were to help raise the attainment and aspirations of students, increasing their effort levels and providing them with skills and techniques to help them succeed on their academic journey.

MADE Training has designed two programmes for students to take part in. These were piloted with both Furness Academy and Walney School during the academic year with year 10 students.

The mentoring programme utilises the work of Steven Oakes and Martin Griffin, who developed the 'VESPA' model - Vision, Effort, Systems, Practice and Attitude. The model focuses on these five key areas, each of which has a direct correlation with academic success. Each week the students had a one-to-one session focused on one of these areas, in which they discussed the importance of the behaviour, looking at how they can utilise it in their studies, and completing tasks to ensure their understanding. As the programme progressed, the MADE academic coach looked to build a rapport and see a positive change in attitude and engagement from the students.

The coaching programme focuses around study skills. This programme is aimed at helping provide students with skills and techniques for both inside and outside of the classroom. These were group sessions which utilised aspects of the 'SAVER' model - Spatial memory, Advanced note taking, Visual diagrams, Essay writing and Revision cards. The model has been developed by MADE Training, using techniques that they have taught to students across the country. Our aim is that students can learn how to effectively use these techniques, to help provide them with a skill set which is transferable across the curriculum, and which will support them in performing well in their exams.



“I feel like I am able to revise and learn a lot easier on my own. I have gained the ability to use new forms of revising.”

- Student

“This course has been beneficial to my son and has changed his mind-set going into GCSEs for the better. Really informative and well planned sessions. Thank you.”

- Parent

SEND Alternative Provision

We provide numerous work experience options, all with the aim of providing young people with an insight into the workplace, as well as helping them to build their employability skills and better understand the opportunities at BAE Systems Submarines.

This year's focus on "work readiness" has allowed us to interact with young people from the local Special Educational Needs population and it has proven to be not only a worthwhile venture for this year, but has formed links with educational facilities that will last a lifetime.

In 2024, we developed a new programme for Y10 pupils, providing a 5-day work placement with a difference. Students from SEND schools; Sandside, George Hastwell, Sandgate and Underley Garden School and Home School students managed by Inspira, worked alongside our Early Careers team to support students both on and off site.

In January, 29 BAE Systems ambassadors delivered our STEM outreach programme Engineering Fairy Tales to 18 classes at Sandgate School in Kendal. Sandgate caters for students with special educational needs on both an academic or experiential learning pathway. Ambassadors supported teachers deliver engineering focussed activities based on The Three Billy Goats Gruff, with students designing, making and testing bridges, demonstrating collaboration and creative thinking.

Rachel McClure, Early Careers Education Practitioner, highlighted the great movement towards SEND inclusion BAE Systems is making, stating:

We are truly setting the bar high and will seek to be a Diamond Standard for Inclusivity and Supported Internships. 2025 will be another exciting year.



The feedback from the children was overwhelmingly positive, with many expressing enthusiasm for their future in engineering. Some of the comments from the children included: 'See you in 12 years', 'I want work at BAE Systems!' and 'You guys are awesome!'

Benjamin Wilson, Senior Engineer - Strategic People Capability

Top of the Form



“I thoroughly enjoyed leading and being part of TOTF 2024. The BAE Systems STEM ambassadors were excellent and the event encouraged schools and students to work together. The result being a successful event, which I look forward to being part of in the future”

Evie McMullen, Cost estimating degree apprentice

The year's Top of the Form (TOTF) competition was held on 8 October 2024 at the Forum in Barrow. The event saw students from secondary schools in the local area compete in a number of STEM related rounds to win vital points for their school and claim the Top of the Form title.

The event was organised by Education Services with support from 25 STEM ambassadors from across the Submarines business unit and Shared Services. The apprentices and graduates organised and led on various aspects of the event, including stakeholder management, budget management and question writing.

A total of five local schools attended. These were John Ruskin, Ulverston Victoria High School (UVHS), Furness Academy, Dowdales and Chetwynde.

After the initial rounds, the final saw John Ruskin and Furness Academy go head to head in a fast-paced final. This consisted of four different rounds: 'University Challenge', 'Countdown', 'Fastest Finger First' and 'Quick-fire'. Both teams demonstrated excellent STEM knowledge but ultimately there could only be one champion, with Furness Academy retaining the title.

Community Investment



Community Investment: an overview

Through Community Investment, we aim to sponsor or assist with activities which support delivery of our wider social impact aims and company values. Decisions on which events, causes or groups to support are made in line with our UK BAE Systems Corporate Community Investment Policy which states that investment should be directed, where possible and appropriate, to those projects that support the following themes:

- **Our Customer** - To maintain strong relationships with the Armed Forces and Armed Forces charitable organisations
- **Education and Skills** - Invest in education and employability skills of young people, develop existing role models through the STEM Ambassador programme and partner with organisations whose activities help to meet the STEM talent pipeline
- **Heritage** - Activity that supports the company heritage within the local area
- **Local Community** - Due to the close relationship with the communities in which we operate, there are instances where applications that fall outside of these themes but support delivery of our Social Impact aims and Company values, can be justified.



During 2024, we supported 64 projects, events and initiatives across all of the priority areas, including those that took place at our satellite sites. A number of examples from each of our priority areas are provided on the following pages.

Heritage: St James' Bellringers



St James' school children visiting St James' church to learn about the history of the bells

During 2024 BAE Systems supported the St James' Bellringers with funding to purchase vital equipment needed for public education, and presentation, about the history and heritage skill of bellringing.

Funding had already been secured from other sources to purchase a Wombel Simulator for community outreach and BAE Systems' funding for a projector and screen allowed the Bellringers to tailor their talks specifically for each audience.

The Wombel Simulator allows participants to practice the art of bellringing at venues and events across the town and is completely transportable.

The St James' Bellringers educate and make people aware of bells and bellringing, how bells are rung and how it contributes to the community and individual wellbeing (physical, mental and social), whilst preserving an archetypal English (now widespread) tradition on historic bells in historic locations.

The bells at St James in Barrow are almost 150 years old and have rung out for many submarine and ship launches plus associated events and Royal visits, and have served the local community and church for generations. In 2024 the bells pealed for a VE Day 80 service attended by the High Sheriff; Mayor of Barrow; many armed forces Veterans, combined cadet force, and members of the public and could be heard across the town.

The demonstration was run by such friendly people who took time to talk to each child one by one. It is a brilliant experience for children to get involved in and The Wombel really brings bell ringing to life.

Event attendee

Shipyard Memory Boxes

Throughout 2024 Westmorland and Furness Libraries called out to Barrow Shipyard workers past and present, and local veterans, to share their memories, stories and items as part of the Memory Lane Project.

The initiative aimed to capture and preserve the personal experiences of local residents, which were then shared with the wider community through outreach visits to care homes and community groups. The project is designed to help people reminisce and learn about the past, fostering connections through shared memories.

Library Outreach Workers used these stories to spark meaningful conversations, particularly benefiting those who may experience loneliness or isolation. In addition to written and spoken memories, the library created an audio file featuring the stories, ensuring that visually impaired people can also enjoy and benefit from the project. The service that we supported with a donation helped to produce large print booklets and purchase audio recording equipment.

Councillor Virginia Taylor, Cabinet Member for Sustainable Communities and Localities, said:

This is a wonderful opportunity for our community to come together and share their stories.

The Memory Lane Project truly highlights the value of libraries and the role they can play in supporting older adults and our communities.



It will not only help preserve our rich and important local history but also help bring people together, combatting loneliness and enriching the lives of residents in our care homes and community groups.

We are grateful for the support from BAE Systems which will help us ensure everyone can participate in and benefit from this project.

Local Community: Festival of Transport - Green Energy Street

On a yearly basis, Barrow Business Improvement District organises the popular Festival of Transport.

The event sees a wide variety of vehicles line the streets in the heart of the town, from classic, vintage and prestige cars and motorbikes to commercial and emergency vehicles. Visitors to the event also enjoy a range of attractions and entertainers, making this free event a great family day out.

Over 22,000 people attended the 2024 Festival of Transport giving them a chance to reminisce about vehicles they once owned and consider transportation in the future. This year was the first year of BAE Systems Sponsorship which supported the introduction of the Green Energy Street, forging new event partnerships with Active Cumbria, Wheels 4 All and local cycling groups along with an increase in 'on the day' entertainment with a pump track and extreme mountain biking shows throughout the day.



There's been a transport festival in Fleetwood for many years, always well attended. Barrow's increasing in popularity and that's down to the enthusiasm of the exhibitors and volunteers, well done!

Seeing people filling the town centre today was so good, people socialising, chatting together and enjoying the Festival of Transport. I enjoyed seeing the vintage buses and coaches driving around town.

Event attendees

Green Energy Street has developed to become an integral part of the Festival of Transport, showcasing not just modern electric vehicles, but also promoting more traditional, eco-friendly methods of transportation such as cycling and walking. With so many miles of existing natural assets within Barrow, as well as ongoing infrastructure improvements throughout the town, we see this area continuing to expand in the future.

Paul Hodgson, Barrow BID Manager

Autumn Fest

During October half-term the town centre hosted the second year of Autumn Fest.

The event was a great success, with close to 20,000 people attending - up almost 45% from the previous year. Families were invited to the free event, with the highlight being the pop-up pumpkin patch with over 1,500 pumpkins sourced from local suppliers! Closely followed as a favourite feature were the creative workshops, delivered by local organisations BarrowFull and Art4All.

Fantastic event – we heard last minute but it was great. Kids went to the pumpkin patch and decorated pumpkins, got face paints and photos. Craft stalls were busy and we had a walk around. Really great to see events in town and my kids have enjoyed the ones over summer too. Thank you for making it worthwhile and filling up the town with positivity.

My whole family loved the event. There was plenty to get involved in and do and we loved the photo opportunities provided. Another great event from the Barrow BID team who are making such a positive difference to our town.

Event attendees



Printmaking with Barrow Arts4All

Armed Forces Covenant

We have a long and proud history of supporting our Armed Forces - it lies at the very heart of what we do. We value the unique relationship we have with both serving members of the Armed Forces and veterans, and recognise the contributions that serving personnel, reservists and military families bring to our businesses.

In 2024 we continued to make our commitment to the Covenant through a range of activities, events and fundraising initiatives.



Askam War Memorial

Askam and Ireleth Parish Council are proud of the recent addition of a new memorial statue for their memorial garden sponsored by BAE Systems.

Annually and on special commemorative occasions, the people of Askam come together at the war memorial to remember those who gave the ultimate sacrifice during the First and Second World Wars.

This new statue has been created to show gratitude to everyone who has served since then; to those who lost their lives during service, those who may have come home injured or scarred by their experiences, and those who returned unscathed but sacrificed years away from loved ones during active service. The wish is also to acknowledge their families and all those who support our armed forces.

This new statue has been a focus for the community, especially the young people who have been involved. Askam Cubs have written a special poem.

The memorial itself is laser-cut out of 10mm Corten steel, the same material as "The Angel of the North" which will rust but keep its structure. The memorial itself is welded to substantial angle bars which are set in a concrete slab base. The steel poppies set in the slab represent those whose lives have been lost.



A Poem of Remembrance, by Askam and Ireleth Cubs

Respect the soldiers who went to war.

Everyone who suffered, everyone who fought.

Men, women, children and animals, they were so brave.

Each of us should remember them, always, every day.

Marching, making, mending, all to secure our freedom.

Bravery beyond belief, was the key to their success.

Everyone Remember.

Remember that's what we'll do.

Kendal D-Day Event



A heartfelt thank you goes to BAE Systems for their generous sponsorship and ongoing support, which made this event, and its positive outcome, possible’
Chris Gray, one of the event organisers

The D-Day commemoration event, organised by a dedicated group of volunteers is a significant endeavour aimed at educating, creating, and commemorating the historic events of D-Day during World War II.

Held at Kendal Rugby Club, the event offers a unique opportunity for attendees to immerse themselves in the rich history and significance of D-Day. Highlights included brass bands providing stirring musical performances, a variety of food options, and the presence of an original Spitfire aircraft, serving as a poignant symbol of Allied air power during the war.

Current and former army personnel also participated, allowing attendees to engage with those who have served their country with bravery and dedication. The military vehicles on display offered a tangible connection to the equipment used during the D-Day operation. Music and entertainment further enhanced the atmosphere of remembrance and reflection.

A particularly significant moment was the lighting of a beacon at 21:15, coordinated with other locations across the country to symbolise the enduring spirit of unity and remembrance.

Overall, the event was a meaningful and memorable occasion, honouring the sacrifices of those who fought on the beaches of Normandy and reaffirming our commitment to remembering their legacy.

Organiser Chris Gray said “We are proud to pay tribute to this remarkable achievement, and the D-Day celebrations that we organised and hosted not only honoured a significant moment in history but also raised an incredible £4,000 for a truly worthy cause.

This generous donation has been made to The Rawthey Project, a local charity founded in 2014 in response to a Home Office review into the needs of veterans within the criminal justice system. The Rawthey Project offers vital peer support to veterans, as well as serving members of the armed forces, emergency services, and the NHS, particularly those who struggle to access support through statutory services, mainstream charities, or their own personal networks.

This contribution will have a meaningful and lasting impact on the lives of many individuals who rely on the services of this dedicated organisation.”

Employee Fundraising and Community Support

In addition to activities and support developed by our business, our employees also have a long history of supporting their local communities and other charitable causes. The case studies provided on the following pages give some examples of the types of fundraising activities and community support undertaken by our employees.



Tour de Furness



BAE Systems Submarines is a long-standing sponsor of the Tour de Furness.

This local event, organised and run by the Barrow Rotary Club, sees participants take on a 13, 23 or 50 mile cycle ride to raise funds for St Mary's Hospice or a charity of their choice.

In 2024 the very first team from the business took part, scooping up second prize in the Team event for raising £900 for Cardiac Risk in the Young (CRY) in memory of their colleague.

It was great to get a like-minded group of people together to raise money for a worthwhile cause while remembering one of our BAE Systems colleagues, and helping raise awareness in his memory.

Tom Douglas, team member



Keswick to Barrow

Nearly 3000 walkers and runners braved the heat in the 2024 Keswick to Barrow (K2B) 38-mile walk, with hundreds participating in the 21-mile Coniston to Barrow (C2B) walk.

The event saw the first 'heatwave', of the summer, creating an extra challenge for the 1084 walkers participating in the K2B and 1649 taking part in the C2B. Despite the tropical weather, numbers were up around 25% compared with 2023 and the heat

certainly didn't put off John Robinson, who completed his 37th walk having participated every year since he was eleven years old.

BAE Systems teams took part in both the K2B and C2B events, raising a total of £900 towards the K2B Charity Pot.

Scooping the coveted Resolution Cup in 2024 was the Cool Runnings team, made up of Submarines colleagues. Each year the team competes with the Royal Navy team to win the Resolution Cup, a tradition that started back in 1966 and which soon became the annual event we know today.

Cumbrian Challenge



Cumbrian Challenge is the flagship fundraising event of Walking With The Wounded (WWTW), drawing in hundreds of participants to conquer the rugged Cumbrian Fells.

Participants take on one of three routes to generate vital funds for supporting veterans and their families through WWTW's Employment, Mental Health, and Care Coordination programmes. Funds raised from the event enable WWTW to ensure that veterans and their families continue to receive the support they need. In 2024 twelve teams from BAE Systems took part in Cumbrian Challenge. Together they raised an epic £8,498 between them, a huge achievement which will have a lasting impact on the veterans that WWTW supports.

Jamie Greenway, Watch Commander of BAE Systems Fire and Rescue Service said: "BAE Systems Fire and Rescue Service has a proud history of participation in the WWTW 'Tougher' Challenge, with our teams consistently performing at a high level. We secured first place in 2022 and third place in 2023, and we're delighted to have continued that momentum with another strong podium finish in 2024. With even more teams competing this year, we aim to build on this record of success.

As many of our personnel are Armed Forces Veterans, The Cumbrian Challenge holds particular significance for us. It's a valuable opportunity to contribute to the important work Walking With The Wounded undertakes each year to support veterans across the UK."

We are delighted to offer continuing support to Walking With The Wounded's Cumbrian Challenge. Our Submarines business on the edge of the English Lake District is proud to be closely associated with the UK's Armed Forces and to be sponsors of this event since 2015.

James Perks, Head of Future Workforce Strategy

Rescue Volunteers

Submarines colleagues Jason Benn and Steve Mckellar were awarded the King's Coronation Medal for their services to the Furness Coastguard Rescue Team.

Alongside their team of volunteers from Furness Coastguard, Jason and Steve were presented with nickel silver medals by Michael Buratti, HM Coastguard Area Commander for the North West and North Wales.

The Furness team is made up of eleven people, with six of them working in our Submarines business. Volunteering for the Coastguard is a 24-hour job, as volunteers can be called out at any time, 365 days a year.

Jason, a Principal Operability Engineer, is now the Deputy Station Officer of the Furness team, and together with Steve, Weld Database Coordinator, they have been volunteering for over ten years. Jason said:

We don't do it for thanks, we do it to help people when they need us. We've given up meals, wedding parties, birthdays, run out of meetings, left shopping trolleys full of stuff in the aisles because the message has come through that the team are needed.

Our families know we will leave them to help your family when they need us, but being presented with the King's Coronation Medal in recognition of the work we do in the community is a real honour and I will wear my medal with pride.



Jason was also presented with a commendation for the work he did during the devastating floods caused by storm Babet. He was deployed to Scotland to assist with the rescue and evacuation efforts as part of HM Coastguard Area 15 flood team.

We're all proud to be presented with the Kings Coronation medal, alongside the Queen's Platinum Jubilee medal we received two years ago. BAE Systems' support, allowing us to do what we do, is very much appreciated.

As well as the emergency call outs, the team also attend schools and community events in their free time, to promote the sea safety message.

Steve Mckellar

Give As You Earn (GAYE)

The Submarines Give As You Earn (GAYE) scheme was launched in 1987 and our employees continue to contribute each month direct from their salary to support our local community. The Submarines GAYE scheme is administered by Liverpool Charity and Voluntary Services (LCVS) and is managed locally through the Submarine GAYE committee. During December monies raised throughout the year are distributed to charities that have applied to BAE Systems for support, and have been selected as being suitable by the Submarines GAYE committee.



Give As You Earn



Our Submarines business shared Christmas cheer with local charities at the 2024 Give as You Earn (GAYE) presentation event.

Representatives from 26 charities were invited to Hawcoat Park in Barrow for our business' annual event, hosted by Lesley Dixon (Commercial Director), the GAYE committee and the Social Impact team. The overall amount given to charities reached a fantastic £24,229.

Commenting on the event, Lesley Dixon said "The GAYE presentation event in December 2024 was my first GAYE event as Chair of the committee.

It was a real eye-opener to see and meet the wide range of charities our GAYE scheme helps in the Furness area. I'd like to thank all the wonderful charities for sharing their stories, it was great to see how we're positively impacting people in need."

Give as You Earn (GAYE) Secretary, Rebekah Caine, visited the Children's Ward at Furness General Hospital, meeting the team and seeing the equipment secured by Bay Hospitals Charity, through GAYE contributions.

The GAYE presentation events are really special and it can be quite emotional to hear what a difference GAYE can have on local charities. It is always lovely to get everyone together to meet in person and share their own individual experiences – everyone is so supportive of each other"

Carole Shepherd, member of the GAYE committee

Thank you very much for your kind donation towards the purchase of Aerogen nebulisers. We really appreciate your support to provide the best care for children and families on the Children's Ward. The Aerogen nebuliser is a device which delivers medication to children requiring respiratory support. It is a virtually silent nebuliser which attaches to a circuit ensuring the maximum amount of medication is delivered to the child, resulting in less distress for the child, reduction in length of stay, and better patient experience.

Kerry Little, Ward Manager at FGH

Satellite Sites - Social Impact Activity

Whilst our main site is based in Barrow-in-Furness, our Submarines business also has a number of other sites based around the UK. These include Frimley, Filton, Broad Oak, Weymouth and Coventry. Although each of these sites has a smaller footprint than our site at Barrow, there is still a real commitment to create positive social impact and play our part in supporting the communities in which we operate.

The initiatives below highlight some of the activity taking place at our satellite sites and the difference they are making to the individuals and groups from those areas.



Human Powered Submarine Racing Event

Proudly sponsored by BAE Systems, this popular biennial Submarine Racing event took place from 24 June – 5 July 2024, hosted by QinetiQ and the IMarEST.

Twelve teams of university students travelled from Canada, Germany, Singapore, Taiwan, UK and USA to design, build and race their human-powered submarines against the clock on an out-and-back grand slalom course in the QinetiQ Ocean Basin in Gosport.

The concept combines engineering design challenge with technical skill development, and sets them in a unique and exciting sporting competition.

Kat Deegan and Callum Harling, Engineering Graduates based at Broad Oak, were delighted to attend this year's European International Submarine Race, sponsored by BAE Systems.

Speaking about the event, Callum said: "Experiencing the facilities in Haslar was interesting, especially seeing how testing is carried out for hydrodynamics. They also covered the emergency escape procedure and how safety is reached.

The race itself was also great to see – a lot of work was put in by the competitors to ensure their Submarines worked, and that involved the whole lifecycle. There were several opportunities to speak with a number of Submarine enterprise stakeholders, notably members of the Submarine Delivery Agency. It was so interesting to hear their perspective.



The race itself was also great to see – a lot of work was put in by the competitors to ensure their Submarines worked, and that involved the whole lifecycle. There were several opportunities to speak with a number of Submarine enterprise stakeholders, notably members of the Submarine Delivery Agency. It was so interesting to hear their perspective."

Kat and Callum, pictured, plus Hester Harms from the Early Careers team, were also given a tour of the Diving and Hyperbaric Test Centre. QinetiQ has specialist facilities for research, testing and evaluation of diving equipment, submarine escape and hyperbaric (high pressure) systems.

Camberley Armed Forces Day

Showcasing Camberley's rich history and close links with the military, this free family fun event is an opportunity for the local community to show its support for our service personnel, past, present and future.

The Armed Forces Day celebration is an annual event held on the third Saturday in June, which runs across the whole town.

With a farmers' market and free family activities including face painting and balloon modelling, local businesses, military and community groups are all involved. 2024 saw a replica bi-plane, military vehicles and a WWI trench experience at the event. There was also a large military group present at the event in order to carry out public engagement.

This is important to Camberley, which prides itself as a military town due to their close proximity to Royal Military Academy Sandhurst. With this obvious link to our business, BAE Systems was delighted to have the opportunity to donate funding towards it.



People and Culture

At BAE Systems we're committed to inspiring a culture of inclusion, equity and belonging. A culture in which people can authentically reach their full potential and see themselves reflected, supported and celebrated at all levels of our organisation.

Our ambition is to have a high performing workforce that enables business performance and growth through an inclusive culture where all colleagues are respected, valued and feel they can belong, and contribute fully to our mission.

Throughout 2024 we supported a number of town centre events that showcase culture and diversity such as the Festival of Colours, Barrow Unity Festival and Barrow Pride.



Unity Festival

Unity Festival is a celebration of diversity where all members of our community can come together and have fun, celebrate, and learn about each other in a welcoming space.

The festival hosts a range of activities, workshops and information, advice and guidance opportunities alongside local entertainment and live music.

The festival allows people from diverse backgrounds to feel safe and welcome, giving them a sense of belonging and an increased confidence in the locality. People have an opportunity to share their cultures, talents and creativity, fostering a sense of pride and contributing to community cohesion in the area.

The Unity Festival 2024 was truly inspiring, bringing people together from all walks of life to celebrate our shared values and diverse cultures. It was a vibrant reminder of the power of community, where collaboration and togetherness shone through every event and interaction.

Festival attendee



The energy, enthusiasm, and sense of belonging created an atmosphere of hope and joy, leaving everyone with a renewed sense of purpose and a deeper appreciation for the strength that comes from unity.

Festival attendee

Strategic Projects



The Dock Museum - Submariner Experience



In 2020 The Dock Museum was successful in securing funding from The National Lottery Heritage Fund to tell the Barrow Shipbuilding Story. BAE Systems supported this with a financial contribution of £100,000 along with the donation of over 3000 images from its shipbuilding archive.

Throughout 2024, significant progress was made, with the following milestones achieved;

- Completion of the Shipyard Gallery
- Completion of the immersive submarine experience
- Completion of the digitisation of the BAE Systems donation with 'Shipyard People and Places' exhibit created
- Early Years and primary STEAM Workshops held at the museum
- Creation of the Tiddlers Toddler Group in collaboration with Family Action, Signal Film and Media and Theatre Factory



To further support the project, BAE Systems made a further donation of £100,000 to create a unique Submariner Experience. This brings to life the untold story of the submariners' day-to-day life, exploring how they function on a daily basis while protecting our shores. The experience is informative, detailed and immersive, and is narrated by Jim Perks CBE - Head of Future Workforce and former Submarine Commanding Officer.

This investment helps attract more visitors to the museum and our town, showcasing our engineering achievements in producing world class submarines.

Portland Walk Campus

As part of the continued investment in our future, in December 2022, we completed the purchase of a number of properties within Barrow town centre.

This provided a unique opportunity for us to continue our programme of investment in our Barrow facilities, in support of our strategic intent and the continued delivery of a truly national endeavour.

The success of our current and future programmes relies upon the ongoing development of a skilled and capable workforce. The new facilities we create in Portland Walk will play a significant role in accelerating the delivery of learning provision to our growing early careers population, as well as supporting the skills needed by our existing workforce.

By expanding the BAE Systems footprint into Portland Walk, we are also making an important contribution to the ongoing regeneration of Barrow's town centre at a critical time, supporting the attraction and retention of the skills needed to deliver our programme commitments and grow our business.

The opening of The Bridge is a huge milestone for the Portland Walk Campus, and it's a proud moment to see the concept come to life in the heart of Barrow.

The facility looks fantastic and I hope our community embraces the opportunity, and we see more footfall into the town centre.

Janet Garner, Future Workforce Director BAE Systems



The second phase of the Portland Walk Campus, The Bridge, opened to the public in 2024, and houses the previously named Careers Inspiration Hub, which signposted the community to job opportunities in the local area, across many different sectors.

A first of its kind, the two-floor space showcases the importance of Submarines as a critical part of the UK's security and tells the exciting story of Barrow's future.

The community exhibition area and STEM outreach space allows us to further collaborate with our supply chain and provide a touch point for the community.

With a growing workforce committed to delivering the national endeavour, The Bridge helps us engage further with our community while our business continues to grow, bringing Barrow along on our journey of growth.

As we progress this project in 2025, we will continue with plans to renovate the former Debenhams department store into an experiential learning facility which, when open, will guarantee significant daily employee footfall in the town centre.

Focus on Barrow Learning Quarter

In 2022, Barrow-in-Furness secured £25m of funding from the government's Towns Fund, to be spent on seven projects to transform the town.

One of these projects was the Barrow Learning Quarter, which included the creation of a university campus to attract and retain skilled graduates within the town.

BAE Systems has entered into a strategic partnership with the University of Cumbria (UoC) to support the establishment of this new campus.

The new University of Cumbria Barrow campus is taking shape beside our Submarines Academy for Skills and Knowledge (SASK). It should be a catalyst for growing higher education participation levels in the local area, create new inclusive and accessible progression routes through to higher education, as well as support the revitalisation of Barrow in response to an increased student population.

We have worked closely with the UoC to establish a Teaching and Learning Agreement which sets out a six year framework of academic programmes, with delivery of the initial courses in Supply Chain and Project Management for BAE Systems colleagues already in progress.

Construction of the new campus is ongoing, and the planning application has been approved for an extension to create a clinical skills area for student nurses. The first academic programmes expected to be delivered from this facility from September 2025 are:

- BEng (Hons) Mechanical Engineering with Integrated Foundation Year
- BSc (Hons) Computer Science (students will split time between UoC's Lancaster and Barrow campuses)



- BSc (Hons) Adult Nursing (providing teaching and placements in and around Barrow)
- Students applying to the Mechanical Engineering and Computer Science courses will have the opportunity to apply for a BAE Systems-sponsored scholarship, providing a bursary, paid work placement and interview with the company.

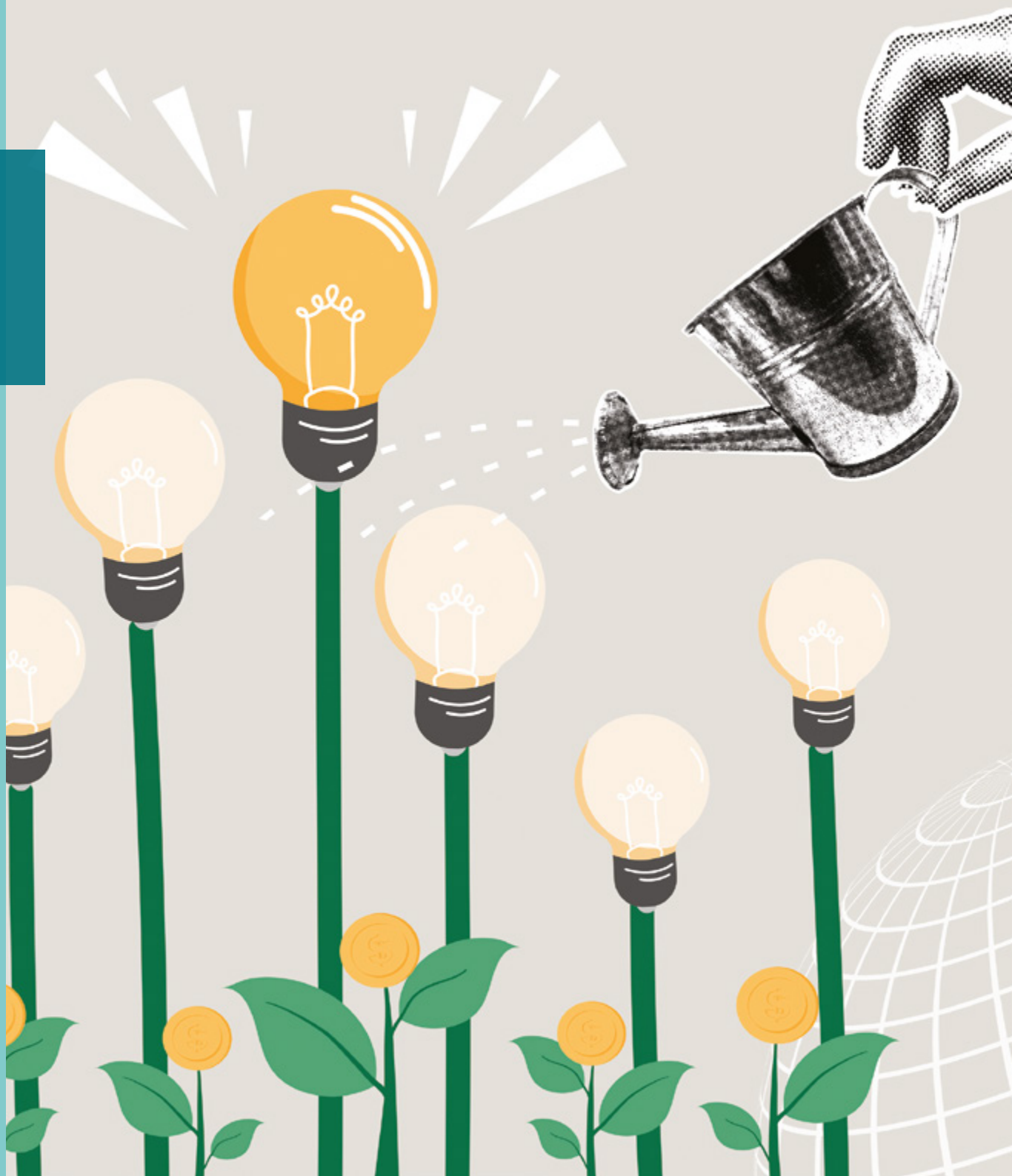
We have also joined forces with the university's Institute of Engineering, Computing and Advanced Manufacturing to explore and develop

Research and Technology opportunities that will help us find solutions to our long-term business requirements.

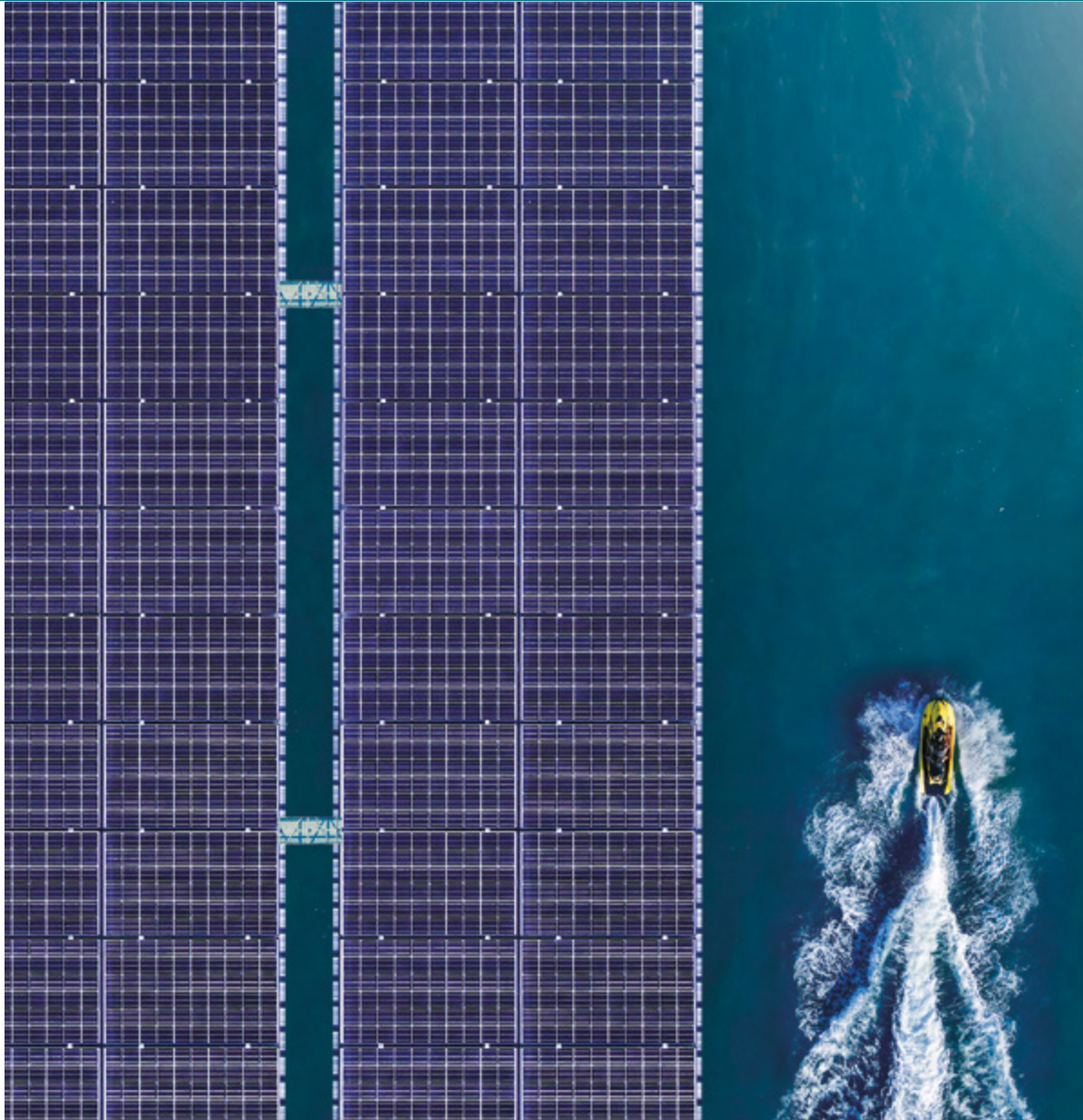
BAE Systems is proud to be playing a leading role, collaborating with the university, in a once-in-a-generation opportunity to address the skills and educational needs of the area.

Environment and Climate Change

Solving the challenge of climate change requires all of us to act together. Our approach to climate resilience includes both assessment of physical and strategic impacts on our own sites and operations and the development of a wider decarbonisation strategy that encompasses the transition plan and sector net zero roadmaps.



Electricity Consumption



As part of the Barrow site's decarbonisation strategy, the shipyard continues to work with our customers, local partners and wider global business to progress our decarbonisation roadmaps. 2024 has seen continued development of the technical requirements to decarbonise electricity and natural gas.

The Business has recently had its greenhouse gas emissions reverified by the corporate climate organisation, the Science Based Targets Initiative, which reaffirmed the shipyard's plan to directly reduce its direct greenhouse gas emissions by 44% by 2030 (compared to 2020). The Shipyard looks to reduce its reliance on carbon offsets in its decarbonisation journey, whilst future-proofing business delivery through reduced reliance on volatile energy markets.

Through support of some major local opportunities, the shipyard continues to collaborate on endeavours with significant social impact, such as potential plans for an Associated British Ports floating solar array on Cavendish Dock. If planning permission is granted, this could be the UK's largest floating solar farm. This would have the potential not only to produce substantial amounts of green energy, but also to free up local grid infrastructure constraints.

Waste, water and biodiversity



Biodiversity and natural capital

The main shipbuilding and engineering operations at Submarines are in Barrow-in-Furness, located on the Furness Peninsula, which is geographically adjacent to the Lake District National Park. Close to the site are areas of special scientific interest, as well as other areas that fall within specific areas of environmental interest and conservation e.g. migrating and nesting birds, inter-tidal mudflats, Morecambe Bay and Duddon estuaries.

The shipyard has recently had its Biodiversity baseline completed and extensively mapped, which reinforces the natural beauty and diversity we operate around. We welcome the Biodiversity Net Gain requirements as part of our site development. This is an opportunity to implement biodiversity initiatives and projects that add local social value, with the links between access to nature and mental health and wellbeing well understood and endorsed.

Water and waste

We continually look at ways to improve our resource efficiency including both water and waste, reinforced by our global environmental objectives and supported by local level annual delivery plans. Consultation in our supply chain lead activities and operational areas has led to delivery of some fantastic initiatives, such as 'supplier take-back' schemes which divert waste from landfill and into closed loop recycling systems, back into the front end of our production. This is a great example of how simple activities lead to shared environmental benefit across our local supply chains.



Early Careers



Early Careers: an overview

Our Early Careers programmes provide a fantastic opportunity to join an inclusive team in a business that's ever evolving. Apprentices and graduates can play their part in creating pioneering security products and services that can change the world we live in.

We have roles available at apprentice level (intermediate, advanced, higher and degree), graduate and undergraduate level. For further information about opportunities within Early Careers please visit www.baesystems.com/en/careers/careers-in-the-uk/early-careers

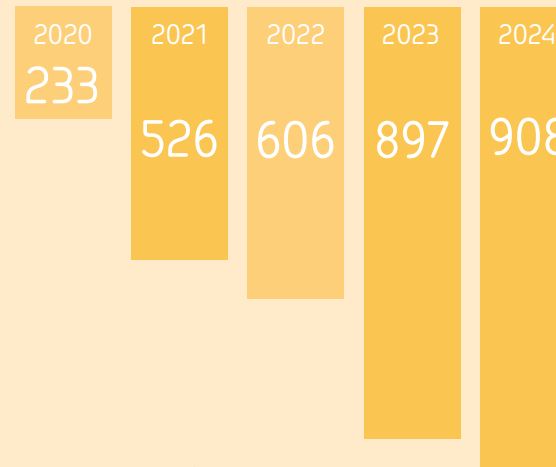
Whichever Early Careers programme you choose, you'll learn, grow and thrive at BAE Systems, with all the training and support you need to find your unique place.

Attraction and recruitment: Barrow, a demographic challenge

Whilst we are focused on providing opportunities for those people located in the communities around our sites, it is also important to recognise the need to attract individuals from other parts of the country to live and work in the communities in which we operate.

Not only does this bring a richness of diversity to our workforce and the local community, but it also supports the objective of attracting people to work and live in the area. This is particularly important at our site in Barrow as over recent years there has been a demographic outflow from the area, which is now being reversed due to the continued efforts of our business and other key local partners.

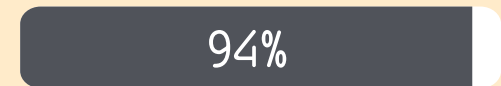
Early Careers starts



Graduate completion rates



Apprentice completion rates

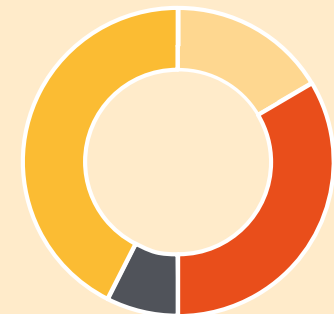
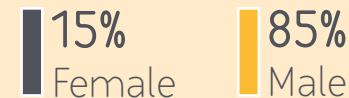


The latest global research shows that less than 20% of engineers are women. We're passionate about changing this statistic for the better.

Apprentices



Graduates



Focus on Movement to Work

Since 2014, we have supported the Movement to Work (M2W) initiative; a voluntary collaboration between UK employers and BAE Systems, in partnership with The Kings Trust.

The M2W programme supports young people aged 18-30 who are not in education, employment or training. It provides meaningful work and training opportunities, including intensive vocational training, mentoring and on-the-job work experience

Cohort 20 took place in October 2024. Thirteen young people completed the programme and most were successfully offered an apprenticeship, which will start in September 2025.



In October the Submarines Academy for Skills and Knowledge (SASK) hosted the 10 Year Social Mobility Showcase. This was an external and internal celebration, forming part of BAE Systems' 'Investing in People' campaign.

It was an opportunity to mark ten years of our involvement with Movement to Work and the achievements of our young people. It also highlighted the importance of BAE Systems in enabling social mobility and the development of skills in Barrow.

Partnership Representation



Partnership representation: an overview

To ensure we meet the needs and aspirations of current and future generations, we recognise that we need to work closely with other partners in the communities in which we operate.

As a result, we are members of a number of local and regional partnerships, supporting them to develop their strategies and plans, and using our resources, experience and knowledge to help deliver them. These partnerships cover various areas including the Armed Forces (Cumbria Armed Forces Covenant), education and skills (Hello Future), economy (Cumbria Economic Growth Board and North West Business Leadership Team) and Health and wellbeing (Morecambe Bay Anchor Network).



Focus on Team Barrow

Team Barrow, a partnership between central Government, Westmorland and Furness Council and BAE Systems, will help regenerate the town, revitalising Barrow and Furness as a place where people choose to live, work and thrive.



Barrow is critical to the UK's national security, so in recognition of the town's vital role in designing and building Royal Navy submarines, Team Barrow will receive more than £220 million of government investment. Our business, which already employs more than 14,500 people, needs to grow our workforce to enable delivery of the Astute, Dreadnought and SSN-AUKUS submarine programmes

The Plan for Barrow describes how it will support this, as well as diversify and strengthen the town's economy and increase productivity, by delivering improvements to housing and the town centre, businesses and the local economy, education and skills, health and communities, and transport.

Social Value in Construction



Social Value in Construction

To ensure that Social Value is meaningfully embedded within procurement activities, our approach focuses on translating desired outcomes into well-structured contracts and selecting contractors who demonstrate a strong commitment to delivering these outcomes.

This strategic and structured approach ensures that procurement decisions not only deliver commercial value but also drive meaningful, measurable social impact.

Achievements in 2024:

Social Value has been included with a minimum weighting of 10% across a number of tenders including:

- Project Spartan
- BCCR Construction
- BCCR Design Framework
- Portland Walk (Stage 3)

A number of the above projects have proceeded to Contract, and we have been engaging with the teams to ensure the Social Value Delivery Plan is integrated and enacted for the benefit of the local community.

McLaughlin and Harvey commented: "BAE Systems' approach to embedding Social Value into procurement has allowed us, as a tenderer, to add meaningful value to our submission. With guidance from the UK Social Value Model Award Criteria (MAC), we have a clear understanding of the client's key focus areas while maintaining flexibility in our approach. This enables us to leverage our national experience in designing and delivering Social Value to best align with the local needs assessment."



"BAE Systems and the team have undertaken extensive research into the needs of their local communities and developed a strategy that supports responsible and sustainable growth. As a tenderer, this provides us with a strong foundation and a clear understanding of a client with a mature Social Value lifecycle."

Working with the BAE Systems team is a truly collaborative process that maximises meaningful value to society. It allows us to create real impact, benefiting the local economy, environment, and communities, while also supporting responsible business growth for both us as a supplier and BAE Systems as a local business.

McLaughlin and Harvey

Looking Forward

This is the fourth publication of our Social Impact Report, which we hope has provided you with an opportunity to learn more about our work in the communities in which we operate. As pledged, we will provide a report next year which will highlight all of the work taking place in 2025 and which will also show the progress of some of our major projects.

If you would like further information about our social impact approach then please contact:
subs.communityinvestment@baesystems.com



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