

Submarines Social Impact Report 2025 - 2026

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Introduction

I am pleased to introduce this year's BAE Systems Submarines Social Impact Report, which once again highlights the positive impact we continue to have across our communities.

Supporting education, skills and social mobility is fundamental to what we do, not just in ensuring we deliver for the Royal Navy, but as a long-term partner across the areas in which we live and work.

Through collaboration with schools, charities, community organisations and delivery partners, our aim is to take a considerate and inclusive approach to social impact, supporting the drive to raise aspiration, broaden access to opportunity and equip young people with the skills and confidence they need for the future.

As we make strides to meet the needs of our submarines programmes, it is essential that the benefits of that growth are realised through lasting social, economic and environmental effects which help ensure our communities thrive.

In Barrow for example, through the objectives of the Team Barrow partnership between BAE Systems Submarines, Westmorland and Furness Council and central Government, we are focussed not just on our contribution to national and international defence, but in playing our part in diversifying and strengthening Barrow's productivity and economy.

What stands out in this report is the scale and diversity of this work. From early years engagement through to targeted employability programmes, and from inclusive work experience to community-led initiatives, there is much to be proud of.

The outcomes highlighted are a direct result of the commitment and collaboration of colleagues and partners alike. Thank you to everyone who contributes. Together with our wider enterprise and supply chain, we remain focussed on our contribution to national defence, global security and the prosperity of the places we call home.



Steve Timms

Managing Director,
BAE Systems Submarines





Foreword

As we present this year's Annual Social Impact Report on behalf of the BAE Systems Submarines Business, I reflected on our first report covering 2020–21, published in 2022 and shaped largely by our response to the Covid 19 pandemic.

That period demanded rapid adaptation, close partnership working and a clear focus on supporting those most affected. It was an exceptionally challenging time, but one that significantly influenced how we understand our responsibilities and the contribution we can make to strong, resilient communities.

Those experiences helped sharpen our thinking about how we use our resources, expertise and influence to deliver long term benefit. They encouraged us to take a more intentional and reflective approach to our role within the community and to focus on activity that delivers lasting outcomes.

The learning from that period is evident throughout this 2026 report, particularly in the expansion and clearer focus of our education outreach, skills activity and community investment priorities. As we move forward, we remain committed to assessing our impact, learning from what works best, and strengthening our contribution year on year.

Looking back also highlighted that earlier reporting did not fully reflect some of the major strategic projects and partnerships delivered in recent years. These include the opening of the new University of Cumbria campus at Buccleuch Dock in 2025, improving local access to higher education and skills; the acquisition of key retail units in Portland Walk and the launch of The Bridge, our pioneering centre connecting business and people to opportunity; and the development of the Team Barrow Partnership, securing £220 million of funding to support the Defence Nuclear Enterprise and create a lasting social and economic legacy for the local area.

Each of these achievements have required resilience, perseverance and strong collaboration in the face of significant challenge. They serve as a reminder that while progress can sometimes feel slow, a flexible approach and a willingness to work together can deliver meaningful and lasting change. Looking ahead, future reports will capture the opening of the Submarines Centre for Experiential Learning (SCEL) in the former Debenhams building, alongside other initiatives that will continue to shape positive outcomes for Barrow and the communities in which we operate.



A handwritten signature in black ink that reads "J. Garner".

Janet Garner

Future Workforce Director,
BAE Systems Submarines

Contents

Education and Skills Outreach	5
Community Investment	18
Armed Forces Covenant	28
Employee Fundraising and Community Support	31
People and Culture	36
Strategic Projects	38
Environment and Sustainability	42
Early Careers	45
Supply Chain	48
Partnership Representation	54
Looking Forward	56



Education and Skills Outreach

Delivering a portfolio of activities and resources designed to inspire interest in Science, Technology, Engineering and Mathematics (STEM) careers, raise attainment, and widen access to opportunities for young people.



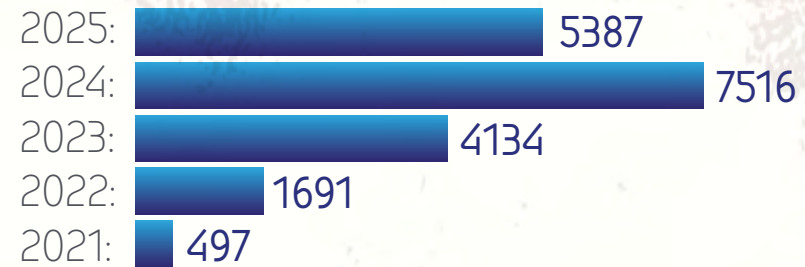
Education and Skills Outreach: an overview

Through our education and skills outreach programme, we deliver a portfolio of activities and resources designed to inspire interest in STEM careers, raise attainment, and widen access to opportunities for young people. Central to our approach is a commitment to developing a future-ready workforce—particularly in STEM and emerging skills areas—while also strengthening the essential skills that enable young people to succeed in education, employment, and life.

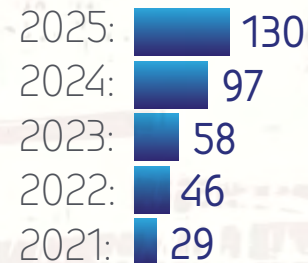
Our programmes run year-round, including during school holidays, and are delivered both directly and in partnership with a range of organisations. These partnerships extend our reach and impact through financial sponsorship, in-kind support, and collaboration on education and skills initiatives. Across all activity, we champion inclusion, ensuring that opportunities are accessible and representative of the communities we operate in.

Our work is closely aligned with national and local priorities relating to attainment, skills development, social mobility, and workforce readiness. We are continually strengthening our evaluation methods to better understand where our interventions achieve the greatest impact. This focus enables us to enhance the quality of our delivery through an ongoing cycle of learning and continuous improvement, ensuring our programmes remain responsive, effective, and impactful.

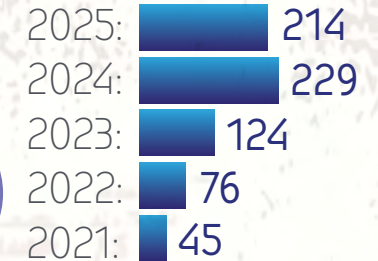
STEM Ambassador hours invested*



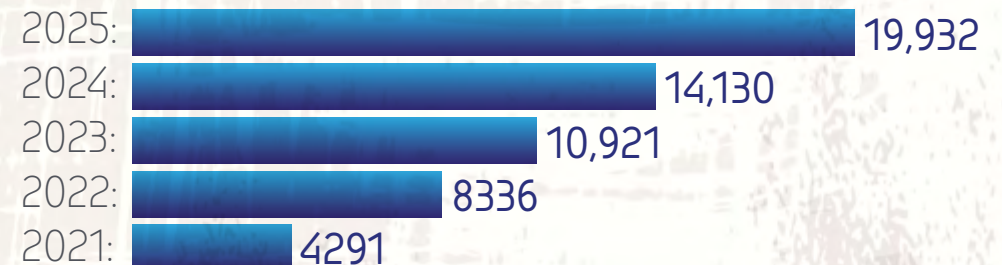
Schools and colleges receiving education outreach support



STEM activities delivered



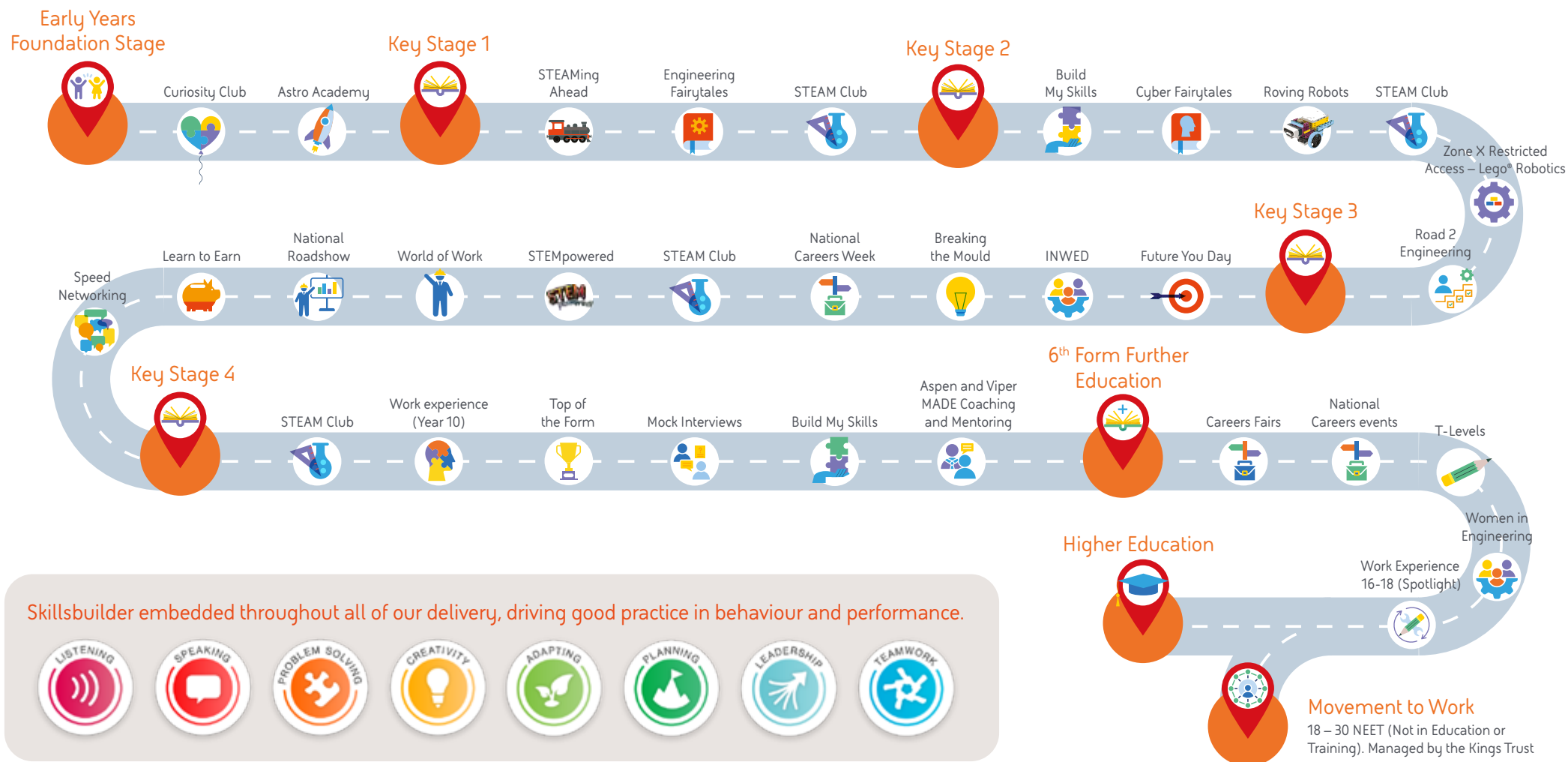
Number of beneficiaries*



(*Figures are approximate.)

NB. Data covers the areas in which our BAE Systems Submarines sites operate.

Here are some of the highlights from the outreach opportunities that we offer, at each stage of a young person's learner journey:



Coaching and Mentoring: MADE Training

BAE Systems sponsored the MADE Training initiative to support schools and teachers in developing confidence and strengthening educational outcomes for young people at a critical transition point.

Informed by the latest data from local schools and the local authority, the programme was designed to address a clearly identified need for targeted skills intervention.

Following a highly successful pilot in 2023/24, the initiative demonstrated strong impact and was expanded from two to six schools across Barrow.

The initiative delivers three programmes and an Outward Bound residential for students in Years 9–11, combining coaching and mentoring grounded in behavioural science and cognitive psychology. Coaching focuses specifically on the VIPER model (Vision, Invest, Prioritise, Execute and Resilience), whilst the Mentoring programme focuses specifically on the ASPEN model (Aims, Strategies, Planning, Exam Technique and Note-taking). Sessions build motivation, resilience, self efficacy, study techniques, and exam-readiness, while outdoor learning strengthens teamwork, empathy, and social cohesion.

Quantitative evaluation shows statistically significant improvements across all areas. Year 10 survey scores increased by 23% and Year 11 by 25%, with the strongest gains achieved in independent learning, time management, note taking, confidence, and reflective learning.



“ The students really enjoyed the sessions, and we had really good feedback from them. The whole programme was really well planned and well considered. Pupils felt more confident approaching their revision after the mentoring. ”

-Miss Hamilton (St Bernards)

(*Additional funding provided by the UK Government to schools to help improve educational outcomes for disadvantaged pupils)

- ASPEN students

79% achieved Grade 4+
in English

-VIPER student



Mark and Sander with the Finalist Certificate

We are so proud of this programme delivered in partnership with MADE Training, that we nominated the project for an NSAN Award, under the People Power Award – Skills Leading Change category.

Whilst we were not lucky enough to win, we were shortlisted as Finalists, at the 18th Annual UK Nuclear Skills Awards event on 12 March 2026.

The evening, organised by NSAN and Cogent Skills, celebrates the success and achievement of individuals and companies, shining a spotlight on the talent that exists within the sector.

Held at the iconic Kimpton Clocktower hotel in Manchester, the evening was hosted by stage and screen actor Stephen Mangan.

The event brought the nuclear industry together to celebrate the success and high achievement of individuals and companies nominated for awards in Apprentice, Graduate, Postgraduate, Employer & Training Provider Partnership, Equality, Inclusion and Diversity, and Social Value.

Sander deGroot, Director at MADE Training said "We are incredibly proud to have been nominated for the NSAN People Power Award alongside BAE Systems. This recognition reflects the strength of our partnership and the meaningful impact we are creating together for young people across Barrow."

“ At MADE Training, we are passionate about raising aspirations and equipping students with the skills to succeed, so to see this work acknowledged in this way is both humbling and deeply rewarding. ”

- Sander de Groot, Director, MADE Training

“ It was great to have the programme, and everyone involved, recognised for the hard work and dedication to the project and young people in Barrow. MADE training have been a true asset and I look forward to developing the programme going forward to adapt to the needs of the town. ”

- Mark Dickinson, Early Careers and Development Practitioner

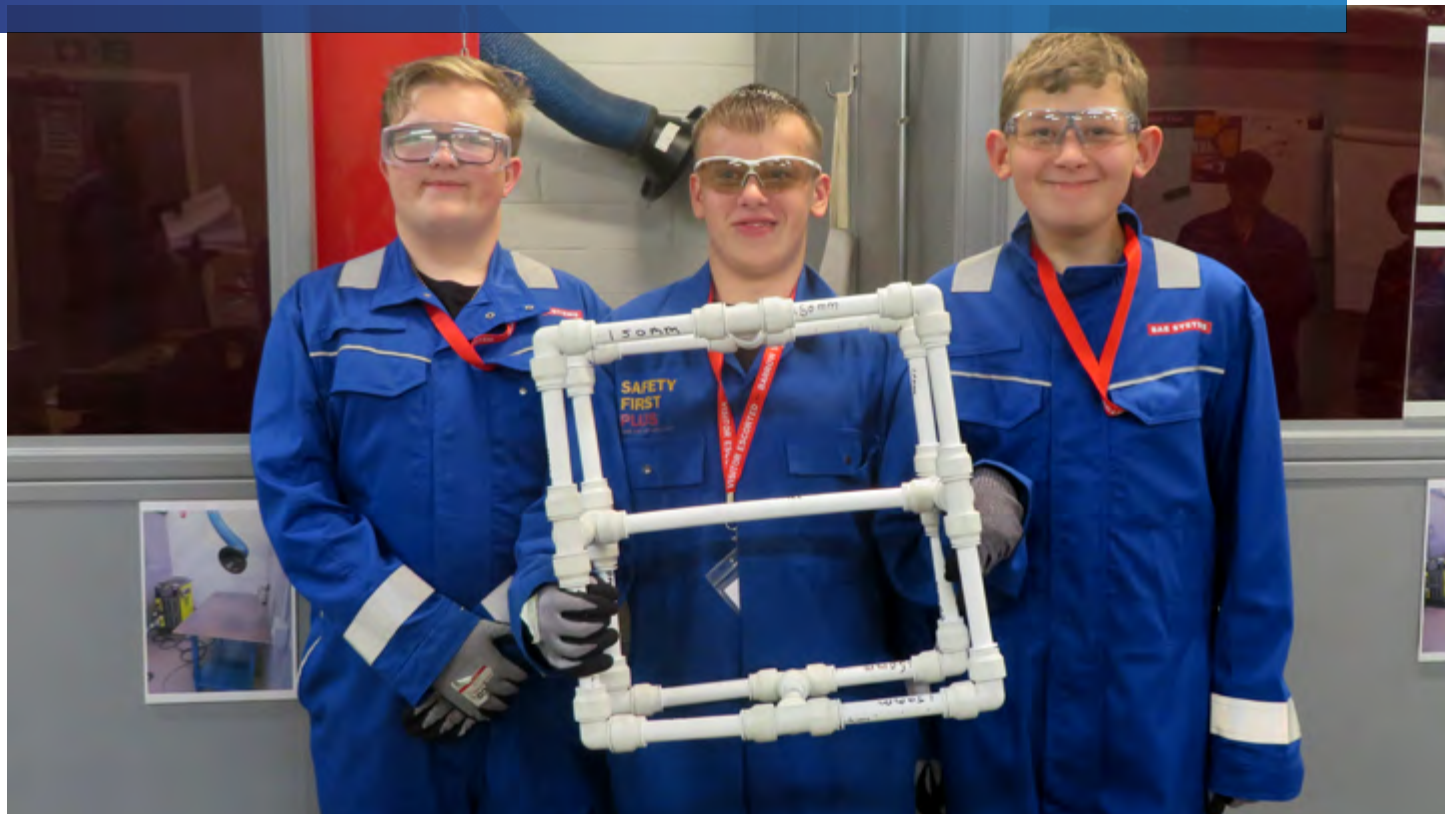
Work Experience

Our work experience programme provides young people with meaningful exposure to the workplace while helping them build essential employability skills, confidence, and self awareness.

Alongside introducing students to a wide range of career opportunities, the programme also focuses on supporting their personal development so they can make informed decisions about their future.

Over the past year, we expanded our approach through a partnership with Inspira, specifically engaging Year 10 home schooled students and young people in the Pupil Referral Unit. These groups often face significant barriers to accessing traditional work experience, including limited employer engagement and disrupted educational journeys. In response, we created a tailored programme that integrates practical workplace insight with activities designed to build resilience, communication skills, self belief, and readiness for future training or employment.

The programme places the “whole child” at the centre, offering a supportive and inclusive environment where participants can explore their strengths and begin to see themselves as part of the world of work.



Through interactions with employees, workplace visits, and team based challenges, students gain exposure to diverse careers and develop key transferable skills.

Feedback from participants and partners highlights the programme’s positive impact on confidence, aspirations, and engagement. This collaboration with Inspira demonstrates the importance of flexible, community focused delivery in supporting social mobility, broadening horizons, and creating more inclusive pathways into employment.

“ My daughter was very anxious about going onsite but really enjoyed the programme and learned so much about the possible roles on offer. We are really grateful for the opportunity. ”

- Parent

Bright Beginnings – outstanding STEAM outreach

In 2025, BAE Systems set out to expand its engagement with younger learners, moving beyond the existing Key Stage 2–Key Stage 5 reach to include Early Years and Key Stage 1.

This ambition resulted in the creation of two new signature events: Key Stage 1 'STEAMing Ahead!', designed for pupils in Years 1 and 2, and Early Years Foundation Stage 'Astro Academy', tailored for reception-aged children. Both events showcased the organisation's innovative capabilities while supporting the Future Workforce Plan and ensuring that under represented groups could interact with our business in a meaningful, age-appropriate way.



The rationale for early engagement was grounded in educational research showing that many children form fixed ideas about subjects and careers by the age of nine. These early decisions influence attitudes towards STEM throughout school, ultimately shaping attainment and aspiration. Addressing this challenge required creative events that could build positive early memories, spark curiosity, and foster a love of STEM from the outset.

STEAMing Ahead!



STEAMing Ahead!, delivered in June 2025 at The Bridge, marked the first step on the Key Stage 1 Outreach journey.

To demonstrate the importance of creativity in engineering, this project was named STEAMing Ahead! - adding an 'A' for 'Arts'. Play is critical,

especially in the early years. Supported by STEM Ambassadors, apprentices, and Education Services practitioners, the event invited pupils to become "STEAM Superstars" by completing activity stations aligned to the Key Stage 1 curriculum. Activities included science experiments where children acted as 'lab technicians' to explore immiscible substances*, and technology challenges using Science, Technology, Engineering, and Maths (STEM) and Cooper™ Robots,

to code routes around a digital map of Barrow-in-Furness. Each station linked practical skills with curriculum learning while also promoting pride in the local area and encouraging continuous improvement.

(* a term used to describe substances—usually liquids—that are incapable of mixing together to form a homogeneous solution.)

“ I want to be an engineer. Today I learnt I have to fix things and try again! ”

- Student, Chapel Street Infants and Nursery School

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Astro Academy

The second signature event, Astro Academy, was piloted in October 2025 and developed by apprentices undertaking a university module.

Designed specifically for Reception pupils, the day centred around playful exploration of space, astronomy, and environmental awareness. Children completed missions using their "Space Explorer" passports, including orienteering to find missing planets, creating chemical reactions through star themed experiments, and building telescopes to identify good and poor ecological behaviour. Each activity reinforced Early Years curriculum goals in communication, personal identity, problem solving, and understanding the world.

Both events received overwhelmingly positive feedback from pupils, parents, and STEM Ambassadors, who praised their creativity, impact, and memorability. By capturing young minds through engaging STEM experiences, these initiatives help prevent early disengagement and ensure that STEM careers remain exciting, inclusive options for all pupils. Education Services are proud to champion early STEM engagement, and look forward to developing these signature events annually.

“ The children have been smiling all afternoon and laughing. They have had a wonderful time. ”

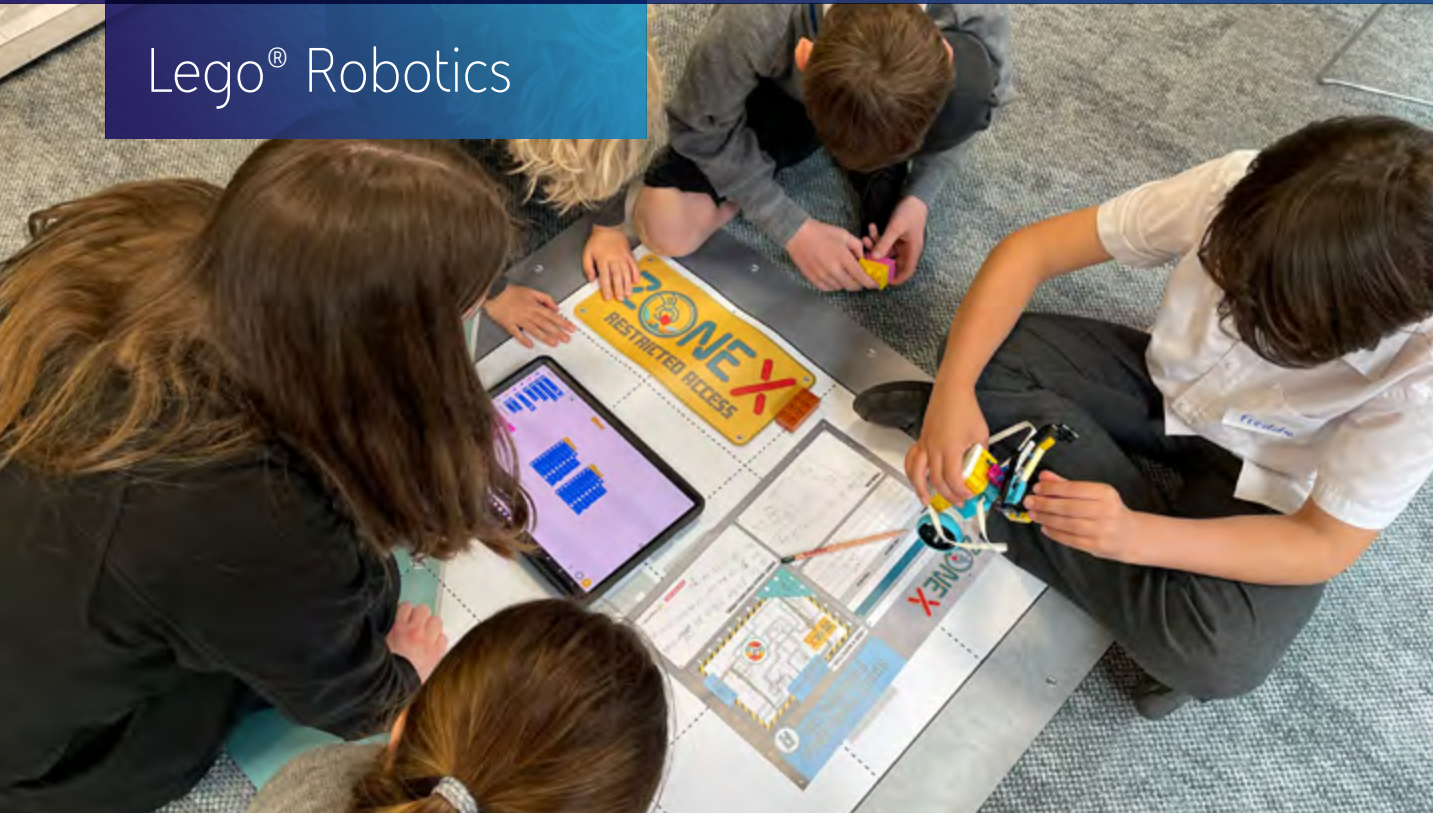
- Teacher, Chapel Street Infants and Nursery School

“ The children’s enthusiasm was contagious, it was great to see how much they were enjoying it and getting involved. ”

- BAE Systems Submarines STEM Ambassador



Lego® Robotics



In 2025, our Education Services team launched a new Key Stage 2 outreach programme designed to introduce pupils to robotics while strengthening their computational thinking, creativity, and teamwork.

The initiative provides a high quality, hands-on experience in which pupils work in small teams and take on specific roles—such as team leader, engineer, or programmer—allocated according to individual

strengths. This structure encourages collaboration, communication, and problem solving while mirroring real workplace environments.

During the session, each team is tasked with designing, building, and programming a robot capable of moving 'hazardous' waste to a containment zone before time runs out. Once the challenge is complete, teams present their robots' design features, outline their strategy, and reflect on what they would improve next time, reinforcing skills in evaluation, iteration, and continuous improvement.

The programme was piloted during the summer term with five mainstream schools, one Special Educational Needs and Disabilities (SEND) school, and a community session delivered over May half term. All activities took place at The Bridge, Portland Walk, providing pupils with an inspiring robotics experience within a dedicated learning space. In total, 152 children participated in the pilot, with 86% reporting increased skills and work readiness and an impressive 98% stating that the session boosted their interest in STEM subjects.

“ We loved it! Thank you so much. The team were incredibly supportive of the students' needs and very patient. Amazing experience. ”

- Teacher, Sandside School

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“ Great opportunity for all children to use equipment currently unaffordable in schools. Being able to do this again would allow provision to be built into the curriculum - very beneficial! ”

- Headteacher, George Romney School

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Southern Sites Education and Skills Outreach

Challenge Day

The aim of Challenge Day was to highlight STEM careers, build professional behaviours and encourage young people to pursue a career in engineering or other STEM related pathway.

The event was in collaboration with local STEM charity, Science and Technology Regional Organisations (SATRO), and took place on 4 June 2025 at the Farnborough International Conference Centre.

The STEM ambassadors created a challenge for the students which tasked the teams to design and build a military reconnaissance vehicle that could navigate through a rigorous mock-jungle landscape created by the BAE Systems ambassadors. At the end, the students were required to present their design, success, and findings to the judges.



9 STEM Ambassadors delivering activities
72 STEM Ambassador hours at the event, with more accumulated in the planning of the day.



Student feedback

99% felt they had more, or a better understanding of developing and using skills that will support their future career.

90% said they have developed skills that will support their future career.

94% said they benefited from the support and involvement of the BAE Systems team.

Southern Sites Education and Skills Outreach

Mini Projects

The Mini Projects initiative is designed to engage students in considering future STEM careers while widening access to meaningful work experience—particularly for those who may not be able to access traditional placements.

In response to changes in statutory guidance and Gatsby Benchmarks, which require every secondary age student to experience meaningful workplace engagement, Mini Projects offers a scalable solution that reaches a broader and more diverse student population, including those from socio-economically deprived areas.

Students work in teams to design the next generation nuclear deterrent submarine for the Royal Navy, taking on roles such as systems engineer or project manager. The challenge develops essential skills including teamwork, leadership, communication, and time management. Each team must consider materials, suppliers, sustainability, crew wellbeing, food and waste management, operational risk, and build cost and duration. Students also conduct a progress meeting with a naval representative, mirroring real workplace practice.

The project culminates in a formal presentation where teams pitch their submarine concepts to industry professionals and STEM mentors. Delivered flexibly over 3–3.5 hours or across multiple days, sessions require IT access and begin with an introductory briefing about the organisation.



Student feedback

100%

of participants would be interested in a career within STEM after the work experience.

63%

of participants considering a career with BAE Systems after completing the experience

4^{OUT}
OF 5

was the average rating given when students were asked whether they enjoyed the session.

“ Networking was good, interesting project, very involved. Talking to apprentices was useful, I gained more presentation skills. ”

- Participant

“ I think it was a good experience, it allowed me to think about engineering differently. ”

- Participant

“ Interesting projects; opened my eyes to new pathways. ”

- Participant

Community Investment

Through Community Investment, we support activities that align with our wider social impact aims and company values. All decisions are guided by our Corporate Community Investment Policy, which prioritises funding for projects that contribute to the following themes:

- Local Community
- Heritage
- Education and Skills
- Our Customer

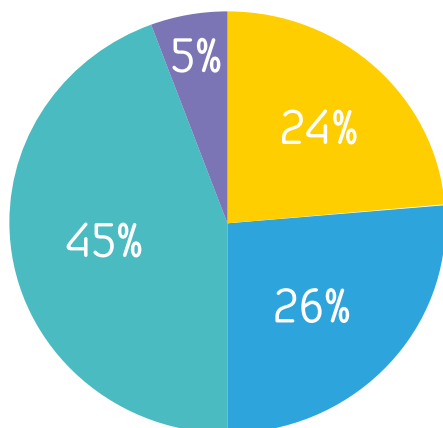


Community Investment: an overview

In 2025, we supported 76 projects, events, and initiatives across all priority areas, including activity delivered at our Southern sites. Examples from each theme are highlighted in the following sections.

Breakdown of Community Investment applications awarded by our Submarines Business in 2025:

- Heritage
- Education and skills
- Community
- Customer



Local Community:

Recognising our close connection to the communities in which we operate, we may also support initiatives outside these themes where they clearly align with our social impact aims and company values.



Heritage:

Preserving and promoting the company's heritage within the local area.



Education and Skills:

Supporting young people's education and employability, developing STEM role models, and partnering with organisations that help build the future STEM talent pipeline.



Our Customer:

Strengthening relationships with the Armed Forces and related charities.

Local Community: Festival of Transport

The 2025 Festival of Transport, organised by Barrow BID, achieved record breaking footfall, attracting over 35,000 visitors to Barrow town centre—a 166.9% increase compared with the previous year!

New activities for all ages were introduced across multiple locations, helping to draw a wider and more diverse audience while encouraging visitors to explore more of the town and support local businesses. This significant growth boosted trade for town centre businesses and increased visibility for the area.

The sharp increase in footfall and community engagement highlights the event's continued success in promoting Barrow town centre and supporting the local economy.

“ We loved the whole day, and it was lovely to have lots to do with my little girl. ”

- Event attendee

“ A fantastic event, thoroughly enjoyed it! We will arrive earlier next year, we didn't realise how much there would be to do! A hit with my toddler who's car mad. ”

- Event attendee



Local Community: Dockside Festival

Following the success of the first event in 2024, the Dockside Festival returned to the Dock Museum over the summer holidays with a host of free activities for the whole family.

These included the giant sand pit and the stocks, as well as a variety of new activities with local charities and community groups joining in too. An impressive 95% of attendees rated the event five stars, demonstrating not only the strong demand for its continuation, but the high level of enjoyment and value it provides to participants.

A memorable and engaging experience, the event showcased Barrow as a vibrant, welcoming, and community-driven place.



“ Superb event, my kids loved it.
We need more like this in Barrow. ”

- Event attendee

...

“ Really well organised and everyone
was very friendly. ”

“ Another amazing event from the
BID Team. ”

- Event attendee

...



Local Community: Green Heart Den



Green Heart Den was developed from two previously derelict plots of land and has been transformed into a vibrant, inclusive growing space where residents can grow their own food, learn new skills and reconnect with nature.

Green Heart Den in Marsh Street Arches, Barrow, provided safe outdoor access for over 500 people during 2025 through initiatives delivered in partnership with 12 local VCFSE (Voluntary, Community, Faith and Social Enterprise) organisations. The Community Interest Company's core purpose is to offer wellbeing focused infrastructure on a peppercorn rent at £78 per year to local charities, schools, and the wider community.

BAE Systems' funding has enabled replacement of vital equipment and infrastructure materials, supporting the longer term sustainability of the project.

Alongside hosting partner activity, the organisation runs its own programmes including community crop sharing, bicycle recycling, and regular wellbeing events.

Beaumont College South Lakes provides supported education for young adults aged 16 to 25 who have additional needs.

Andy Clegg, Learning Support Worker at Beaumont College, says that "Green Heart Den has been an important part of our outdoor activities for many years. A variety of groups attend, as part of their courses in Horticulture, Environmental Studies, and as a means of gathering evidence for their John Muir Award in conservation.

It also presents a valuable opportunity for young adults to become involved with the local community in a way which provides a sense of positive participation and upholds social value.

To have an accessible, welcoming and safe space where young people can develop their skills in the natural environment is extremely important to us. We are lucky that such a versatile facility is available in the Furness area and we hope to continue our involvement for years to come."

“ Green Heart Den provides a safe, welcoming place for our beneficiaries to decompress and recover from addiction challenges. We use the site throughout the year to deliver groups and events. The annual costs are helpful as they are nominal, and our beneficiaries feel a sense of purpose and belonging as they contribute towards the upkeep and maintenance of the site on a voluntary basis. ”

- Sharon Mullen, Operations Manager at
The Warrior Down CIC

Heritage: Community Centre Memorial



In May 2025 BAE Systems donated a Remembrance bench and Tommy statue to North Scale Warm Hub in time for their VE Day Celebrations.

The bench and Tommy now sit proudly in their permanent location at North Scale's Remembrance Garden (Walney). Geoff Bigland from North Scale Community Centre said: "We would like to express our thanks on behalf of the North Scale Warm Hub for your generous donation of the Remembrance bench and Tommy. They were the focal point on our VE party day, with many people in costume having their photos taken on the seat. Their location adjacent to the England Coastal path will be a testament to the skills of the young people employed at BAE Systems in Barrow."



Heritage: Theatre Factory, '25 Words'

25 Words celebrated an enormous local community effort. This musical play was based on the true story of a Barrow family's experiences during World War 2.

The play was performed by a large community cast of actors and singers in Barrow Town Hall's Banqueting Suite, in November 2025, on Remembrance weekend.

25 Words was the start of the IF! (Inclusion Festival) event – 'a love song to Barrow', Ten professionally produced shows and events celebrating the town of Barrow. IF! is all about people coming together in a positive way to help us build community cohesion and hope.

Attendees said that they "Loved the acting, backdrops, singing and live music," and that "Finding out about our local heritage and stories through an interactive play brought a mix of emotions through the show."

Heritage: Barrow Trumps

Barrow Trumps was an idea developed by local group, Artworks Art4All CIC, who worked with local schools and community groups to research Barrow's iconic landmarks.

From the information collected, Art4All created a range of cards with key facts including the date landmarks were built, their value today, and 'must see' factor! These were then developed into the Top Trumps style game and sold to raise money for local good causes. Initially the project set out to create a pack of 25 Trump cards, but with increasing interest from local community groups the pack more than doubled in size to 53 cards!

Each card featured a Barrow location and was created by a local community group, organisation or individual. Groups selected their location at random and were tasked to explore the categories on the card, find out facts and photograph their building.

ArtWorks provided new skills, looked at the history and heritage of Barrow and explored prices, sizes of buildings and the notion of beauty. In total over 560 people were involved in making the pack of cards.

The project was featured on Radio Cumbria, North West Evening Mail and is stocked in The Dock Museum, Heaths, Sweets Aplenty and Coffee D'ash in Barrow. Over 500 packs have already been sold,



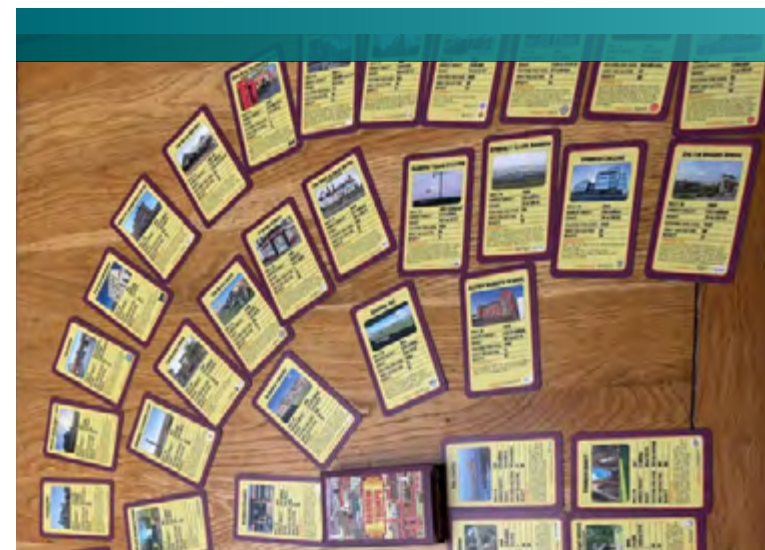
and many people have sent these packs to relatives who previously lived in Barrow and now have moved abroad or to other areas of the UK.

St George's School were given Lakeland House for their card to research. Initially the children felt disappointed to be allocated what appeared to be quite an uninteresting building. However, Deputy Head Teacher Mrs Stringer arranged with Drop Zone (the current owners of the building) for the class to visit, and Cath Corkill at Drop Zone provided books about the history of Lakeland House, researched by Age UK during their ownership of the building.

The children loved running around in DropZone, looking at the research and finding out it had been a laundry - which had employed more women than any other place in Barrow at the time.

“ It was so exciting to see all the cards being researched and put together so uniquely by lots of different groups and individuals. It brought the community together. My set of Barrow Trumps has been used by so many people of all ages, and people suffering from illnesses. It's surprising how a card with a photograph can be a great talking point. ”

- Evelyn Corkill, local photographer



Education and Skills: Furness STEM Show

BAE Systems sponsored the Furness STEM Show 2025, organised by Furness Education and Skills Partnership (FESP), bringing together schools, businesses and universities for two inspiring days of science, technology, engineering and mathematics.

Held on 11–12 March at Furness College's Channelside campus, the event welcomed over 1,100 pupils from 30 local schools. Free transport was offered to ensure wide participation. Students aged 7–13 explored hands-on exhibits designed to spark curiosity and raise awareness of STEM pathways available in Barrow and the South Lakes.

The show's activities ranged from DNA exploration and biosciences, to engineering design challenges. Pupils tested problem solving skills in Brain Games, controlled a robotic arm, discovered Maritime and Marine Conservation skills, and took part in VR simulations that introduced careers such as windfarm engineering, welding and electricity distribution. Further highlights included Earth Sciences demonstrations and structural challenges in which pupils built and stress tested their own models.



Support came from a wide range of employers and universities, including BAE Systems, Siemens Energy, Vattenfall, Oxley, Morgan Sindall, Kimberly Clark, Laing O'Rourke, Furness College, Lancaster University and the University of Cumbria. Popular returning attractions Professor Pumpernickel's Science Show and Lancaster University's inflatable planetarium captivated audiences and brought STEM concepts to life. The event showcased local opportunities in STEM and connected pupils with ambassadors working across STEM industries.

Talking about the event, Neil Tippins from FESP said: "The generous donation from BAE Systems enabled FESP to facilitate this successful event. This was the 4th Furness Show, building on the success of the events of the previous three years.

The Furness STEM Show 2025 provided the opportunity for young people to discover and be excited about the local opportunities within STEM. 100% of visitors surveyed said they felt more informed about STEM opportunities in education and careers in the area."



“ It's fantastic to see young people so engaged and excited about STEM. Events like this help them connect their learning to real-world applications, opening doors to future careers. ”

- Neil Tippins, FESP

Our Customer: Poppy event



As part of the Barrow community's efforts to commemorate Remembrance Day and Armistice Day, The Bridge played host to a poppy making event.

The school section of this project delivered nine sessions across seven different local primary schools, each session consisting of an engaging presentation and four interactive activities.

The presentation introduced pupils to the meaning of Remembrance Day, why it is commemorated, and our organisation's contribution. This was followed by hands-on activities that combined creativity with learning objectives from the national curriculum such as art, literacy and history.

The children created biodegradable poppies from recycled materials, promoting environmental awareness, and designed poppy pins while learning about the symbolism of different coloured poppies.

A literacy focused activity centred on the story *Where the Poppies Now Grow* by Hilary Robinson, where pupils reflected on themes of friendship and war before collaborating on a poppy field display where the children turned their hand prints into a poppy field.

Finally, a historical medal making activity, encouraged discussion around wartime honours while the children made their own medals to commemorate a time where they felt they had been brave. Overall, the project successfully combined education, creativity, and remembrance, helping children develop a meaningful understanding of the sacrifices commemorated on Remembrance Day.

Members of the community were invited to come into The Bridge and learn how to make three styles of poppy crafts in informal multi-generational workshops – pin-wheel poppies, tissue paper poppies and foam poppies. The poppies created were then attached to a central silhouette of a soldier with a poppy field trailing behind. This silhouette was made/created by teams within our business. Over the two days, over 300 poppies were made.

People who got involved with the project left with a thank you gift of pre-potted poppy seeds, accompanied with a poem written by Barrovian poet, Sally-Ann Kemp.

Symbols of bravery show
In wild fields poppies grow
Their flowers open so proudly to honour those lost
Those who fought for their country whatever the cost
As poppy seeds are sown, they grow of new life
To honour those from war and strife

Sally-Ann Kemp





The charity donations team raised £364.61 (matched by BAE Systems giving a total of £729.22) by making and selling over 60 felt poppies by hand, as well as putting collection boxes across the BAE Systems Barrow sites. Each of our poppies had five petals on them: one to represent each of the three main military branches, Air, Army, Royal Navy, an additional one to represent the Women's Reserve Corps, and finally one to represent those who work in defence. This was the same style of poppy as that worn by the late Queen Elizabeth II.



“ This was the best day ever. ”

- Student, Haverigg Primary School



“ The session was very well organised and well thought out. The children were inspired and the tasks were engaging and ambitious. The members of staff were friendly and knowledgeable regarding Remembrance Day. Overall, a fantastic session which the children enjoyed and were able to enhance their skill set. ”

- Miss McCann, South Walney Primary School

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, cadet volunteers and military families bring to our businesses.

In 2025 we continued to make our commitment to the Covenant through a range of activities, events and fundraising initiatives.



Trafalgar Parade



Barrow-in-Furness Trafalgar Day Parade is a testament to the town's naval heritage and the connection between Barrow and the Armed Forces.

Talking about the part he played in the parade, Cadet Tom, 14, said: "I really enjoyed taking part in the Trafalgar Day parade for the first time alongside over 180 Sea Cadets from the Lakeland District. At first I felt a bit nervous, but once we started marching, I felt proud to be part of such a big group. It was amazing to see so many cadets together and to know we were all there to remember an important day in history.

It made me feel like I was representing something bigger than just myself, and I was honoured to represent the Sea Cadets in public.

The Kendal Sea Cadets Band were excellent and helped make the parade even more enjoyable. Overall, it was a brilliant experience that I will always remember, and I'm really glad I had the opportunity to take part."



St George's Competition

The Royal Society of St George Furness Branch has run the Inter Cadet Forces' St George's Competition for over 40 years.

“ The St George's competition was a tough but really enjoyable day, with strong competition between the Sea, Air, Army and Royal Marines Cadets. ”

- L/Cpl Cameron, 17

...

Each year, members of the Sea Cadets, Army Cadets and Air Training Corps compete in a range of events to win the impressive silverware! The competition includes events such as teamwork, rowing, first aid, physical training and orienteering, which are all underpinned by the training and skills that all cadets develop to help prepare them for responsible adulthood.

BAE Systems has been a long term supporter of the St George's Competition, providing financial assistance to make the event successful.

Submarines Memorial Plaque

Two Barrow-built submarines that served in World War 1 were remembered at a special ceremony with the AE1 and AE2 re-dedication service, held at the submarines Barrow War Memorial on Sunday, September 14 at 11am.

There was also a signing of the book of remembrance, with members of the public invited to attend the ceremony.

AE1 and AE2 were the Royal Australian Navy's (RAN) first two submarines, commissioned into their service in February 1914. The AE1 was the first Allied sub lost in the First World War, vanishing off Rabaul, Papua New Guinea with 35 Australian and British crewmates on board. She was eventually rediscovered 103 years later in 2017 following the 13th mission to locate her. The AE2 also had a tragic ending: she sank in the Sea of Marmara in the Dardanelles on April 25, 1915. She was found 83 years later, in 1998.

The re-dedication included representatives from the Australian High Command, Royal Australian Navy, Royal Navy, Cadets and BAE Systems Submarines, which funded a new plaque.



Members from the neighbouring branches of Morecambe, Blackpool, Manchester and Merseyside, along with dignitaries from the Australia High Command, Royal Australian Navy, Royal Navy and BAE Systems were invited to attend.

The Mayor of Barrow was invited to unveil the Book of Remembrance and the Minister to say prayers. The Standard Bearers, Sea Cadets, bugler and piper also took part in the ceremony.

Employee Fundraising and Community Support

In addition to activities and support developed by our Submarines 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

2025 marked the 30th anniversary of the Tour de Furness Sportive charity cycle event, organised by the Rotary Club of Furness to raise money for St Mary's Hospice and other charitable causes.

Over the last 30 years, the event has hosted riders of all ages and abilities, including those less able, ranging from children, parents, veteran and semi-professional cyclists. During this time, the event has raised almost £550,000 for local charities and good causes.

A team of twelve BAE Systems employees took part in the 2025 Tour de Furness taking on the 50-mile cycle ride raising £1,809 for St Mary's Hospice.



Cumbrian Challenge

BAE Systems is proud to sponsor The Cumbrian Challenge which is the flagship fundraising event of Walking with the Wounded (WWTW).

Eight teams from BAE Systems took part in the 2025 Cumbrian Challenge which saw over 800 participants made up of 206 teams with over £400,000 in donations made.

Participants take on one of the three routes to generate vital funds for supporting veterans and their families through WWTW's employment, mental health and care coordination programmes.

Team 'Two Eggs, Two Coconuts', which comprised Jordan Broome, Ian George Armstrong, Joshua Graham and Sam Scott, came first in the 40 mile Tough Challenge (64km) with a brilliant time of 03:47:18. The teams raised over £3,000 in total.

Backpack Appeal



Over 230 gift-filled backpacks were donated to the Furness Resilience Forum's Christmas Toy Appeal as part of our annual Backpack Appeal.

The backpacks arrived at Project John to be donated to children in the Furness area after collections took place across our BAE Systems Barrow site.

Furness Local Resilience Forum is a partnership of community, voluntary and statutory organisations set up to support local communities and organisations in the Furness area.

The Christmas Toy Appeal forms part of the 'Giving to Communities at Christmas' project coordinated by Project John. Families who have been referred by local organisations greatly benefit from the items donated by colleagues, making Christmas a little easier.



Keswick to Barrow

2025 was another record-breaking year for the Keswick to Barrow (K2B - 40 miles) and Coniston to Barrow (C2B - 21 miles) walks with £605,450 being donated to over 200 charitable organisations.

Three BAE Systems Submarines teams took part in the K2B walks raising just over £3,500 for their chosen charities; The Army Benevolent Fund, St Mark's Clothes Bank and the K2B pool of charities.

Joshua Crowther, winner of the Best Performance Cup, was the first man home with a time of 04.42:08 whilst his team the Royal Navy – HMS Agamemnon (Team 7) were also the winners of the coveted Resolution Cup.

Race Across the UK



In September, Janet Garner and Laura Lake of BAE Systems Submarines, took on the inaugural Race Across the UK for the Royal Navy and Royal Marines Charity (RNRMC).

Over 20 teams took part, navigating long distances, solving clues along the way, taking many (many) trains and buses, and with a few surprise destinations and challenges thrown in! Over three days they demonstrated resilience and team work to make their way from Edinburgh to Dartmouth with their backpacks and map, no phones allowed!

Combining careful planning and an adventurous spirit they experienced the generosity of local communities as they covered over 1,500 miles of the UK landscape. Their efforts raised over £6,000 as a team and the event itself successfully generated over £148,000 in total, supporting RNRMC's vital work.

Completing the race was a significant achievement for the pair, and created a meaningful impact that will benefit service personnel and their families.

“ Race Across the UK has been nothing short of extraordinary. Congratulations to Janet and Laura and every team who took part - your determination, ingenuity, and camaraderie were truly inspiring. You’ve not only completed a formidable physical challenge, but you’ve also helped raise £134,346 - vital funds that will change lives across our Naval community. ”

- Samantha Nicolson, RNRMC CEO

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Give As You Earn

The Submarines Give As You Earn (GAYE) scheme was launched in 1987. Almost 40 years later our employees continue to contribute each month direct from their salary to help support our local charities and community.

Through our GAYE payroll giving scheme, employees can donate to any charity in the UK, on a monthly basis or simply through a one-off donation!

This year our Submarines business unit held the annual donation event at Hawcoat Park, with representatives from 36 local charities invited along. The event was hosted by Lesley Dixon (Commercial Director), the GAYE committee and the Social Impact team. The overall amount given to charities reached a fantastic £27,714.

Talking about the event, Lesley Dixon said: "It was amazing and very humbling to host so many charities and hear about their stories, their journeys and the work they do. Charities are really struggling to raise money, and this could be seen through the number of applications. What we do through GAYE is vital to these charities and I'm proud to be involved with the committee."

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.



“ The GAYE committee members have visited a number of charities that have benefitted from the GAYE scheme. This is an opportunity for the GAYE committee to see how donations are making a real difference in our local community. ”

- Lesley Dixon, GAYE Chairperson

People and Culture

Our ambition is to have a diverse workforce that enables business performance and growth, by having an inclusive culture where everyone feels like they belong, is respected, thrives and can contribute fully to our mission.

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.

No matter your background, experience, or where you are in your career, we recognise that everyone has something to offer. That's why we've built a culture that enables us to be ourselves and share our perspectives.

Throughout 2025 we supported a number of town centre events in Barrow that support our ambition including; sponsorship of 2025 Furness Pride Festival, sponsorship of a variety of local inclusion awards and sponsorship of the Barrow Unity festival.



Stitch Ability

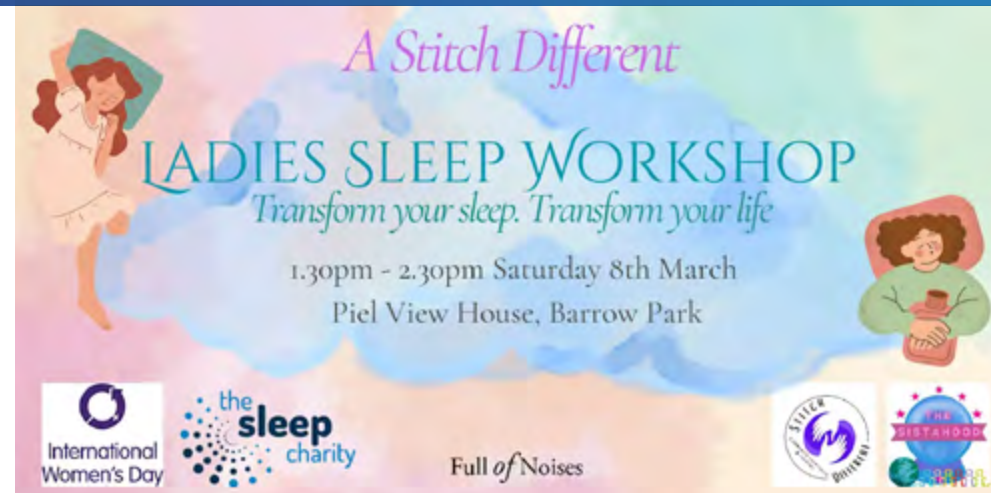


Stitch Ability, part of A Stitch Different CIC*, supports individuals in Barrow who are experiencing isolation or loneliness by using creative, practical activities to build confidence and start conversations.

With expertise in neurodiversity, anxiety, behaviour, and sensory needs, this social enterprise tailors engagement to each person's interests, integrating them into real business processes such as administration, marketing, manufacturing, sales, and customer service. Participants learn new skills in a supportive environment and gain independence through hands-on experience.

Stitch Ability also offers employment opportunities, enabling individuals to create hand-crafted items from recycled fabrics, as well as bespoke printed products such as T shirts, hoodies, mugs, and other personalised goods. The project promotes inclusion, creativity, and skill development, giving participants who face barriers to traditional work the chance to grow in a relaxed and encouraging setting.

(*Community Interest Company)



A Stitch Different CIC designs bespoke weighted and sensory products, offering guidance to ensure individuals receive the most appropriate and cost effective support. Additionally they provide specialist support as trained sleep practitioners with expertise in Cognitive Behavioural Therapy. Their aim with this is to support individuals and families to improve sleep through evidence based strategies, helping to enhance wellbeing, behaviour, education, relationships, and employment.

The £5,000 funding they received from BAE Systems was used to deliver qualifications for sleep training and support in sewing skills, helping them to create the courses, materials and additional marketing - both online and physical.

“ Thanks to the funding we have been able to keep our studies and qualifications up to date and have launched a dedicated sleep support service for the whole of Furness. ”

- Amanda Bland, Director of A Stitch Different

Strategic Projects

Strategic projects are those which have an impact beyond our usual community investment or education and skills outreach activity. Examples include 'The Bridge' which provides a skills signposting service, supplier engagement events and supports the ongoing regeneration of the local High Street. Our strategic partnership with the University of Cumbria also saw the development of a university campus on our site at Buccleuch Dock, which supports the area to attract and retain skilled graduates and increase Higher Education participation levels, not only in subjects which support BAE Systems but also other sectors in the area including health services.



Celebrating one year of The Bridge



From the outset, The Bridge was created as a place where people could explore opportunities, find inspiration, and connect with organisations across Barrow and beyond.

Today, it proudly hosts the Achieve space, offering a drop-in careers and skills signposting service that connects visitors directly to local employment opportunities. The building has also become a vibrant hub for community events, education outreach, and supplier engagement—supporting activities that celebrate the positive transformation of the town.

In its first year, The Bridge welcomed over 20,000 visitors and:

- Built relationships with almost 100 partners across employment, skills, education, community and business
- Hosted 900 hours of partner drop ins
- Delivered 505 hours of external training
- Supported 240 hours of partner meetings
- Facilitated 245 hours of local business recruitment
- Held 1,140+ careers conversations with the public

The Bridge has also supported major town centre events—from Dino Day to the Festival of Transport—and even welcomed a memorable visit from King Charles. With silent discos, art exhibitions, ballet performances, and community showcases, its first year has been full of energy and possibility - this is only the beginning. Anyone wishing to get involved or host an activity is encouraged to contact the team, on enquiries@thebridge-barrow.com.

“ This is a proud moment to see The Bridge come to life in the heart of Barrow... I hope the community embraces the opportunity. ”

- Janet Garner, Future Workforce Director



Social Enterprise Fund

The Social Enterprise Fund is the first of its kind in our business. Its aim was to support new projects for local Social Enterprise/Not for profit organisations that would support the Town Centre and disadvantaged wards.

We had a total of £60k to allocate and broke that down, seeking applications up to £5k per application. Our partners in this effort were Cumbria Social Enterprise Partnership, and Social Enterprise Acumen.

We funded:

- **Level Up Gaming**, an organisation running local gaming events, tournaments, and community projects.
- **Round House Hub and Cafe**, a ZEST Community Asset Development Project.
- **Barrow BID**, creating a business community to promote and regenerate Barrow's Town Centre.
- **Barrow Community Garage**, a community-focused garage and training hub
- **Barrow and District Disability Association (BDDA)**
- **Walney Community Centre**, Seed to Plate
- **Ormsgill Stronger Together**, bringing residents together to improve wellbeing, reduce loneliness, and support local engagement through activities, events, and volunteering.
- **CANDO FM**, community radio station



Barrow and District Disability Association (BDDA)

BDDA were one of the local organisations who benefitted from our new Social Enterprise Fund.

Their Mobility Aids project repurposes mobility equipment such as walkers, wheelchairs, walking frames, commodes, and smaller aids, giving them a new lease of life, whilst also making new mobility items, and Blue Badge covers available to purchase at an affordable cost.

This helps people stay independent, reduces financial barriers, and prevents valuable equipment from going to landfill—delivering both social and environmental impact for our community.

University of Cumbria



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 and act as a catalyst for growing Higher Education participation levels in the local area.

BAE Systems entered into a strategic partnership with the University of Cumbria (UoC) to support the establishment of this new campus which is now fully built and welcomed its first intake of students in September 2025 for academic programmes in:

- BEng (Hons) Mechanical Engineering with Integrated Foundation Year;
- BSc (Hons) Computer Science (students will split time between University of Cumbria's Lancaster and Barrow campuses);
- BSc (Hons) Adult Nursing (providing teaching and placements in and around Barrow).

For students on the Mechanical Engineering and Computer Science courses we have been able to award a BAE Systems-sponsored scholarship providing a bursary, paid work placement and interview with the company to successful applicants.

BAE Systems is three years into the delivery of the established Teaching and Learning Agreement, with over 270 BAE Systems colleagues having completed or participating in courses in Supply Chain and Logistics as well as Project Management. We continue to work closely with the UoC team to identify further opportunities to develop skills for the region.

BAE Systems has 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 while also supporting the regeneration of Barrow.



Environment and Sustainability

Addressing climate change is a shared responsibility that demands collective action. Our climate resilience approach involves assessing both the physical and strategic risks across our sites and operations, while also developing a broader decarbonisation strategy.



Biodiversity

BAE Systems Submarines' main shipbuilding and engineering operations are based in Barrow-in-Furness, on the Furness Peninsula.

This is close to the Lake District National Park and neighbouring areas of special scientific interest, including habitats for migrating and nesting birds, inter-tidal mudflats, and the ecosystems of Morecambe Bay and the Duddon estuaries.

The shipyard completed a detailed biodiversity baseline, highlighting the natural diversity surrounding the site. We welcome Biodiversity Net Gain requirements as an opportunity to enhance local biodiversity and create social value.

Water and Waste

We continually seek to improve our resource efficiency.

This includes water use and waste reduction, guided by our global environmental objectives, and supported through annual local delivery plans. Engagement across our supply chain and operational teams has resulted in several strong initiatives, for example, supplier take-back schemes which divert waste from landfill and return materials into closed-loop recycling for use at the start of production. These simple yet effective actions demonstrate how collaborative efforts can deliver shared environmental benefits across our local supply chain.

Commuter bus pilot

In January 2026 our business introduced a commuter bus pilot from five areas of Barrow and Furness, to provide a smarter, greener and easier way of commuting.

The pilot has achieved a significant milestone, recording 50,000 passenger journeys to date in June 2026. The sustained level of use demonstrates a clear demand for alternative travel options and reflects the value of the service in supporting colleagues' daily commute.

The commuter bus service has played a key role in easing pressure on local infrastructure. By providing a reliable and accessible alternative to single-occupancy car journeys, the pilot is helping to reduce congestion on key routes into Barrow and alleviating parking demand across site locations.

In addition to operational benefits, the initiative aligns with Submarines' broader commitment to sustainability. Increasing the use of shared transport contributes to lower overall emissions and supports the company's ambitions to reduce its environmental footprint.

Feedback from employees has been instrumental to the success of the pilot so far, with many highlighting the convenience, cost-effectiveness and reduced travel stress associated with the service.

The extended trial period will continue to focus on delivering a safe, dependable and efficient transport option, while capturing further data to guide future improvements.



Commute and Connect

This new car sharing initiative is designed to help combat the environmental, financial and social struggles of commuting to work.

Whether travelling into work from the local area or afar, individuals can make a significant impact by opting to car share with a colleague. Approximately 70% of employees arrive at work by car, with 90% of these driving to work alone. This puts significant pressure on our parking infrastructure, so car sharing helps to mitigate this.

The scheme also has other additional benefits such as financial savings from sharing the cost of fuel, environmental benefits from having fewer cars on the road, and helping to build a network of strong relationships, which can boost mental wellbeing.

Early Careers

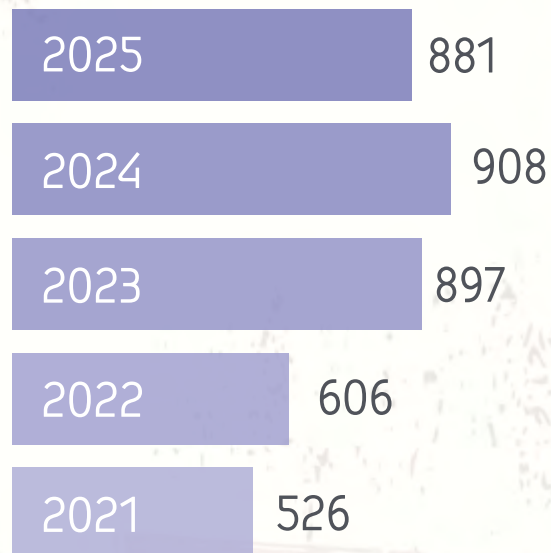
Our Early Careers programmes offer an exciting opportunity to join an inclusive and innovative team shaping the future of global security. Whether you're an apprentice, undergraduate or graduate, you will contribute to pioneering products and services that make a real impact.



Early Careers: An overview

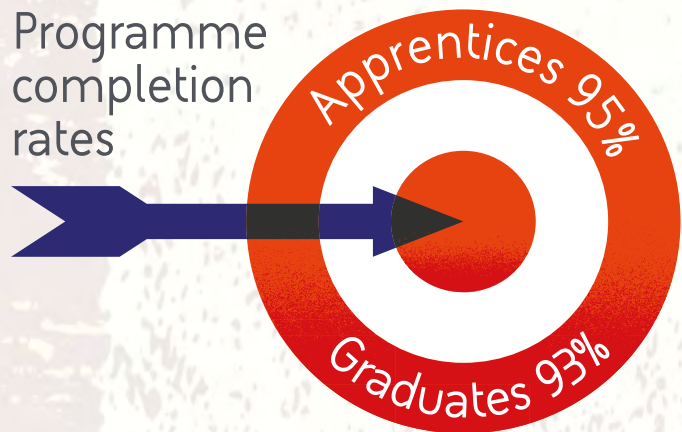
BAE Systems offers a wide range of apprenticeship levels—intermediate, advanced, higher and degree—alongside graduate and undergraduate roles. Whilst we are committed to supporting talent from our local communities, attracting people from across the UK is equally important. This helps us build a diverse workforce and strengthens the communities where we operate.

Submarines Early Careers new starters



We want to inspire everybody into a career in STEM.

Programme completion rates



Apprentices

32% Female 68% Male

Graduates

19% Female 81% Male

Movement to Work

Movement to Work (M2W) is a voluntary collaboration of UK employers committed to tackling youth unemployment by providing high quality vocational training, mentoring, and work experience for 18–30 year olds who are not in education, employment or training (NEET).

The programme aims to give young people the skills, experience, and confidence needed to secure sustainable employment, with participating employers linking placements to potential jobs or apprenticeships. Collectively, M2W aspires for 50% of participants to progress into positive outcomes such as work or further training.

We deliver M2W in partnership with The King's Trust (formerly The Prince's Trust) and The Launch Group, a collaboration dating back to 2014. Each cohort completes a structured three week programme: vocational training in week one, on site work experience in week two, and employability workshops plus an apprenticeship interview in week three.

In 2025 the programme continued to grow, following the celebration of 10 years of delivery. Three young people were nominated for the 2025 Movement to Work CEO Summit and Youth Employability Awards in London. Cohort 21 in October 2025 saw 11 completions and

8 offers, while Cohort 22 in November 2025 had 16 completions and 7 offers, with successful candidates starting in September 2026.

Movement to Work continues to support our skills and education strategy by enhancing social mobility, embedding Inclusion, and broadening access to opportunities that build a future ready workforce.

Talking about the programme and recent events, BAE Systems CEO, Charles Woodburn, said:

"As Chair of the Movement and Chief Executive of one of its founding partners, I've seen first-hand the positive impact this incredible charity has on young people and our local communities. Whilst I'm immensely proud to see BAE Systems' support for Movement to Work continue to grow, the power of the movement lies in the collective and it was great to see so many fellow employers and young people come together at the Summit to share their experiences and discuss what more we can do provide pathways into work for young people."

“ Thank you to everyone who attended and contributed to the two events. Together, we are changing lives and helping young people across the UK to forge brighter futures. I hope that more businesses will be inspired to help us tackle youth unemployment ”

- Charles Woodburn, BAE Systems CEO



Our totals to date:

22 cohorts

296 young people completing the programme

177 Positive outcomes with BAE Systems

Supply Chain

We support our supply chain partners and work collaboratively to encourage their positive contribution to the communities in which we operate.



MakeUK Industrial Round Table



On 16 January 2025, BAE Systems hosted a Make UK Defence SME Roundtable at The Bridge in Barrow, in partnership with Michelle Scrogam MP.

The session was convened to engage directly with regional SMEs ahead of the publication of the UK Defence Industrial Strategy, providing a platform for businesses to share their perspectives, challenges, and opportunities with both industry and government.

The discussion focused on key barriers to growth, including access to suitable infrastructure, the ability to scale operations, and ongoing challenges in attracting

and retaining skilled talent. SMEs provided valuable, first-hand insight into the realities of operating and growing within the regional defence supply chain.

An update on Team Barrow was also shared, reinforcing the collective ambition to strengthen the local economy and support sustainable growth.

The roundtable enabled meaningful two-way engagement, ensuring SME voices are better reflected in future policy and industry approaches, as well as strengthening collaboration between government, prime contractors, and the regional supply chain.



Michelle Scrogam MP

“ I was delighted to host this roundtable session at The Bridge. Michelle Scrogam MP took away some actions and she understood what the SMEs in the room need from government. The Bridge is a brilliant facility, and I will definitely use it again for future events. ”

- Kelly Maddison – MakeUK Defence

EMCOR: Employment and Training

EMCOR is a fully embedded supply partner with BAE Systems Submarines, and support us in ensuring we meet our operational and business goals.

Working with Inspira, EMCOR UK rapidly designed and delivered a two week intensive employability and recruitment programme, with nine individuals shortlisted. Inspira led outreach through Barrow Jobcentre Plus, and the programme began at The Bridge.

The first 'Employability Day' introduced participants to the facilities management sector, EMCOR UK's values, and the apprenticeship opportunities available within the BAE Systems Submarines contract. The session emphasised teamwork, reliability and workplace behaviours. Between the two programme weeks, Inspira provided one to one support including CV writing, interview coaching and confidence building.

The programme concluded with a "Meet the Employer" day featuring structured interviews with hiring managers. As a result, four young people were offered roles—three apprenticeships in Project Management, Business Administration, and Health and Safety, and one full-time Project Engineer position.

Future cohorts will be supported through mentoring, coaching and school engagement, contributing to EMCOR UK's long term workforce pipeline, providing opportunities for those furthest from the job market.



“ We are proud to be part of this collaborative response to tackling social mobility. I have thoroughly enjoyed forming new partnerships and seeing the candidates grasp the opportunities. These are more than apprenticeships; these are new beginnings. ”

- Roy Ramrutton, Head of Social Value (EMCOR)

NG Bailey

NG Bailey, another BAE Systems supplier based in Barrow, have supported the local community in various ways, including making £3,000 of charitable donations.

This has included donations to the Barrow Foodbank and Christmas gift donations to the Salvation Army.

NG Bailey's Social Value Lead, Louise Logan, stated that "Charitable donations have always formed a strong core of NG Bailey's commitment to the local community, and we're proud to support organisations who make a real difference where it matters most".



Atkins Realis and Mott McDonald (ARMMA)



In 2025, ARMMA marked a highly successful first year at the UlverSTEM Education and Skills Outreach event, which attracted over 1,000 visitors, including families and young people aged from 6–16.

The team delivered engaging, hands-on engineering challenges, such as block building and spaghetti and marshmallow towers, promoting creativity, teamwork and plenty of fun.

As their first social value event, ARMMA's contribution was strongly welcomed. The venue was full of energy, with inspiring STEM companies showcasing varied activities. The team also raised awareness of Atkins Réalis / Mott MacDonald, sharing early careers information, mentoring opportunities and virtual work experience. Feedback highlighted meaningful engagement and strong interest from young people.

Speaking about the event, ARMMA's Social Value Lead, Michelle Athey said: "Attending the UlverSTEM event at Ulverston Victoria High School (UVHS) was an excellent opportunity to inspire the next generation while showcasing the breadth of careers available across science, technology, engineering, and mathematics.

Engaging directly with students, teachers, and families enabled us to demonstrate how social value and STEM education work hand in hand to help young people build confidence, curiosity, and practical skills for the future. The enthusiasm shown throughout the day and during our STEM activities was truly energising.

“ We are proud to support an event that strengthens community connections and encourages local talent to thrive. ”

- Michelle Athey, Social Lead at ARMMA



Buyer support at SME engagement events

Our Supply Chain team provided dedicated buyer support at key Small and Medium Enterprise (SME) focused industry events.

The SME focused events included Defence Procurement Research Technology Exportability (DPRTE) in Farnborough, and Joint Supply Chain Accreditation Register (JOSCAR) Live.

Informed buyers were on hand to engage directly with SMEs, offering guidance on onboarding, qualification, and procurement processes.

Throughout these events, our Supply Chain team provided structured engagement through drop-ins, one-to-one discussions and networking, supported by clear materials outlining the supply chain pathways and compliance expectations.

This approach ensures SMEs receive meaningful, face to face support, reduces barriers to working with us, and helps build a diverse, resilient supply base that strengthens economic and social impact across the industry.

Speaking about the JOSCAR Live event, JOSCAR CEO Colin Maund said "By bringing buyers and suppliers together, the event encourages open collaboration and shared understanding across the defence sector, while BAE Systems' sponsorship of the JOSCAR SME Innovation Award highlights



their commitment to supporting innovation within the SME community. Initiatives such as the Meet the Buyer sessions also give suppliers rare direct access to organisations like BAE Systems, providing valuable insight into how to engage with major buyers."

“ BAE Systems is a valued member of the JOSCAR community, and their participation in JOSCAR Live brings significant value to the wider supply chain. ”

- Colin Maund, JOSCAR CEO





Building Barrow's Business Support Ecosystem: From Network to Impact

be the business

“ I’m really excited about the Barrow Business Directory and the role it can play in supporting our local businesses. It’s fantastic to be part of something so positive and forward-looking for Barrow. ”

- SME Event Speaker

BAE Systems, Team Barrow and Be the Business partnered in 2024–25 to strengthen the SME ecosystem in Barrow-in-Furness during a period of rapid economic growth.

With rising investment creating major opportunities—but also new challenges for smaller firms—the programme focused on helping SMEs connect, build capability and access support more easily.

The work began with mapping the full business support landscape, aligning over 120 organisations across finance, skills, advice and procurement readiness, reducing duplication and improving navigation. Ten “Spirit of Barrow” success stories were produced to showcase local enterprise and highlight ambition and innovation across sectors.

A central digital Directory was created to consolidate support routes, and a mobilisation event brought together 43 local businesses for practical collaboration. The Supply Chain Sustainability team ensured the programme supported long term resilience and inclusive growth.

Overall, the work strengthened local collaboration, raised the profile of Barrow’s enterprise community, and created a model that can be replicated in other investment led regions.

Ioana Jago, Innovation Lab Delivery Lead at Be the Business said:

“Our work with Team Barrow and BAE Systems has been guided by a commitment to understand the community deeply, connect the dots across the local business ecosystem, and create solutions that are both strategic and grounded in the lived realities of Barrow’s SME landscape.

By listening closely to business owners, mapping their needs end to end, and shining a light on the resilience and creativity already present in the area, we’ve helped convene the ecosystem and launch a business directory that not only simplifies access to support but strengthens confidence, collaboration, and pride of place. This approach has enabled us to deliver impact that is practical today and sustainable for Barrow’s long term economic future.”

Partnership Representation

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, contributing to the development of their strategies and plans, and using our resources, experience and knowledge to help deliver them.

These partnerships include, but are not limited to:

- Team Barrow
- North West Business Leadership Team
- Cumbria Economic Growth Board
- Brilliant Barrow
- Furness Funders Forum
- Cumbria Armed Forces Covenant Group
- Hello Future
- Cumbria Careers Cornerstone Employer Group
- Women in Nuclear
- Westmorland Furness Council Inclusion Forum



Focus on Team Barrow



Established in 2023, Team Barrow is a unique place based partnership between central government, Westmorland and Furness Council, and BAE Systems.

It reflects Barrow's national importance as the home of the UK's submarine building capability and its vital role in sustaining the Defence Nuclear Enterprise.

The partnership is delivering an ambitious 10 year programme focused on two core outcomes: ensuring Barrow can continue to support future submarine construction and strengthening and diversifying the local economy to improve long-term prosperity.

Backed by £220 million of central government investment, Team Barrow is addressing decades of underinvestment and enabling meaningful, community-led change. Significant early progress has already been made across education, transport, community support, housing and regeneration.

In education and community support, two major funding programmes worth £10 million have launched: the £5m Brilliant Futures Fund to raise attainment in local schools, and a £5m Social Impact Fund, which has already awarded over £3m to local charities and community groups.

Key infrastructure improvements include the opening of the Grizebeck Road Bridge, supported by £10.5m of Team Barrow investment, and a confirmed £7m upgrade to the Alfred Barrow Health Centre.

Town centre renewal has begun through early improvement works, while the Marina Village project—now progressing with Muse Places as development partner—will deliver around 1,350 new homes and new public spaces, creating a modern neighbourhood close to jobs and amenities.



Looking Forward

Thank you for taking the time to read our Social Impact Report 2025-2026, which we hope has given you an insight into how we strive to support the communities in which our Submarines business operates. As you will have seen, the breadth and depth of our support continues to evolve and in our next report we look forward to reporting on further development of our facilities in Portland Walk, realising the benefits of social value in procurement across the UK and working through Team Barrow to create a lasting legacy for the community.

If you would like further information about our social impact approach, then please contact:
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