



# **DASSAULT SYSTÈMES UK LTD GENDER PAY GAP REPORT**

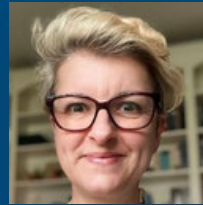
# WE ARE PLEASED TO SHARE DASSAULT SYSTÈMES UK'S GENDER PAY DATA FOR THE REPORTING PERIOD OF 5 APRIL 2025.

Throughout 2024 we maintained momentum in our Diversity, Inclusion and Belonging initiatives, expanding gender awareness through webinars, dedicated women's health sessions, and wellbeing support through Cancer@Work, which we officially joined by signing the Charter in March 2024, as well as our 24/7 Concierge Service for Carers. We also continued to develop a diverse pipeline of future female leaders through our Rise Up! Women in Leadership programme.

Our gender parity-focused initiatives around hiring, increasing number of women in leadership roles, equity assurance reviews during annual compensation review, continue to attract, retain and grow female talent. Targeted initiatives in STE(A)M, careers fairs and the introduction of the Gender Decoder for job adverts, ensure our gender equity programmes remain resilient and impactful.

Our effort and commitment to building a workforce that reflects the diversity of our environment will continue to evolve and adapt. We continue to implement solutions that drive sustainable change and trust that our ongoing initiatives contribute to advancing gender equality and representation across the organisation.

The employee stories in our 2025 report highlight our continued commitment to supporting the women who shape Dassault Systèmes UK, both now and in the years ahead.



In 2025, we increased female representation in the Upper Quartile by 2% and the Lower Middle Quartile by 5%, with the Lower Quartile steady at 47%. This progress reflects our continued commitment to creating a workplace where women are supported, empowered, and able to thrive across Dassault Systèmes UK.

— Aneta JAJKOWSKA

EURONORTH Senior Director  
People & Organisation Partner



Our 2025 results reflect our ongoing commitment to gender equality and leadership diversity. Through targeted initiatives in hiring, leadership development, and STE(A)M engagement, we are strengthening our talent pipeline and ensuring Dassault Systèmes UK continues to reflect the diversity of our communities, customers, and partners.

— John TURNBULL

EURONORTH Managing Director



IF WE  CHALLENGE  
THE STATUS QUO

> WE CAN **IMAGINE** NEW HORIZONS <  
TO IMPROVE THE WORLD

## Who are we?

Since 1981, Dassault Systèmes has provided organisations in a wide range of industries with solutions for sustainable innovation. As the catalyst and enabler of the modern world's greatest industrial transformations, we have helped thousands of manufacturers reinvent their development and production methods to enable sustainable innovation.

Our culture is driven by a commitment to innovation and to having a positive impact on society. Everything we do is geared toward improving the future.

Dassault Systèmes employs approximately 25,000 people worldwide, operating from 184 offices across 45 countries. We have a strong ambition to ensure gender equality, including at the Executive Committee level and positions of responsibility. As of the most recent reporting, 38.5% of the Executive Team and 26.3% of People Managers across the company are women. We recognise the challenges of hiring STE(A)M-experienced women, who remain underrepresented in engineering schools and the high-tech sector, and we remain committed to advancing initiatives that help close this gap.

Our longer-term gender-representation targets aim for 40% women in executive roles and 30% in people-manager roles by 2027. We confirm that our gender pay gap data is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations.

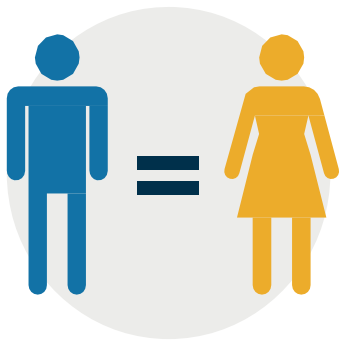
On 5 April 2025, Dassault  
Systèmes UK employed **433** men  
and **156** women.



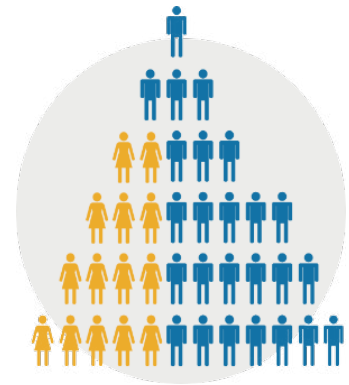
# WHAT IS THE GENDER PAY GAP?

The gender pay gap is a high-level indicator of the difference between men and women's earnings. It compares the mean and median hourly earnings of men and women for full and part-time work.

The Equality Act 2010 is a UK government act that deems it a legal requirement for a company with over 250 employees to publish the average hourly rates between men and women. (The results are to be published on the company and the government websites.)



VS



## EQUAL PAY

MEANS THAT MEN AND WOMEN PERFORMING THE SAME ROLE MUST RECEIVE THE SAME PAY.

**Equal pay** reviews individuals in the same workplace and doing the same job who should be given equal pay. Equal pay relates to the full range of payments and benefits, including basic pay, non-salary payments, bonuses and allowances.

## THE GENDER PAY GAP

INDICATES THE DIFFERENCE IN AVERAGE EARNINGS BETWEEN MEN AND WOMEN

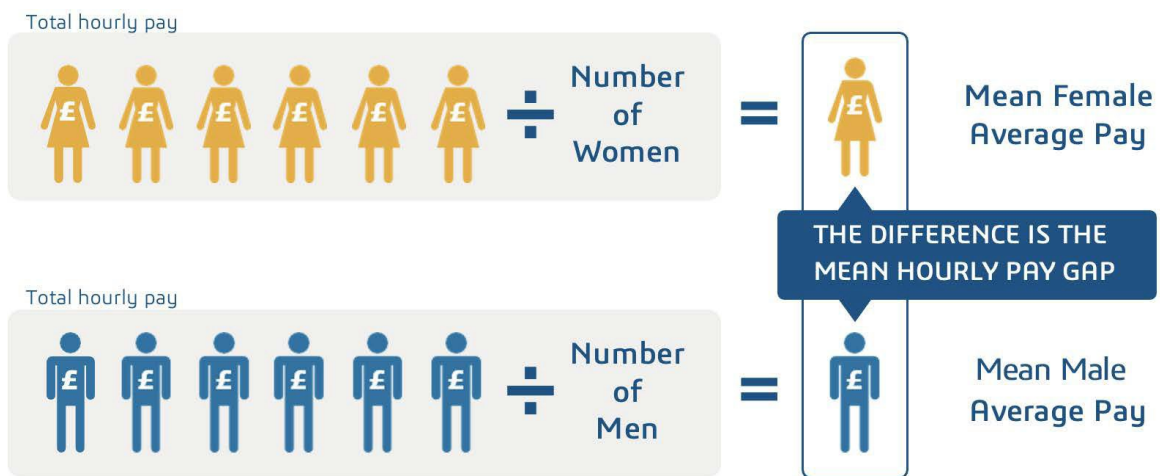
**Gender pay gap** reviews the company as a whole. We work out the average salary for women and the average salary for men in Dassault Systèmes UK.

### Definitions :

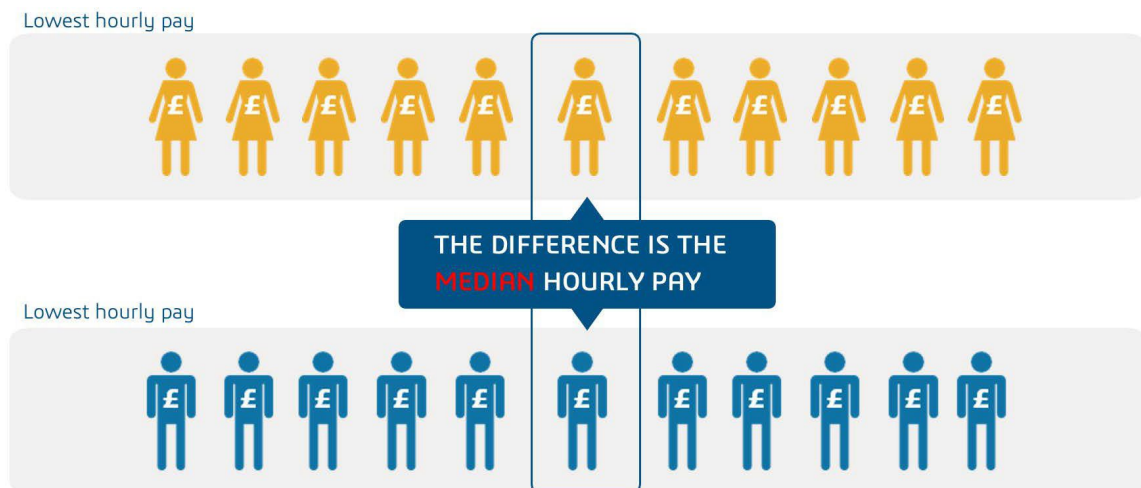
**Mean** - This is the average. All values are added together and divided by the number of employees.

**Median** - This is the middle value, the midpoint of a set of figures.

## HOW WE CALCULATE THE MEAN DIFFERENCE



## HOW WE CALCULATE THE MEDIAN DIFFERENCE



# DIVERSITY, INCLUSION AND BELONGING STRATEGY

**Diversity, Inclusion & Belonging (DI&B)** is a crucial differentiator of our business strategy for the 9 countries of Northern Europe and includes the United Kingdom. A clear DI&B strategy and action plan have been developed to stimulate and support dialogue with our employees **via our DI&B community**. **The community aims to provide a place to share ideas, thoughts and resources**. The strategy is built on 5 pillars of inclusion, with one of those pillars focuses on Gender Diversity.

We have implemented the following activities in all 9 countries, including the United Kingdom:

- **Representation of UK employees** in the DI&B Pillar Leads ensures Diversity, Inclusion & Belonging activities are providing opportunities for all employees to engage, connect, and learn in safe, inclusive spaces.
- **Situational and Inclusive Leadership** training that equips managers with the skills and awareness needed to create a workplace where everyone feels valued and included.
- **LeanIn Circles** support women's career growth and professional development, covering topics such as unconscious bias, menopause, caregiving, ethical AI, and lookism, while enabling employees to share experiences and insights across the organisation.
- Established **Parents and Carers Working Group** to recognise the challenges of balancing work and family life, and create a supportive environment where very parent and career feels valued, understood and empowered.
- To support those who perform carers duty, we have established **24/7 Carer Concierge**.
- **STE(A)M** initiatives inspire young people, particularly girls, to explore careers in science, technology, engineering, arts, and mathematics through volunteering, partnerships with schools and organisations, and interactive learning experiences.
- Delivered **Diversity Fresco** workshops to raise awareness and strengthen inclusive behaviours across the organization.
- Recruitment practices focused on building diverse teams through inclusive communication, fair selection processes, and the use of tools such as the **Gender Decoder**, ensuring opportunities are open to all employees regardless of background or identity.
- Career development tools such as My Journey and **targeted e-learning** courses on unconscious bias and inclusive behaviours help employees plan their growth and embed inclusive practices in everyday work.
- **International Women's Day** is celebrated internally and externally to highlight the contributions of women and raise awareness of the importance of gender diversity.
- **External partnership** – Dassault Systèmes works with Stonewall to strengthen LGBTQIA+ inclusion and advance its commitment to an inclusive workplace culture.



# EMPOWERING GROWTH AND THE NEXT GENERATION OF LEADERS



— Angela WEBER  
Senior Manager, Sales Operations Excellence

*Our first featured female leader, Angela Weber, shares how her career journey and leadership approach contribute to an inclusive and empowering workplace at Dassault Systèmes.*

## **DESCRIBE YOUR CAREER JOURNEY THAT LED YOU TO YOUR CURRENT ROLE AT DASSAULT SYSTÈMES?**

My interest in technology began with after-school programming studies, where I developed logical thinking and problem-solving skills. Although I didn't pursue programming as a career, I built a foundation that later helped me transition from inside sales / operations in the manufacturing industry, into software sales. In 2011, I joined a mining software company in inside sales, which was acquired by Dassault Systems a year later. Being part of Dassault Systems opened opportunities to expand my career journey and I moved into an operations role which changed in scope many times over the years. I gained international mobility, and moved to the UK in 2020. Today, I serve in a senior leadership role within the GEO, leading CPE Sales Operations.

## **WHAT WAS IT ABOUT DASSAULT SYSTÈMES THAT ALIGNED WITH YOUR VALUES AND LED YOU TO CHOOSE THE COMPANY?**

I value a continuous drive for improvement, optimisation and simplification. It is amazing being part of a company at the core of innovation and sustainability where my values are mirrored in the solutions we create and the value we bring to customers. It is inspiring to see how our technology touches nearly every aspect of life.

## **HOW HAS YOUR LEADERSHIP STYLE EVOLVED, AND WHO OR WHAT HAS BEEN MOST INSPIRATIONAL IN SHAPING IT?**

I've grown from a hands-on, detail-focused manager into a leader who empowers teams through skills development and coaching. I foster a psychologically safe environment where learning, growth, and collaboration thrive, and where mistakes are seen as opportunities. Ensuring each individual can excel at their skill set is very important to me. I believe mentorship is vital to personal evolution, and I've been fortunate to learn from inspiring mentors throughout my career.

## **HAVE YOU EVER FELT IMPOSTER SYNDROME AND IF SO, HOW DID YOUR EXPERIENCE HELP MINIMIZE IT?**

Like many women, I've experienced imposter syndrome. What I remind myself is that being selected for a role does show my merit. I've learned to channel that feeling into motivation—using it as fuel to reach goals. Each achievement helps quiet imposter syndrome and provides a win I can draw on to keep it at bay.

## **WHAT STRATEGIES DO YOU USE TO STAY GROUNDED AND TAKE CARE OF YOUR WELLBEING?**

I remind myself to prioritize, knowing not everything needs solving at once. There are many people around me who I can depend on; by building strong relationships and networks, I can share the load when needed. And weekends are for family! I stay grounded by spending quality time with my husband and son.

## **WHAT IMPACT DO YOU HOPE TO HAVE ON THE NEXT GENERATION OF LEADERS, PARTICULARLY WOMEN?**

My hope is to inspire kindness. Women don't need to be tough or unemotional to be strong leaders—our sensitivity and empathy are strengths. I strive to lead with kindness, while remaining fair and firm, and this is the lasting impact I hope to have on others.

# AUTHENTIC LEADERSHIP THAT EMPOWERS OTHERS



– Anita BALAKIREVA-SINGKH  
Senior Manager, Finance

*Our second featured female leader, Anita Balakireva-Singkh, shares how she has found purpose in helping her team develop into their potential while championing diversity in all its forms.*

## **WHAT'S BEEN YOUR PROUDEST ACHIEVEMENT DURING YOUR TIME AT DASSAULT SYSTÈMES?**

Seeing how my team has grown and developed into their potential over the past 4 years has been incredibly rewarding. Having the invaluable opportunity to support them in their career journey at Dassault Systèmes is really why I log in every day.

## **WHY DO YOU BELIEVE DIVERSITY & INCLUSION ARE SO IMPORTANT FOR BUILDING STRONG, SUSTAINABLE TEAMS?**

Complexity and sophistication are the key characteristics of most modern multinationals. Being able to find innovative solutions to complex problems is impossible without having diverse perspectives in the room, and this is not just increasing the number of women, its ensuring we are attracting all gender identities. By fostering an environment where people can fully express their gender identity, we unlock the resilience and creativity of everyone to building strong, sustainable teams at Dassault Systèmes UK.

## **WHAT PRACTICAL STEPS DO YOU THINK ORGANISATIONS CAN TAKE TO ACCELERATE PROGRESS TOWARDS GENDER EQUALITY?**

It starts with leadership and tone from the top. When current employees and potential candidates can see the public affirmation of senior leaders to supporting, embracing & encouraging gender equality, we stand a chance to retain and attract diverse talent. This is especially important for international companies operating in diverse geographies, because their commitment to gender equality needs to be consistent across their global network.

## **AS A WOMAN IN LEADERSHIP, WHAT CHALLENGES HAVE YOU FACED – AND HOW HAVE YOU OVERCOME THEM?**

Not having my emotions be taken as a sign of weakness or ineptitude. I'm an empath with high EQ, emotions will always be my strength, I just need to be more selective with who has the privilege of seeing them.

## **HAS MENTORSHIP OR SPONSORSHIP PLAYED A BIG PART IN YOUR CAREER – AND HOW DO YOU PAY THAT FORWARD WITH OTHERS?**

I've had the privilege to attend a Dassault Systèmes Talent Journey development program, where I had an incredible coach who cheered for me from the side-lines, motivating me to go above and beyond. Having a senior accomplished leader believe in you, can sometimes be the difference between average and high performance. I now incorporate these positive and supportive behaviours in my own management style to encourage my team to be their best selves at work.

This year I also had the chance to be a mentor as part of the Dassault Systèmes Mentorship Program and I can definitely testify that mentorship is as valuable to the mentor, as it is to the mentee. Mentoring allows you to look back at past experiences from a different lens and connect the dots in an exciting new way.

## **WHAT ADVICE WOULD YOU GIVE TO WOMEN WHO ARE AIMING FOR LEADERSHIP ROLES?**

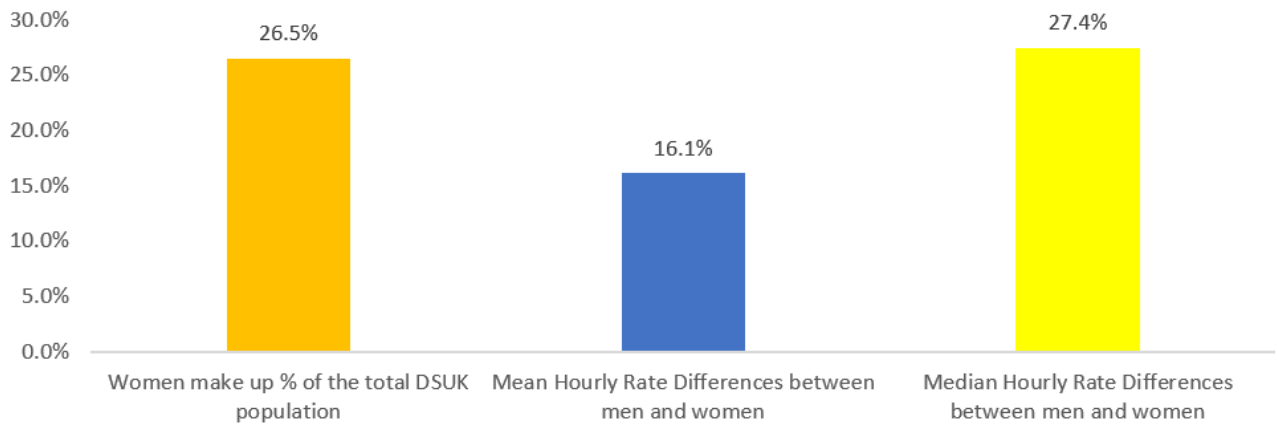
You are stronger than you think.. Don't be afraid to challenge and say what you believe.

# OUR RESULTS

The results of this report cover the 2024-2025 tax year and include the Dassault Systèmes UK population as of 5 April 2025.

## THE HOURLY RATE

The Hourly Rate 2025



- Hourly rate is made up of all of the different pay components for an employee’s earnings. This includes car allowance, bonuses, and long-term incentives.
- There is a decrease of 1.3% against the mean hourly rate difference between men and women compared to 2024.
- There is a increase of 1% against the median hourly rate difference between men and women compared to 2024.
- Our women population makes up over a quarter of our workforce at 26.5%.

### MALE AND FEMALE POPULATION

<b>433</b>	<b>156</b>
MEN 2025	WOMEN 2025
<b>428</b>	<b>146</b>
MEN 2024	WOMEN 2024
<b>414</b>	<b>139</b>
MEN 2023	WOMEN 2023
<b>368</b>	<b>125</b>
MEN 2022	WOMEN 2022
<b>366</b>	<b>109</b>
MEN 2021	WOMEN 2021

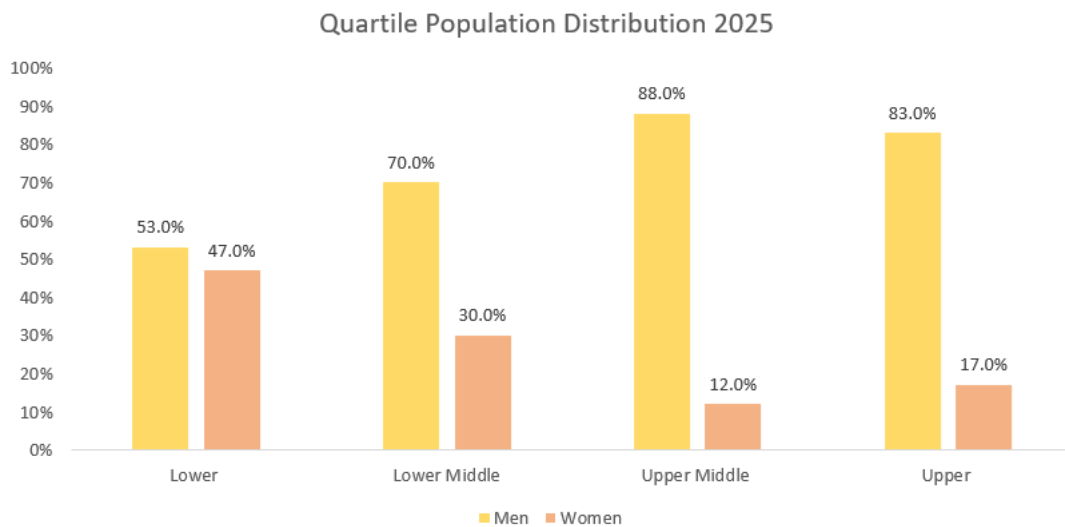
### WOMEN MEAN

<b>16,1%</b>
WOMEN 2025
<b>17,4%</b>
WOMEN 2024
<b>16,6%</b>
WOMEN 2023
<b>24,7%</b>
WOMEN 2022
<b>27,2%</b>
WOMEN 2021

### WOMEN MEDIAN

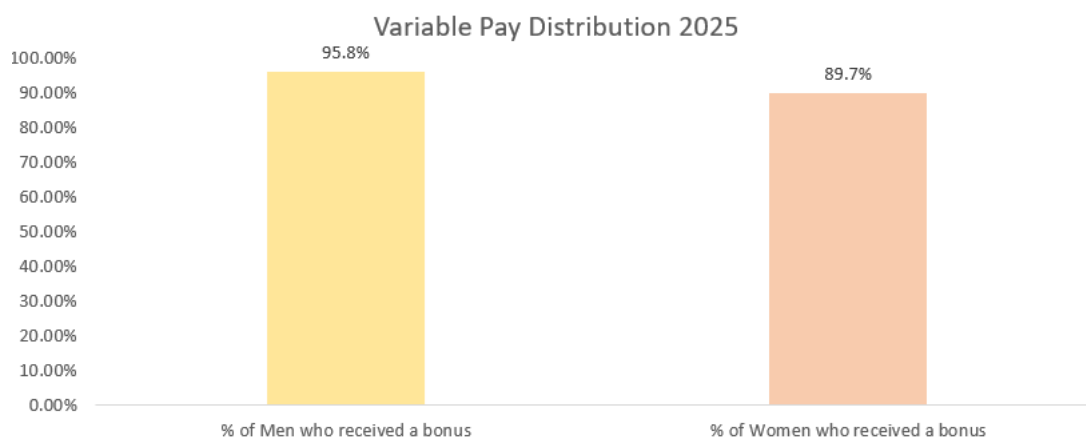
<b>27,4%</b>
WOMEN 2025
<b>26,4%</b>
WOMEN 2024
<b>27,3%</b>
WOMEN 2023
<b>31,6%</b>
WOMEN 2022
<b>35,8%</b>
WOMEN 2021

## POPULATION DISTRIBUTION – THE QUARTILES



- Our population of women in the Upper Quartile has increased by 2.0%.
- The Lower Quartile for women remains the same at 47% compared to 2024.
- There is an increase of 5% of women in the Lower Middle Quartile due to career growth and new hires.

## DISTRIBUTION OF VARIABLE PAY IN OUR EMPLOYEE POPULATION



- The amount of women receiving variable pay has decreased by 2.8% compared to 2024.
- The percentage of Men receiving variable pay has remained the same as 2024.

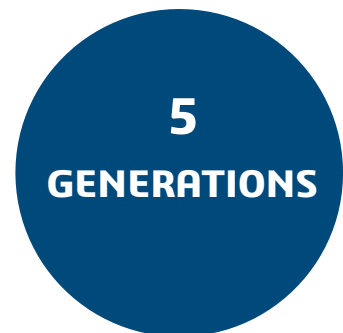


“Our focus and investment in gender and broader inclusion initiatives, supported by efforts to strengthen awareness, wellbeing and equity, is showing results. The progress in our 2024 outcomes shows our long-term plan is driving meaningful change, creating a workplace where everyone can flourish and grow.”

– **Aneta JAKOWSKA**

EURONORTH Senior Director  
People & Organisation Partner

## EURONORTH 5 Pillars of Diversity



# THE 3DS WIN (WOMEN INITIATIVE) INTERNAL NETWORK

As a global software and technology company with thousands of people across countries and cultures, Dassault Systèmes recognises that true innovation and sustainable impact come from diversity of thought — including gender diversity. Our ambition is to leverage this diversity to fulfil our purpose of “harmonising product, nature & life.” Through 3DS WIN (Women’s INitiative), a global, gender inclusive community of employees involved in different initiatives, working collaboratively to foster an inclusive culture, support equitable career development, and position Dassault Systèmes as a catalyst for a sustainable and fair society.



## WOMEN IN TECHNOLOGY

At Dassault Systèmes, we know innovation grows when different perspectives collide. With a global workforce of nearly 25,000 talented people, we are committed to ensuring women have equal access to opportunities, visibility and leadership influence. The Women’s Initiative Network (WIN) continues to be a key driver of this progress.

### UNTIL NOW

Women have faced limited visibility, opportunity and progression within the tech industry.

### FROM NOW ON

Organisations are intentionally reshaping systems to support, advance and elevate women into leadership.

Women remain under-represented in senior leadership across the global technology sector. While women make up roughly a quarter of the tech workforce, their representation declines significantly at management and executive levels. This imbalance is not driven by a lack of talent or ambition, but by unequal access to leadership pathways, sponsorship, and progression opportunities.

For more than a decade, Dassault Systèmes has advanced gender diversity as part of its commitment to Diversity, Inclusion & Belonging (DI&B). Today, women represent 40% of the Executive Committee and 50% of the Board of Directors. Building on this progress, our 2027 ambition is to reach 30% women among people managers, strengthening representation across all leadership levels.

To strengthen the representation of women in leadership, we continue to build on our long-established Women’s Initiative Network (3DS WIN), supported by our Accelerated Leadership Development Program- Rise Up!, which collectively expand access to growth, sponsorship and career progression globally. This program helps develop a future pipeline of inclusive leaders, with 62% women and 38% men currently participating, and mentorship now reaching 45% women and 55% men across all accelerated development pathways.

In 2025, 96 diverse talents and 94 mentors worldwide took part in the Rise Up! Program and associated leadership-development initiatives — demonstrating deep engagement across regions, roles and experience levels, and reinforcing a network of conscious leaders equipped to shape the future of Dassault Systèmes.

Dassault Systèmes also supports women pursuing careers in science and technology. Under the leadership of Florence Hu-Aubigny, Executive Vice-President, Research & Development, the company’s global R&D organization — now encompassing nearly 10,000 employees across multiple continents — exemplifies what a science-driven workplace can achieve when talent is empowered. Through our public advocacy, internal mentoring, and outreach efforts, we aim to encourage young women to consider careers in engineering, life sciences, software and other technical fields.



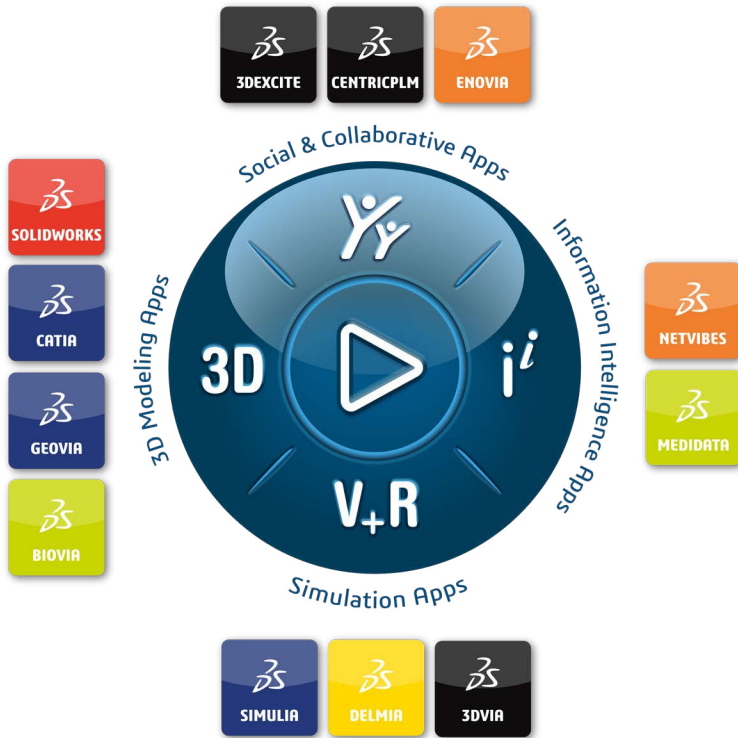
*“We know that representations are crucial to shape the world we live in. And we’re committed to making change happen within our global teams. To me, it’s part of my responsibility as a CEO.”*

**Pascal Daloz**, Chief Executive Officer, Dassault Systèmes

## OUR NEXT STEPS

We are optimistic about the steps we have already taken, that have contributed to the richness of our company culture. We want to continue to evolve and invest in increasing women representation in our business, and as part of that, we have identified the below areas of focus.

- We remain fully committed to hiring women and people from diverse groups, by fostering inclusive processes and approaches to attract the right talent and minimise bias in recruitment.
- Capitalize on the Graduate Program as gateway to bring on board more female talent, with focus on underrepresentation in identified roles and functions.
- We strive to build diverse teams across Northern Europe by committing to inclusive communication, creating diverse leadership development programs, and fair opportunity regardless of age, origin, gender, capacity for work, sexual orientation.
- We will continue to provide training courses on 'Unconscious bias in the workplace' and inclusive leadership.
- Continue mandatory annual training including ethics and compliance, data protection and GDPR, anti-corruption, cybersecurity, workplace safety, and zero-tolerance policies on harassment and inappropriate behaviour.
- We will continue to promote and support our award-winning EuroNorth LeanIn Circles; a global initiative where women, and all genders, can share ideas, gain skills, seek advice, and engage in a dialogue to create an equal workplace.
- We will ensure our company presence across multiple university career fairs, focusing on attracting women and diverse talent in STE(A)M. We also continue to support mentor schemes such as the Arkwright Scholarship, where we support a range of young female aspiring engineers.
- Continue regular equal pay reviews across Dassault Systèmes UK and address any identified gaps to ensure fair and equitable pay and rewards.
- Engage in STE(A)M outreach through our STE(A)M Ambassadors, inspiring the next generation to study STEAM subjects and explore careers in science and technology through events and education initiatives.
- We will continue to engage with women in our organisation to drive forward the relevant actions, approaches and initiatives supporting women in our workplace.



**Our 3DEXPERIENCE® platform powers our brand applications, serving 11 industries, and provides a rich portfolio of industry solution experiences.**

Dassault Systèmes, the 3DEXPERIENCE Company, is a catalyst for human progress. We provide businesses and people with collaborative virtual environments to imagine sustainable innovations. By creating ‘virtual experience twins’ of the real world with our 3DEXPERIENCE platform and applications, our customers push the boundaries of innovation, learning and production.

Dassault Systèmes’ 25,000 employees deliver value to more than 370,000 customers of all sizes, across all industries, in 159 countries. For more information, visit [www.3ds.com](http://www.3ds.com).

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