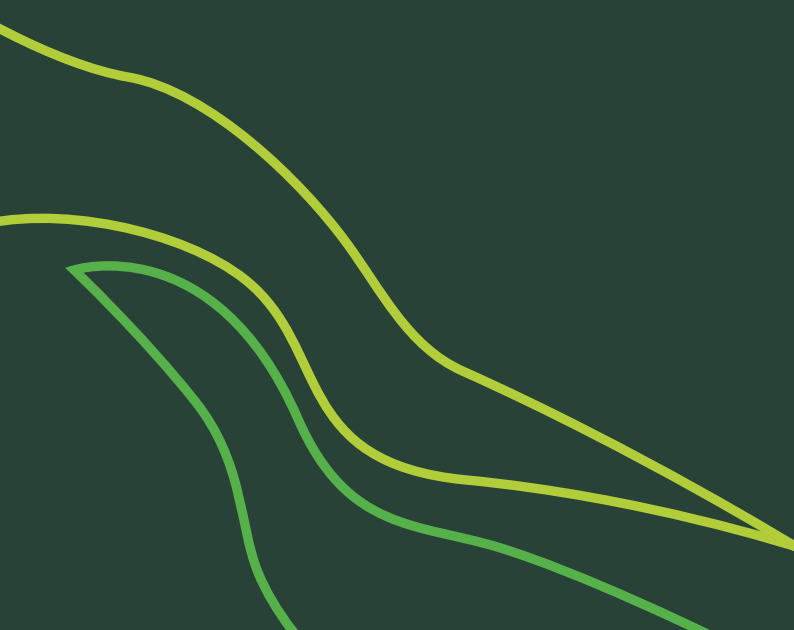
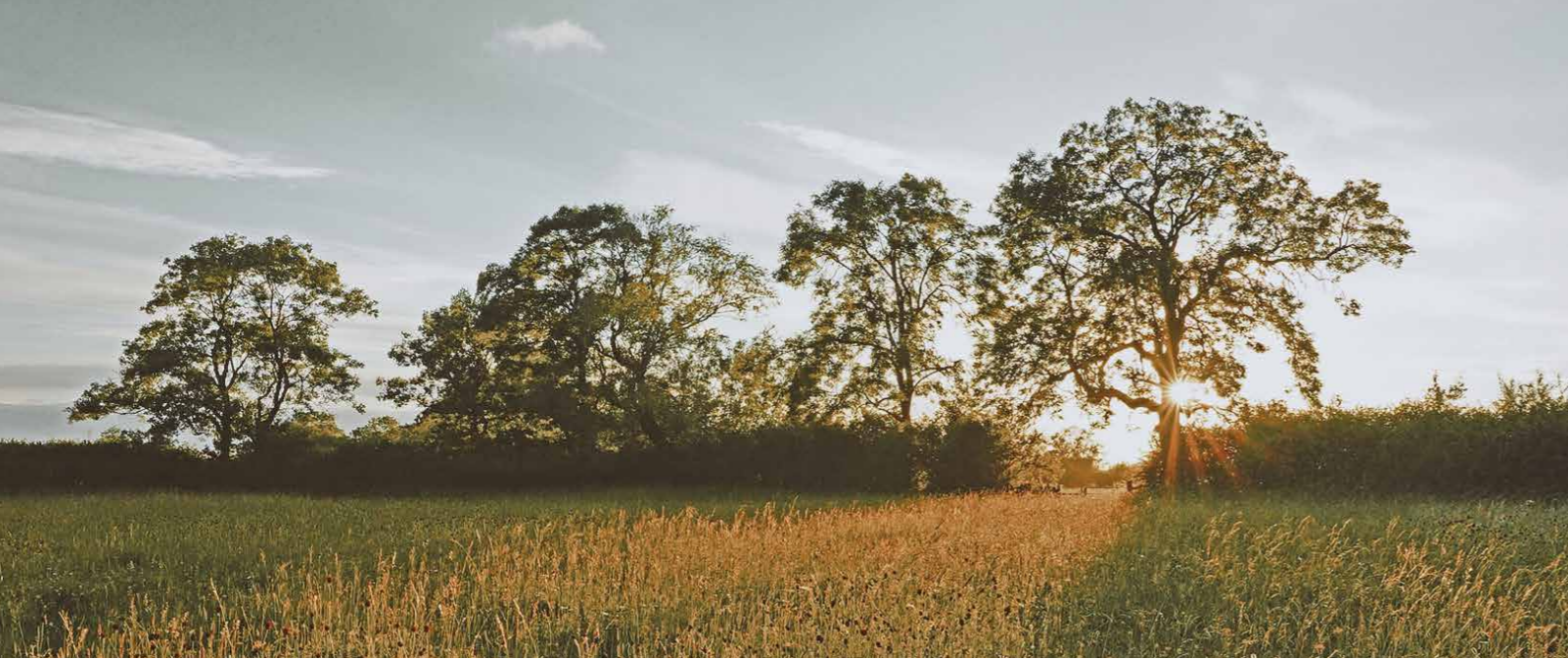




Ground Control Limited Gender Pay Gap Report

Snapshot date 5 April 2023



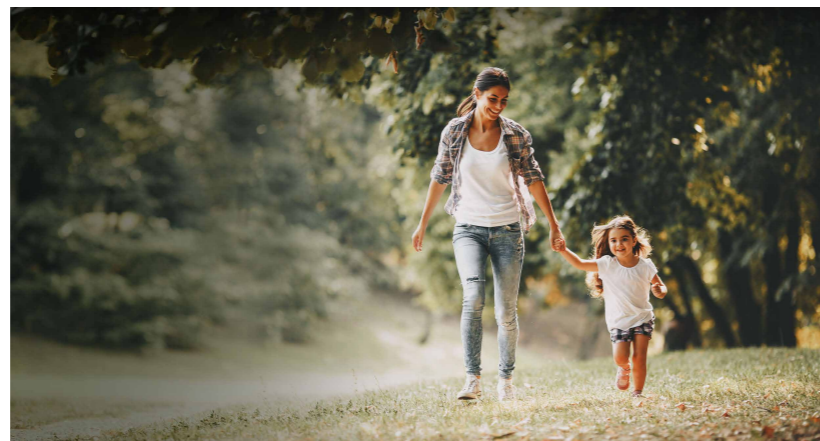
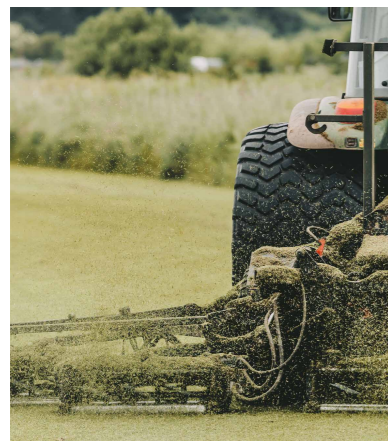


Who are we (GC)

Ground Control is a leading external maintenance business and biodiversity expert committed to enhancing and improving the physical environment.

We have a strong commitment to sustainability, using technology and data to nurture environments and enable our customers to deliver on their environmental promises.

We unite the best of people, places and planet to realise the potential of human nature at its best.



Our commitment

At Ground Control we are committed to fostering a culture that champions diversity, inclusion and equality and we continue to actively take measures to reduce our gender pay gap and support the growth and development of women in our workplace.

We are proud to be a Real Living Wage accredited employer and this aligns with our aim of ensuring all employees receive a wage that reflects the true cost of living and enables them to support themselves and their families. As part of our commitment to eliminating our gender pay gap we regularly audit all pay factors across the organisation, striving to ensure that women are able to succeed and thrive within our business.

Over the past year we have launched a number of initiatives aimed at looking to support and develop our female employees this includes the launch of our Women in IT and Data Network, comprehensive equality and diversity training across the business and events for International Women's Day. We are actively continuing to develop our recruitment, succession planning and development programmes and processes and seeking to build out a wider talent pipeline for operational leadership and management roles.

Recognising that our industry is somewhat male dominated we seek to attract a broader and more diverse range of candidates and believe that this will continue to support us in our aims of growing our business.





Headline numbers

Percentage of men and women in each hourly pay quarter

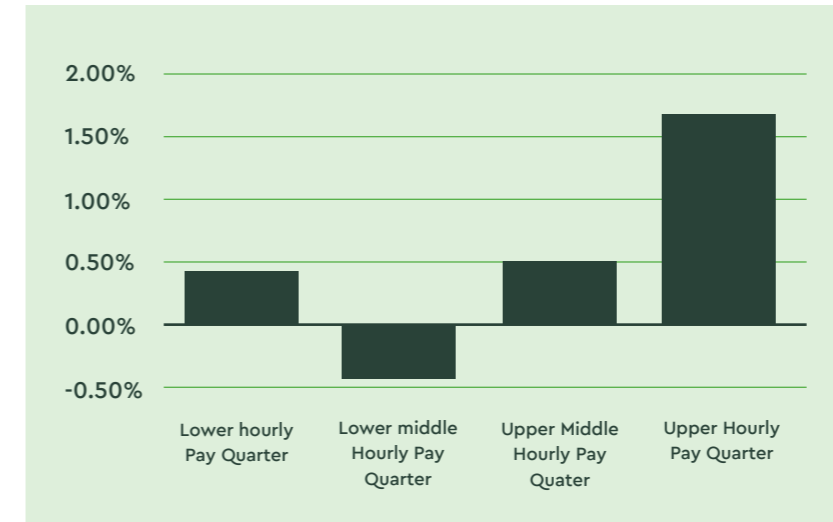
We acknowledge the impact of occupational segregation on our gender balance, a common challenge within our sector. As a leader in our field, we are committed to dismantling the stereotype of our industry as manual and male-dominated. We actively recruit using blind CVs and gender neutral job adverts and we actively seek to recruit a broad range of gender diverse candidates. Our adverts actively feature female role models and we look to include a diverse range of operatives in all of our content. Our recent introduction of enhanced pay for maternity and paternity leave we hope will lead to our roles and our business being more attractive to female candidates at any stage in their careers.

We also actively work with the 'Speakers With Schools' charity to deliver webinars across the UK to young women of school age around the wide variety of career opportunities at Ground Control.

Percentage of men and women in each pay quartile

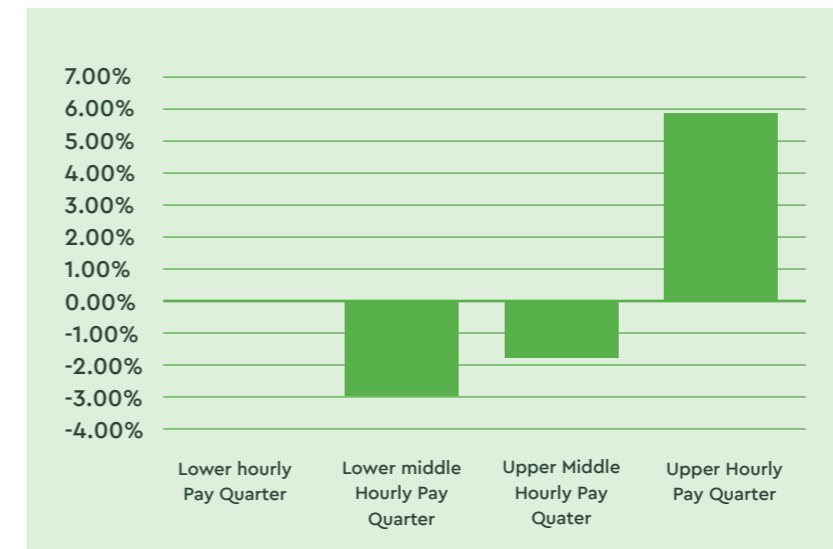
	MEN	WOMEN
UPPER HOURLY PAY QUARTER	90.4%	9.6%
UPPER MIDDLE HOURLY PAY QUARTER	77.5%	22.5%
LOWER MIDDLE HOURLY PAY QUARTER	60.1%	39.9%
LOWER HOURLY PAY QUARTER	90.4%	9.6%

Gender pay gap in each pay quartile



Overall Mean Gender Pay Gap: **1.4%** (previously 3%)

Median gender pay gap in each pay quartile



Overall Median Gender Pay Gap: **2.4%** (previously 6.7%)

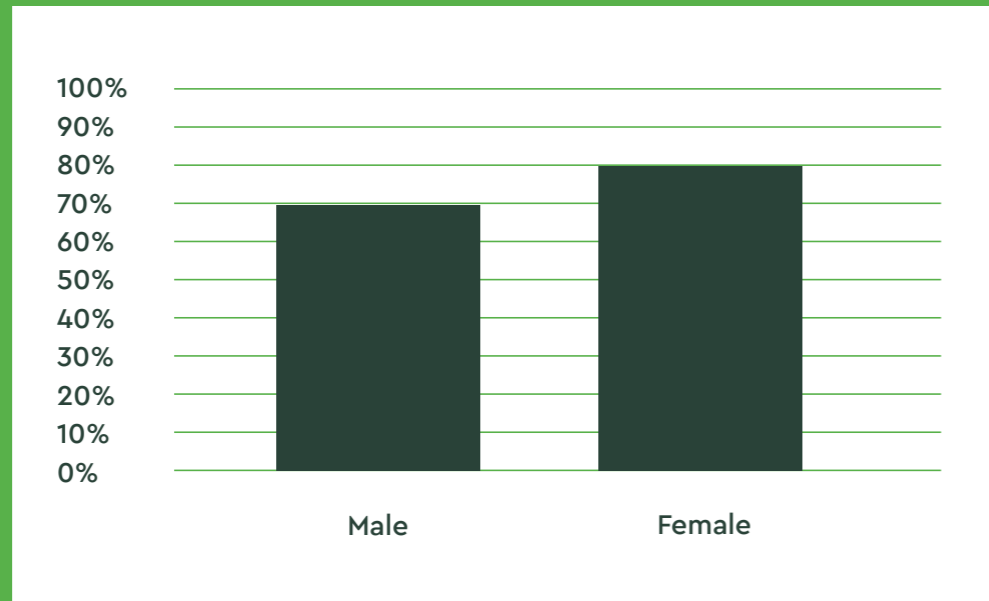
Our gender pay gap is now 1.4% and we are extremely proud to have reached this milestone. We do however, recognise that there is always more we need to do in this space. You can see further on in this report our distribution of women across our seniority levels and we are continuing to focus on promoting and developing our talented women into more senior management and leadership roles. By growing our female talent we hope to be able to progress them into senior leadership roles across the business.

Bonus pay

Percentage of men and women receiving bonus pay:

Overall
Mean Gender
Bonus Gap:
-14.9%
(previously 7.3%)

Overall
Median Gender
Bonus Gap:
-321.4%
(previously 32.5%)



Last year saw the payment of a bonus for all manual operatives to reflect the significant increase in cost of living. Our Operatives are predominantly male and would not usually receive bonus payments and this has skewed our bonus pay gap statistics. This mirrors the impact of the COVID-19 bonus we paid in 2020 and which was reflected in our reporting in our 2021 report. This year's mean bonus pay gap shows a drastic increase, with women receiving substantially higher bonuses on average, a direct result of Ground Control's efforts to support its workforce amid rising living costs whilst continuing to pay performance bonuses in addition. For reference, our Median Gender Bonus Gap for normal bonuses only is still 22.9%.

The primary reason for this gap is role distribution – we have more men than women in senior leadership roles. Whilst this is typical of our industry we are placing a significant focus on developing and promoting women into senior management and leadership roles.



Methodology explanation (how the numbers are calculated)

Gender pay gap reporting was introduced by the government in 2017 and this report is the sixth report we have published. The gender pay gap shows the difference between the average hourly pay for men and women across all roles and levels of the organisation. This differs from equal pay, which is women and men being paid at the same rate of pay for work of equivalent value. Ground Control is committed to paying all women and men the same and has a robust benchmarking and auditing process in place for all roles and grades to ensure this happens.

Each year we carry an equal pay analysis and our data from 2023 demonstrates that we continue to pay men and women the same for work of equal value.

In this report we have provided the mean and median gender pay gap for both hourly pay and bonus pay. We have also provided details of the percentage of men and women in each hourly pay quarter and the percentage of men and women receiving bonus pay.

What is included in our hourly pay?

Our hourly pay includes salary and any permanent allowances (car allowances, etc.) and call out payments. Overtime pay and other benefits are excluded as are employees who are on sick leave or family leave.





Justine Addison

My role at Ground Control has given me a platform to mix my two passions of people and planet. I've been included in some fantastic initiatives both within Ground Control, and externally, representing GC to move the dial in the ESG arena, particularly within the EDI&B space, encouraging girls and women of all ages and backgrounds to consider a rewarding career in our sector. If you can see it you can be it!



Arabela Silva

As a woman working in the world of technology I'm embracing the opportunity I have at Ground Control to lead positive change. I recently established the Women in IT and Data network and received a huge amount of support from across the business. The group is not just about networking; it's about cultivating a nurturing environment where women can thrive and excel. I'm passionate about creating opportunities for growth and collaboration because I firmly believe that diversity drives innovation. I'm confident that the work we are doing at Ground Control is creating the right environment for myself and other women across the business to develop their careers.



Amanda Fallan

I have been fortunate enough to have worked at Ground Control for more than 19 years. During that time I have worked in a variety of roles and have just been promoted into the role of Regional Operations Director within our Grounds Maintenance Division. I'm grateful for all of the mentoring and development support I have received during my time with the business, it's given me the confidence to push myself and my career forward and I'm excited about my future with the business.

Closing the gap



Although we are continuing to see a downward trend in our gender pay gap there is more work we can and must do to make our business and our sector more inclusive. Our aims over the next financial year are to:

- Target more diverse talent at all levels of our company both through proactive recruitment and the development of our existing female team members.
- Encourage the return of women from maternity leave. We hope our new enhanced maternity package will support this and we are looking to enhance the support we have in place for women returning to work following time out.
- Encouraging more women into roles at a leadership and management level. We are actively supporting the development of a number of our talented female staff and are working to ensure that our management and leadership development programmes have a good gender balance.
- Actively promoting diversity and inclusion initiatives through our Women in IT and Data networking group.



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