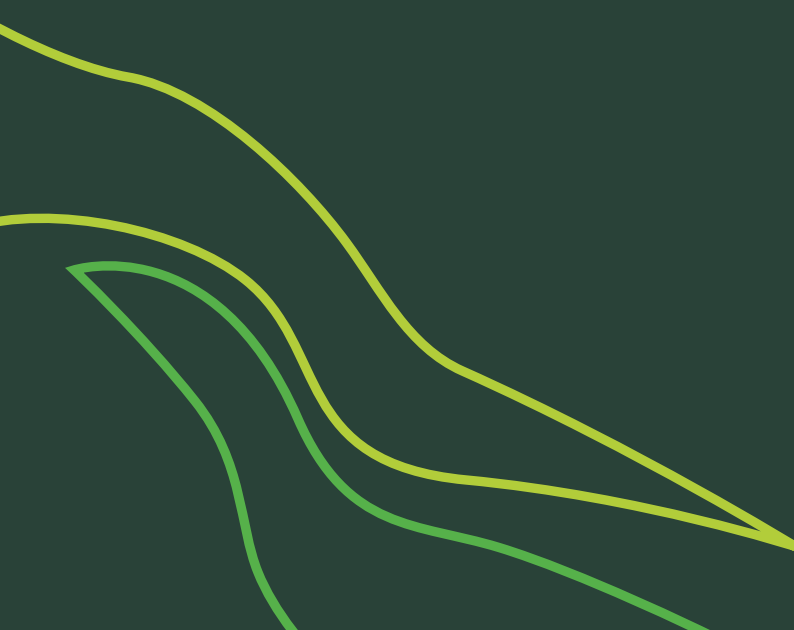




# Ground Control Limited Gender Pay Gap Report

Snapshot date 5 April 2024



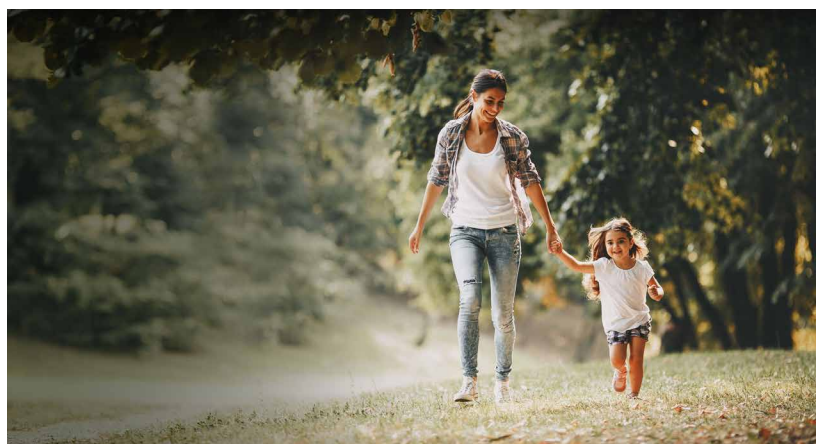


## Who are we (GC)

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

Our strong commitment to sustainability drives us to use technology and data to nurture environments, enabling our customers to deliver on their environmental promises. We unite the best of people, places, and the planet to realise the potential of human nature at its best.

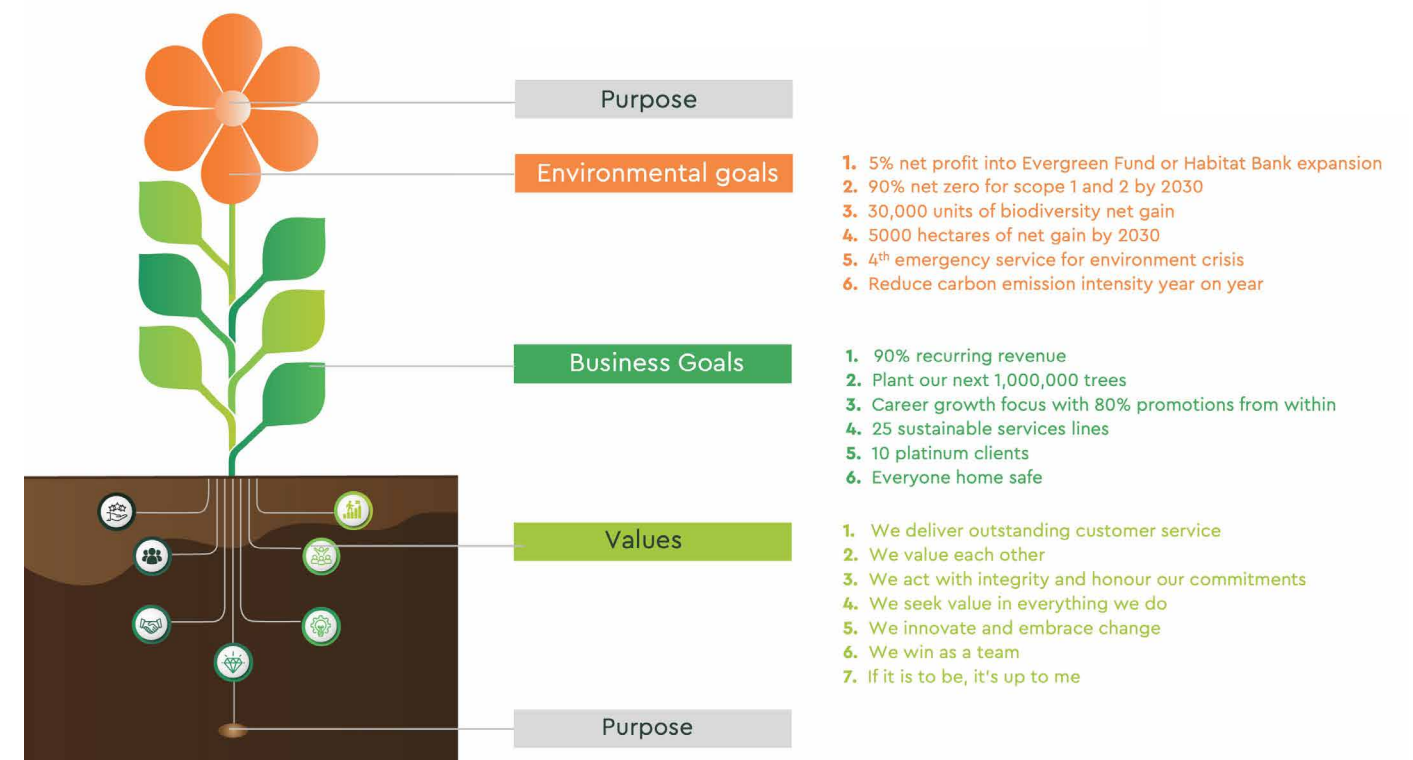
At Ground Control, our vision is clear: to leave the world in a better place than we found it. Our purpose is at the heart of our strategy and plans – it's the reason we are in business. By bringing life and energy into our environments, we benefit the whole community. We aim to be a business that is a force for good, aspiring to do the right thing and driving our purpose to ultimately achieve our vision.



## Values

Our purpose is central to our strategy and plans – it is the fundamental reason we are in business and it drives our existence. We aim to infuse life and energy into our environments for the benefit of the entire community.

Understanding the broader vision is crucial for us; we aspire to be a business that acts as a force for good. Our vision encompasses the desire to leave the world in a better condition than we found it, performing righteous actions. Pursuing our purpose will ultimately enable us to achieve this vision. To accomplish this, we require the right workforce equipped with appropriate attitudes and behaviours.



Our values are integral to the Ground Control community we strive to build. They are significant because they help set expectations for interactions with colleagues, partners, and customers. These values influence our culture, guide our business decisions, and ensure all members are aligned with the company's goals.



# Our commitment

**At Ground Control, we are dedicated to creating a better world by fostering a positive workplace that promotes equality, inclusion and diversity within our workforce. We are actively implementing measures to reduce our gender pay gap and cultivate a culture that supports the growth and development of women in our organisation.**

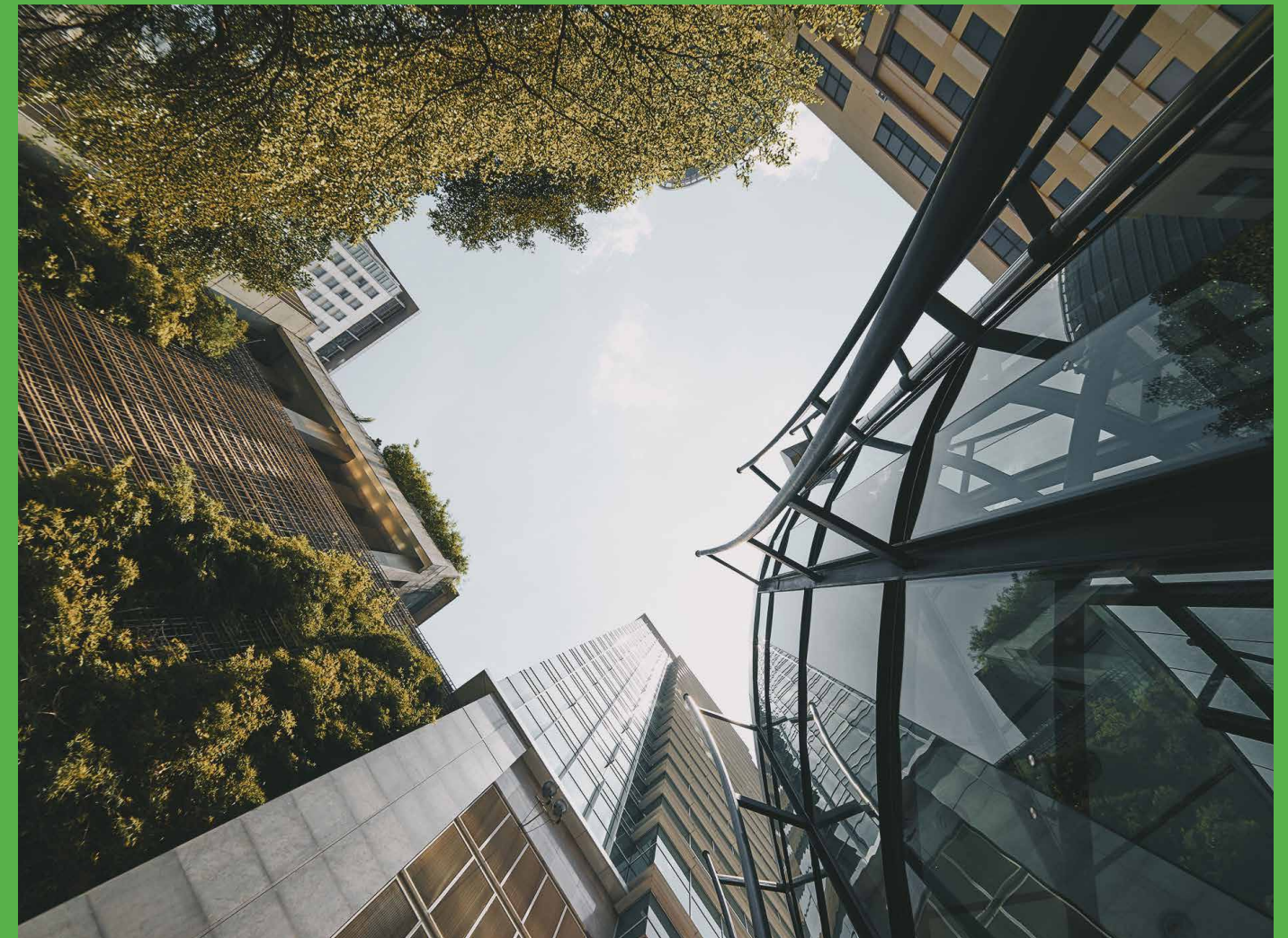
We take pride in being an accredited real living wage employer, reflecting our commitment to ensuring all employees receive a wage that genuinely supports the cost of living, allowing them to adequately support themselves and their families.

To advance our commitment to eliminating the gender pay gap, we conduct regular audits of all pay factors across the organisation, ensuring that women have the opportunity to succeed and thrive in our business. Over the past year, we have continued to support

our internal networks, such as the Women in IT and Data network, empowering our female workforce to celebrate their achievements. Additionally, we have recognised International Women's Day, celebrating the contributions of women throughout our workforce.

This year also welcomed the introduction of our family leave policy, which has enabled us as a business to retain our talented workforce, whilst still supporting our people throughout all stages and aspects of their lives. We acknowledge the importance of family and want to ensure a healthy balance between work and family life can be achieved.

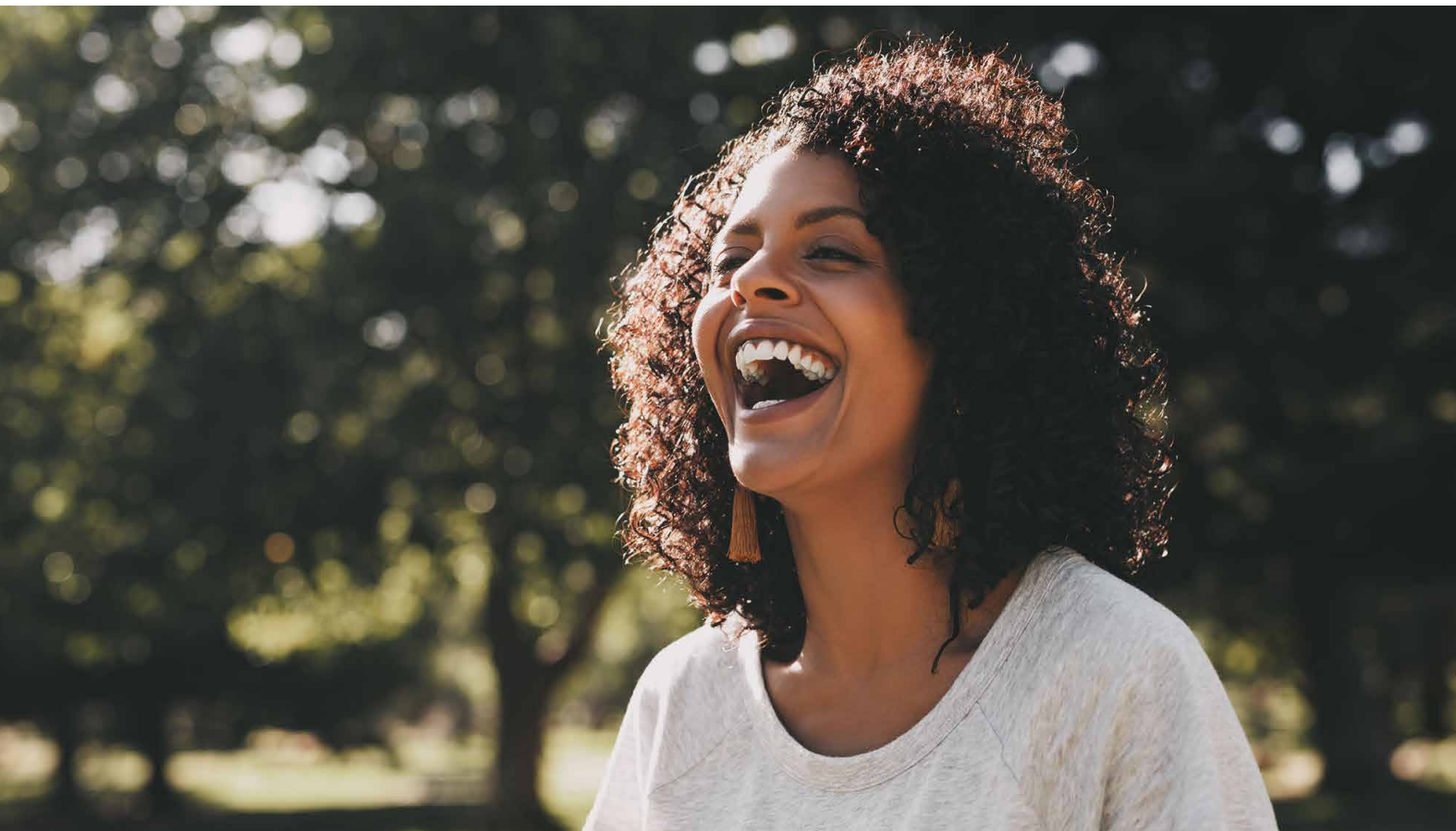
We remain steadfast in our efforts to enhance processes that promote equality, beginning with our recruitment practices. Our ongoing efforts include refining our recruitment, succession planning, and development programs to build a diverse talent pipeline



for operational leadership and management roles. Acknowledging the male dominance in our industry, we aim to attract a broader and more diverse range of candidates, which we believe will contribute to our sustained growth and success.

We have conducted a comprehensive review of our organisation's architecture to establish a transparent level system with defined role grades, career paths, and succession planning. This will aid in streamlining our business practices and provide employees with clear growth opportunities. Working with Korn Ferry to complete Hays grading across the business to create an established grading structure that we have integrated into our internal grading system to give this level of structure and transparency to our workforce.

Alongside the new grading system, we have introduced a new and improved performance related reward policy to remove any obscurity within our bonus payments, and to add a level of transparency to the way in which we reward our employees, ensuring fairness and consistency across the organisation. This new process recognises employees individual contributions to the business and their part in our business success, as well as individual achievements within their roles.







# Headline numbers

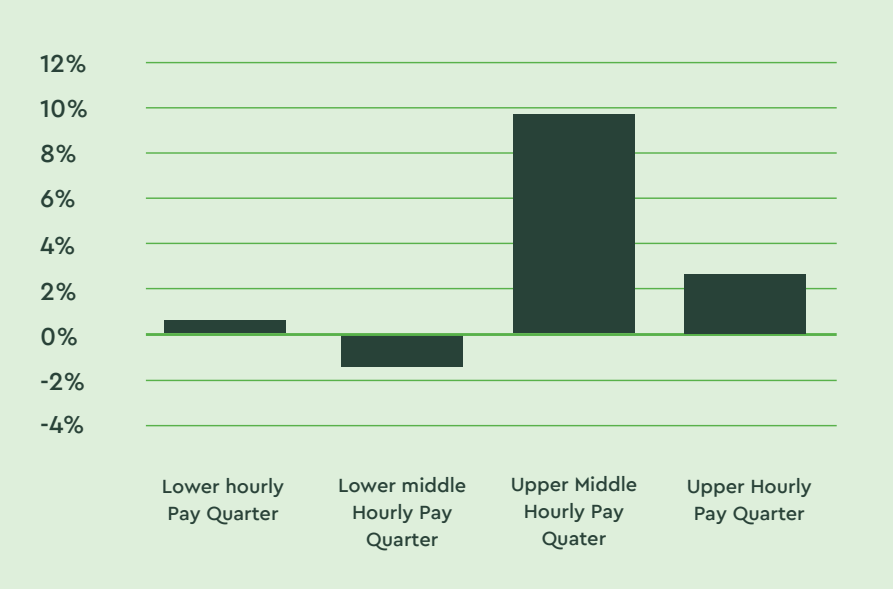
Ground Control is currently characterised by a higher percentage of male employees compared to female employees, reflecting the predominantly male-dominated nature of our industry. While we are actively striving to enhance diversity within our employee population and promote a more balanced workforce, we recognise that this will take time. As our business expands, we continue to implement strategies aimed at reducing bias, such as blind CVs and gender-neutral job advertisements.

In an effort to encourage female participation in the workplace, we regularly use female role models in our advertisements and consistently promote our internal diversity across social media platforms. The data below indicates an improvement compared to last year. Although lower middle hourly pay remains highest for female employees, the figures across the other three quartiles have shown an increase, indicating a reduced gender split. We are optimistic that with our continued efforts to attract women to our business and industry, we will witness further narrowing of our gender pay gap over the longer term.

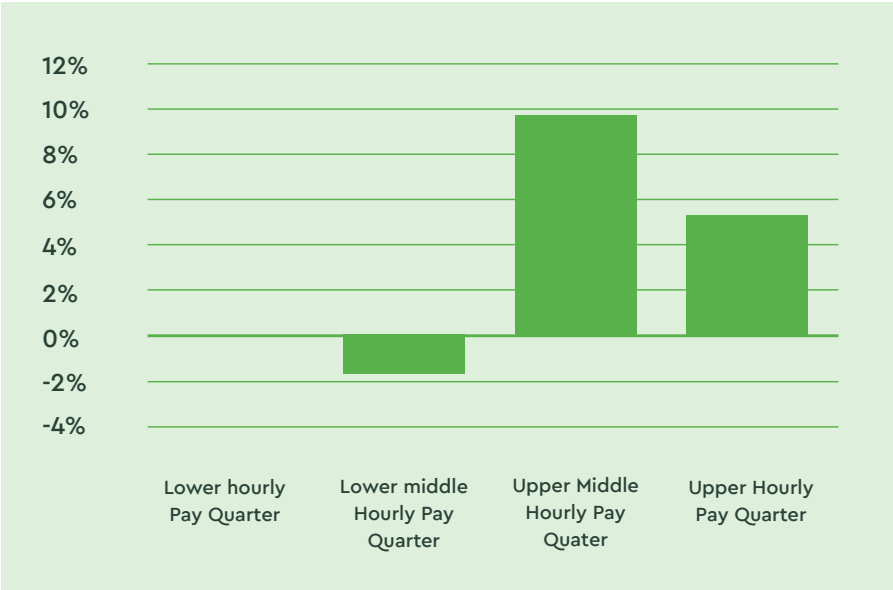
## Percentage of men and women in each pay quartile

	MEN	WOMEN
UPPER HOURLY PAY QUARTER	76.7%	23.3%
UPPER MIDDLE HOURLY PAY QUARTER	74.8%	25.2%
LOWER MIDDLE HOURLY PAY QUARTER	61.8%	38.2%
LOWER HOURLY PAY QUARTER	81.7%	18.3%

## Gender pay gap in each pay quartile



## Median gender pay gap in each pay quartile

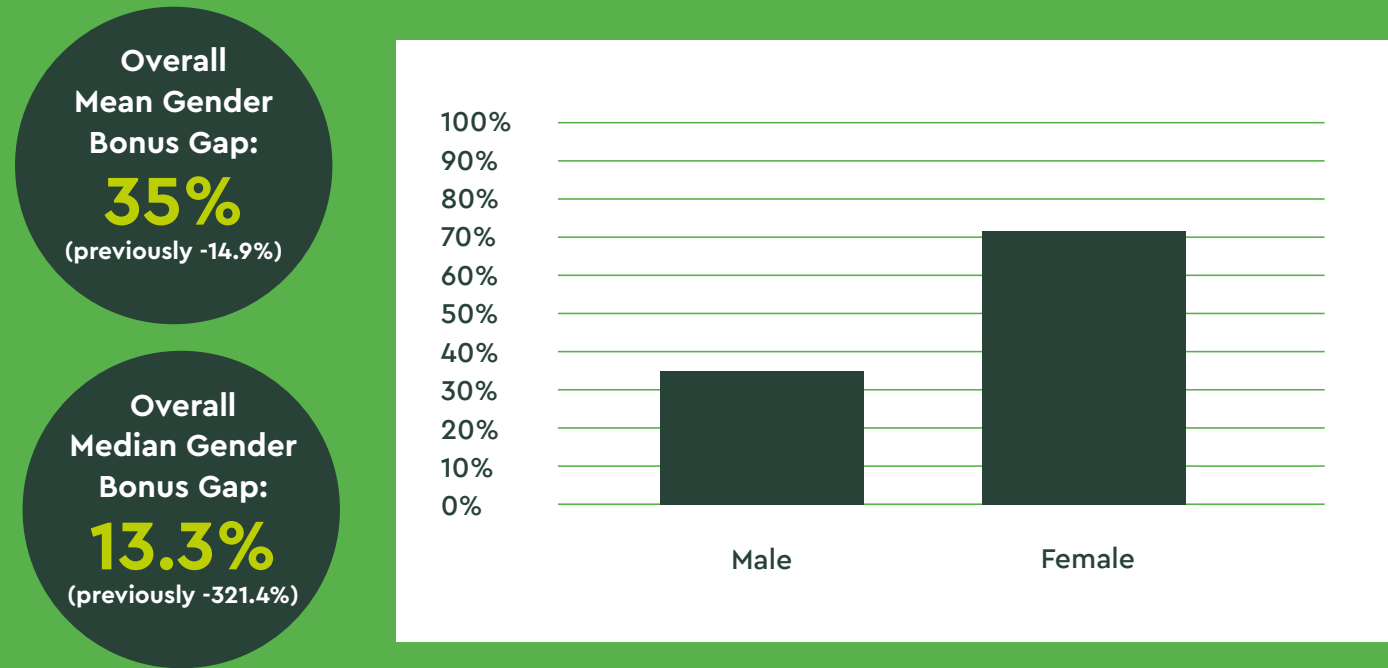


Regrettably, our overall mean and median figures have shown a slight increase from last year, however the gap still remains relatively low which for an organisation of our size and the industry in which we operate is an achievement we are proud of. The data shows for the most part very similar figures to last year, barring upper middle hourly pay which has seen a significant increase, which is likely influencing the overall mean and median gap being slightly higher than last year.

It is clear that Ground Control have worked hard to reduce the gap between our male and female employees, with the majority of quartiles showing a very small gap. However we identify that work still needs to be done within this space to reduce the gap with a focus on our upper middle hourly paid employees. With the introduction of the role grading and in turn some robust benchmarking data, we hope to see improvements made on this in coming years.

# Bonus pay

Percentage of men and women receiving bonus pay:



The percentage of male and female employees continues to show a larger percentage of female employees receiving a bonus, due to the role distribution across the business with more male employees in manual roles, who are not eligible for bonus payments.

Our bonus figures vary significantly in comparison to previous years, however this was the first full year of annual bonuses being made, a change from the biannual bonuses historically paid. It is also worth noting that last years figures were skewed by the cost-of-living payment made to our manual employees, who are not usually eligible for bonus payments. The gap is higher than we would like to see and is something we are making active steps to combat.

With the introduction of our new reward policy, we hope that in future years, bonus payments will be more structured and paid fairly across the business, a change we hope to see in next years figures. With this change, and the new organisational architecture and grading, we hope this helps us achieve our goals of creating a more equitable and supportive work environment, ensuring that all employees are recognised and rewarded fairly for their contributions.



## Methodology explanation (how the numbers are calculated)

Gender pay gap reporting was introduced by the government in 2017, and this report is the seventh one published. The gender pay gap reflects the difference between the average hourly pay for men and women across all roles and levels of the organisation. This is distinct from equal pay, which refers to women and men receiving the same rate of pay for work of equivalent value.

As the UK government continues to drive initiatives to enhance workplace equality, Ground Control collaborates accordingly to address these issues and strives to eliminate the stigma associated with the gender pay gap and their respective industries.

Ground Control ensures that all employees are paid equally and is working towards establishing a comprehensive benchmarking and auditing process for all roles and grades to maintain this standard.

An annual equal pay analysis is conducted, and data from 2024 indicates ongoing efforts to narrow the gap in pay between men and women for work of equal value. This report includes the mean and median gender pay gap for both hourly pay and bonus pay. Additionally, it provides details about 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. We have also removed board members from these figures.





# Our People



## Charlotte Lock

Since joining Ground Control in 2022 as a Talent Acquisition Specialist, I have been consistently supported in my ambition to develop and grow. Ground Control enrolled me in our GC Academy management programme, enhancing my leadership skills. When an opportunity came up for an IT Project Manager role, with the encouragement of my team, and having built strong working relationships with the IT team through supporting with their recruitment, I interviewed for the role and was successful.

As part of this transition, I was encouraged to pursue a Project Management Degree Apprenticeship alongside my new role. I have always been encouraged by Ground Control to share my ambitions and put actionable plans in place to achieve these. I am supported through my apprenticeship, and supported in my role to stretch and challenge myself, putting the skills I am using into practice.

## Women in Tech event:

Ground Control welcomed 12 women and girls, aged 14 – 60, to our office to our Women in Tech event. The day was all about breaking barriers, building confidence, and showcasing the many ways into a career in IT. Our female IT professionals shared their personal career journeys, offering insight into the diverse opportunities in tech and the skills that truly matter. It was fantastic to see everyone fully engaged, especially the girls from a local special educational needs school who stepped outside their comfort zones and thrived in the challenge. We received a message from their careers lead who said "Just wanted to extend a big thank you to you and your team for all your support with our pupils the other day. I really appreciate you taking the time to make them feel included and wanted."

## Hannah Neal

**This amazing event, like so many other early career events, was organised by our very own Hannah Neal, who has been pivotal in our engagement with local schools and colleges, growing our apprenticeship offering, and managing our successful graduate programme. Hannah has been with Ground Control for 7 years and during her time has seen the company grow significantly.**

'My biggest joy is to be able to offer a young person the chance to better themselves through development, opportunity, training and support. Luckily for me, these core personal values are in line with those of Ground Control.

I have been able to develop initiatives autonomously, this includes the Operations Management graduate scheme. Within this scheme I have been able to specifically target more young women into the business by highlighting opportunities that they never have thought were open to them. One of our many successful graduates is a woman who is now running a large scale landscaping project which is part of HS2. I am so proud to have been part of her career journey.'



## Laura Daly

Over the past ten years, Ground Control has played a key role in my journey from a junior position to the senior leadership role I hold today. While the business has evolved in many ways, one thing has remained constant, the incredible people I've had the privilege to work with. The support, encouragement, and example set by so many, especially the remarkable women and men I've worked alongside have helped shape the leader I've become.

I'm proud to be part of a company that genuinely champions a culture of inclusion and supports women stepping into leadership. It's encouraging to see that women in operational leadership roles are no longer the exception, real progress has been made. But we also know the work isn't finished. Continuing to open doors, challenge assumptions, and create space for diverse voices at the table remains essential to building an even stronger future.



## Danielle Makepeace

**I've worked for Ground Control for over 10 years and witnessed significant changes, including departmental shifts, new directors, and growing service lines. Throughout this time, I've been supported and encouraged by senior leaders to grow my career with Ground Control.**

Despite being a predominantly male business due to the nature of our work, I've always felt heard and respected. Senior leaders ensure our skills and successes are recognised, creating a safe space to grow and succeed. Ground Control's focus on employee development and manager training has promoted acceptance of diverse communication styles and working methods, creating an inclusive environment.

The rise in female leadership has brought varied perspectives to decision-making, contributing to our growth and success. I am proud to be a part of Ground Control and look forward to our growing workforce and the work being done to ensure equality across the business.





## Closing the gap

As our business grows and diversifies, as does our workforce, and we are focused on being ahead of the curve and making sure we maintain a culture and environment that enables our female employees to thrive.

### Over the next year we hope to:

- Enhance our mentorship offering, ensuring that younger female employees have access to female leaders for support and guidance whilst fostering a culture of growth and mutual support.
- Increase our efforts in early careers work by partnering with schools, colleges, and universities to promote STEM careers to young girls and provide clear pathways into our industry.
- Encourage more women to participate in our internal development programmes so that we can continue to develop and build the skills of our talented female colleagues.
- Continue to develop our family-friendly policies that support work-life balance to ensure we continue to foster an environment where women thrive personally and professionally.
- Foster a culture of continuous learning and development by providing access to training and resources that empower female employees to advance their careers and achieve their full potential.





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