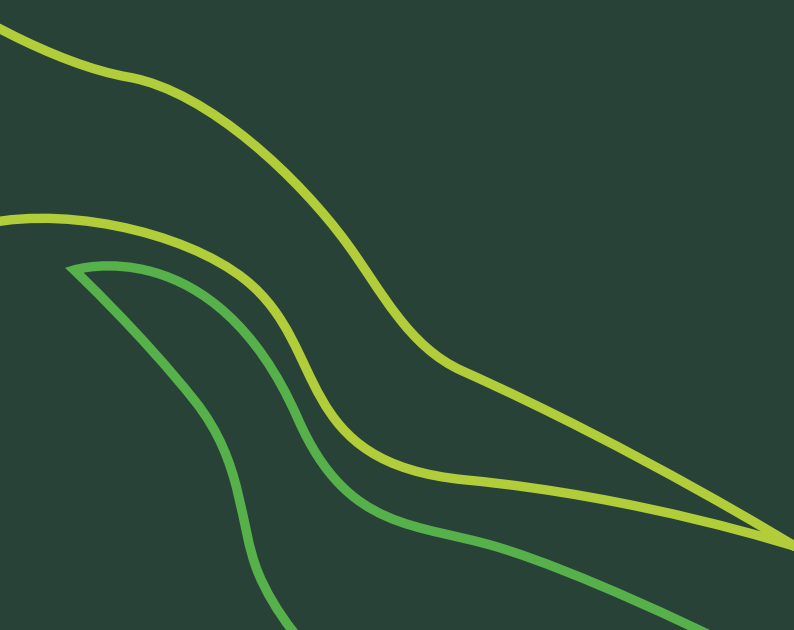




# Ground Control Limited Gender Pay Gap Report

Snapshot date 5 April 2025





## 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.

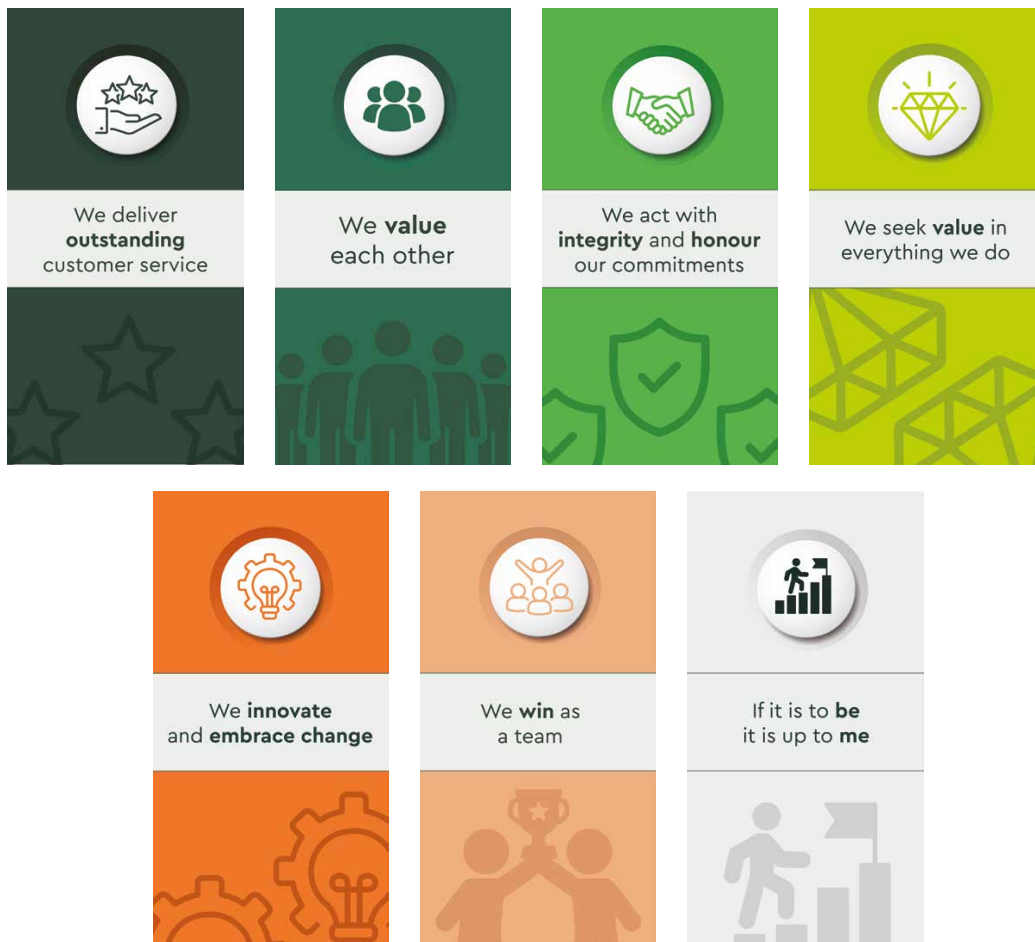
At Ground Control, our vision is clear: to leave the world in a better place than we found it. Our purpose is at the heart of our strategy and plans – it's the reason we are in business. By bringing life and energy into our environments, we benefit the whole community. We aim to be a business that is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

**Ground Control is committed to building a supportive workplace that emphasises equality, inclusion, and diversity throughout our workforce. We are undertaking ongoing initiatives to address the gender pay gap and foster an environment that encourages the advancement and professional development of women within the organisation.**

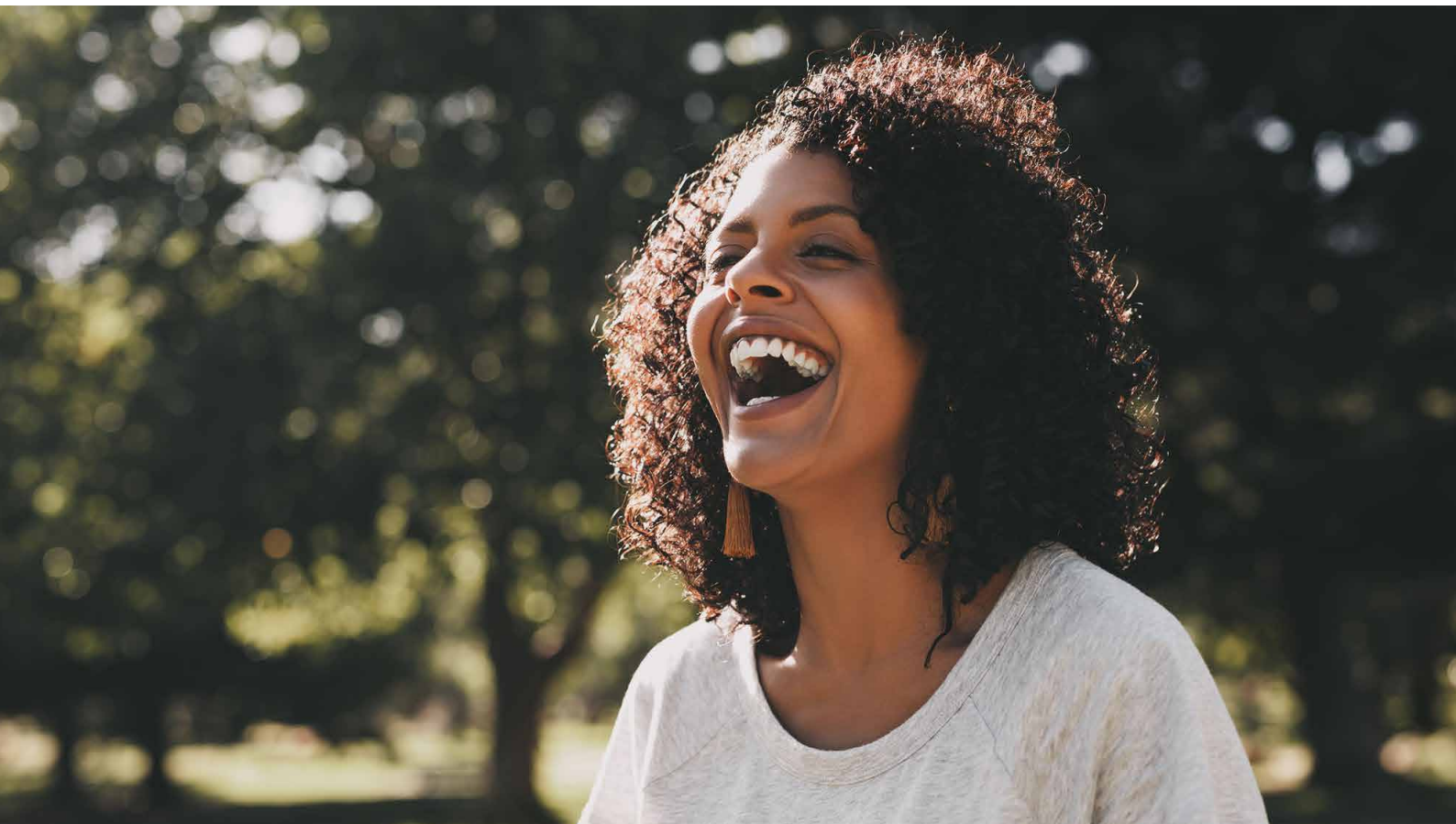
We remain steadfast in our commitment to advancing gender equality throughout Ground Control. As a real living wage employer, we ensure that every member of our workforce receives fair pay that genuinely supports the cost of living, enabling all employees to provide for themselves and their families.

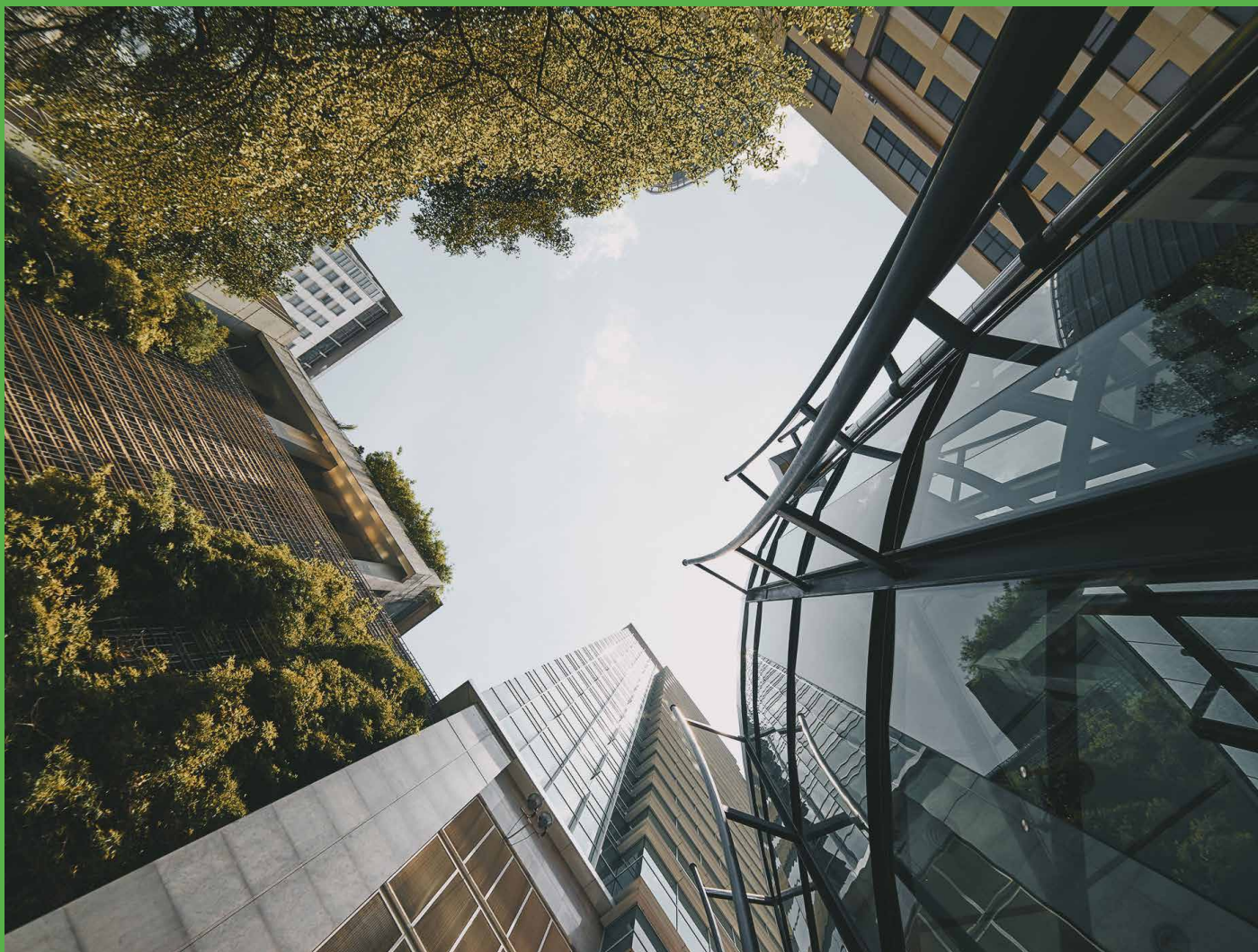
Each year, we actively celebrate the achievements of our female employees, with recognition events for International Women's Day both internally and externally. Our social media platforms showcase the accomplishments and contributions of women

across the business, highlighting their vital role in Ground Control's success.

We are dedicated to supporting our employees in reaching their potential, with a particular focus on increasing internal recruitment to create more opportunities for growth and advancement. We continue to see female leaders emerging in both our central and operational divisions, demonstrating our ongoing progress in fostering a diverse leadership team.

Our mentoring programme, implemented across the business, is a cornerstone of our approach to equality. By training internal mentors and coaches, we provide support and guidance at every stage of our employees' careers. These programmes help break down barriers, encouraging collaboration and mutual success among colleagues, and empowering women to thrive within our organisation.





We are consistently reviewing and refining our pay structures to eliminate disparities and enhance transparency, especially within our senior leadership packages. These improvements ensure alignment in pay and bonus payments across the senior team, reinforcing our commitment to fairness and gender equality in all areas of the business.

At Ground Control, we are committed to ensuring our employees are rewarded fairly and transparently. Our newly implemented performance-related bonus scheme recognises not only the achievements of the business, but also the individual contributions of our team members. This approach reflects our dedication to acknowledging hard work and commitment, whilst aligning with our broader vision and values.

We actively showcase our female employees in recruitment campaigns and promotional activities, emphasising our inclusive culture and encouraging more women to join a sector traditionally dominated by men. By highlighting the positive experiences of women within our workforce, we aim to inspire greater diversity and create a welcoming environment for all.

# Headline numbers

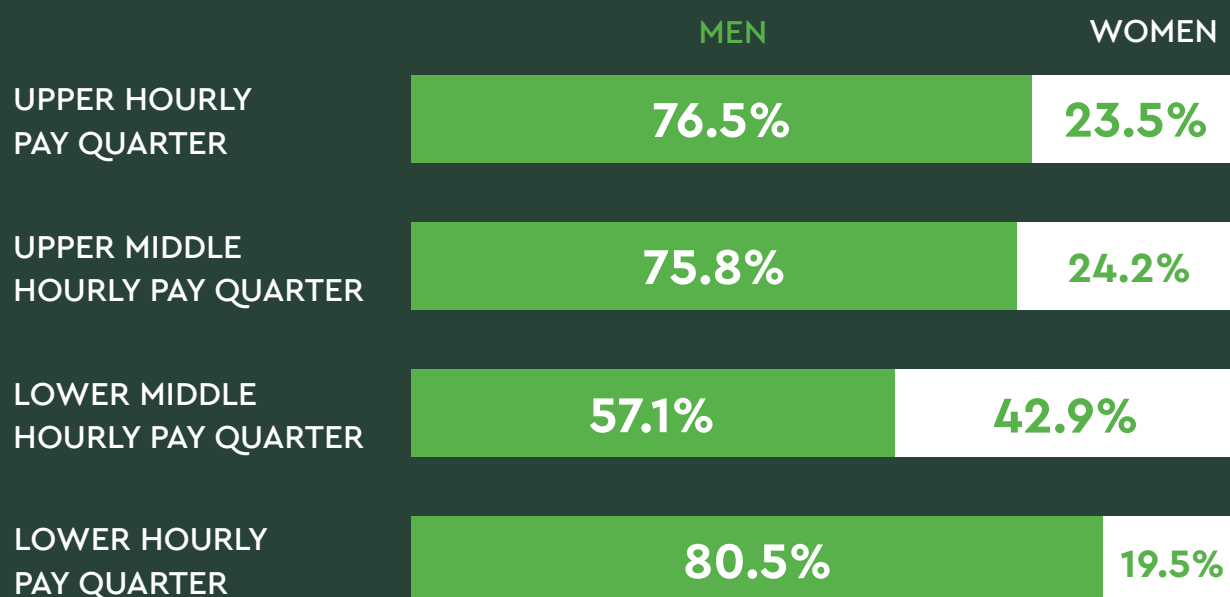
Ground Control continues to be a prominent employer in a sector traditionally dominated by men, and we recognise the influence this has on our gender pay gap figures. We understand that achieving gender equality and closing the gap is an ongoing journey, shaped by the nature of our industry. Our awareness of these challenges drives us to implement targeted initiatives and strategies that promote greater equality and diversity throughout our workforce.

This year, our gender pay gap figures have shown a wider disparity and an increase in our gender pay gap. This increase has been driven solely by adjustments to our senior leadership remuneration packages, which have impacted the overall statistics. We acknowledge these changes and are transparent about their effect on the reported figures.

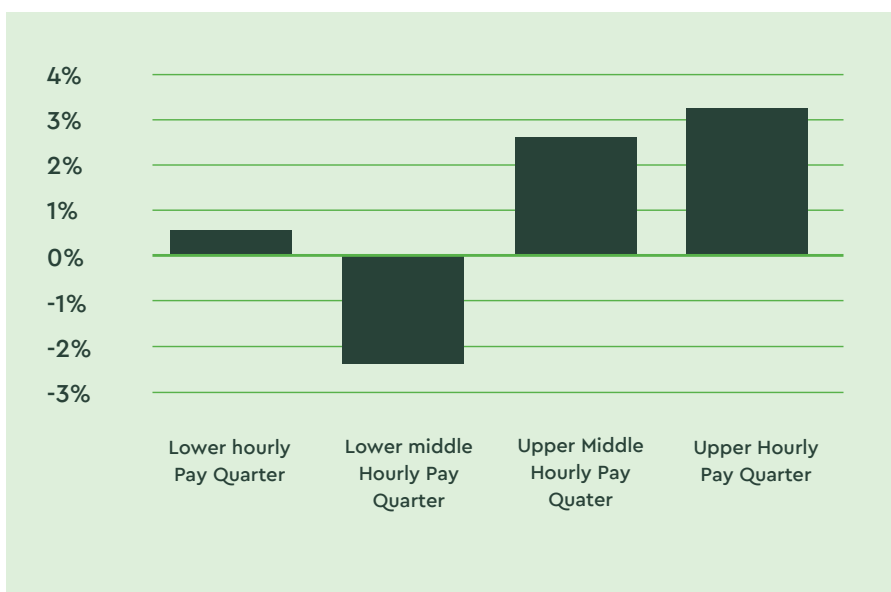
At the start of 2025 we made the decision to adjust our bonus policy and implement a performance-based reward policy. This change is not reflected in the numbers for this year but we expect it to impact moving forward as we begin to reflect the performance and delivery of our people in our reward structures.

To address and reduce our gender pay gap, we are committed to continuous improvement. We regularly review our pay structures, enhance transparency, and ensure fair and equitable pay practices across all levels of the organisation. Our active mentoring programmes, increased internal recruitment efforts, and the celebration of female achievements help to foster an inclusive environment where women can thrive. We also utilise female role models in our promotional activities and strive to attract more women to join our business. Through these ongoing actions, we aim to narrow the gap through building a balanced and diverse workforce for the future.

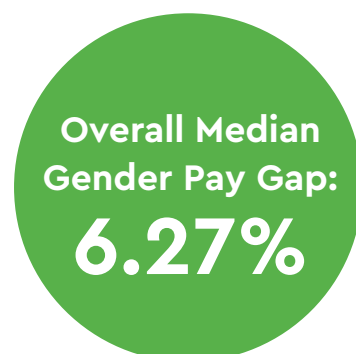
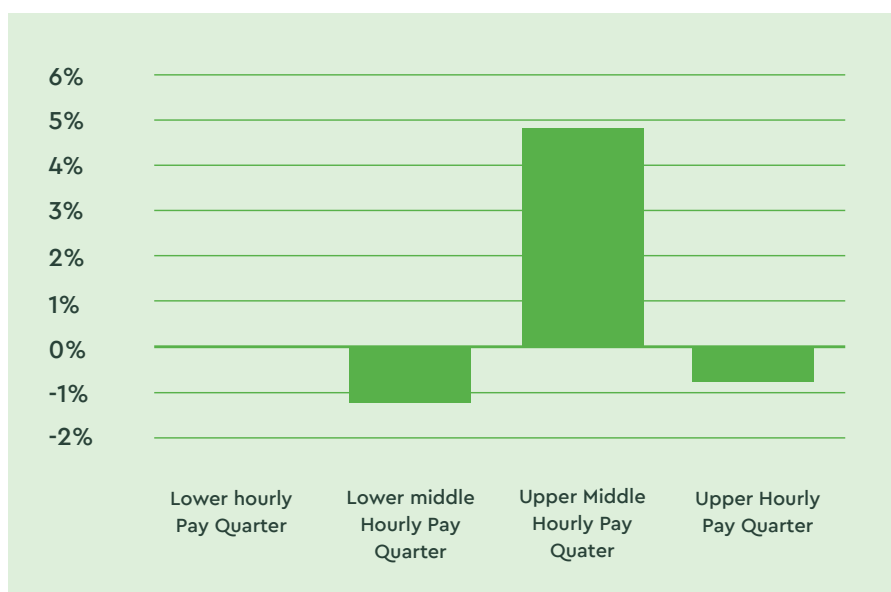
## Percentage of men and women in each pay quartile



## Gender pay gap in each pay quartile



## Median gender pay gap in each pay quartile



The increase in our mean and median gender pay gap this year reflects targeted adjustments to compensation for a small number of senior leadership roles. These changes, which included increases to base pay and bonus opportunities, were made to ensure our reward packages remain competitive and aligned with market benchmarks.

As our senior leadership team is currently predominantly male, these adjustments have had a disproportionate impact on our overall gender pay gap metrics for this reporting period.

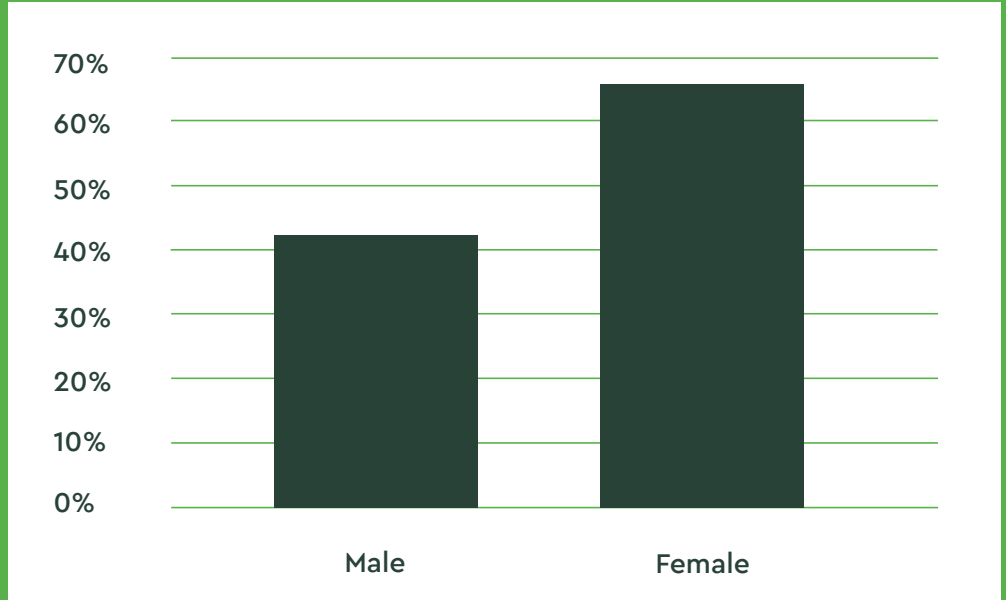
We recognise the importance of improving gender balance at senior levels and are continuing to focus on initiatives that support the progression and representation of women across the organisation. Over time, we expect these efforts to contribute to a more balanced workforce and a reduction in the gender pay gap.

# Bonus pay

Percentage of men and women receiving bonus pay:

Overall  
Mean Gender  
Bonus Gap:  
**50.6%**

Overall  
Median Gender  
Bonus Gap:  
**3.23%**



In 2025, our mean bonus pay gap is 50.64%, compared with 35% in the previous year, while our median bonus pay gap has improved significantly to 3.23%, down from 13.3%.

The increase in the mean bonus gap reflects changes to our reward framework, including the extension of bonus eligibility to senior leadership roles. As these roles are currently predominantly held by men, this has had a disproportionate impact on the overall mean figure for this reporting period.

Encouragingly, the reduction in the median bonus gap indicates a more balanced distribution of bonus outcomes across the wider workforce, with only a minimal difference between bonuses received by men and women. This suggests positive progress towards greater parity at a broader organisational level.

Bonus participation is also influenced by role type. Professional roles, which are eligible for bonus schemes, are more likely to be held by women within Ground Control, meaning a higher proportion of female employees receive bonuses. In contrast, a larger proportion of men are in manual roles that are not currently bonus-eligible, which impacts the overall distribution of bonus payments.

It is important to note that this year's figures are based on legacy bonus arrangements and do not yet reflect our new performance-related bonus framework. This updated approach is designed to strengthen the link between performance and reward, supporting greater consistency and fairness in future outcomes.

## 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

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## Samantha Downing

Since joining Ground Control in 2021 as a Talent Acquisition Specialist, I have progressed through a number of roles into HR Systems Manager, supported by opportunities to develop and take on increasing responsibility. Alongside completing the Accelerate Leadership Academy and working towards my CIPD Level 7, I have led a number of change initiatives across the People function, particularly within our systems. I have owned and developed our recruitment platform, Team Tailor, and supported improvements within Bob, helping to strengthen governance, consistency and efficiency. I have also contributed to enhancing our approach to modern slavery, embedding stronger controls within recruitment and onboarding processes. Ground Control has empowered me to take ownership, build confidence in my decision-making, and continue developing as a female leader.

## Chloe Muirhead

**I've been lucky enough to work at Ground Control for more than 15 years and during that time I've had the opportunity to build a really varied career across the business. I've worked in a variety of roles across the business including in Client Services, Operations, Projects and People. Most recently I have taken on responsibility for acquisitions and integrations supporting the business through a significant period of growth and change and helping to ensure businesses are successfully brought into Ground Control and integrated into our structure and culture.**

A few years ago I was supported by the business to study for an MBA, something I did through Warwick University. That support has been a consistent feature of my time at Ground Control and has enabled me to keep developing professionally while continuing to contribute at a senior level. I genuinely enjoy working to solve complex, commercial problems and helping the business move forward in a positive and sustainable way.

I'm incredibly proud to have recently been promoted onto the Board as Company Secretary. It's a role I take very seriously and one that reflects both my journey with the business and the trust and encouragement I've been given along the way. Ground Control has always supported my development, challenged me to grow, and recognised the value of long term commitment and that's something I really appreciate and believe strongly in.





## Sophie Sturgeon

I am approaching my five-year anniversary at Ground Control, having joined the business as a Graduate Landscape Architect. During my first year, I continued my Master's degree in Landscape Architecture part-time, graduating in 2023. From the very beginning, Ground Control supported me with dedicated time off to study, allowing me to successfully balance my academic and professional commitments.

After completing my degree, I embarked on an incredible 15-month sabbatical, travelling across Australia, New Zealand, and Southeast Asia. Ground Control fully supported this opportunity, which made the experience even more valuable. Upon my return, I was promoted to my current role as a Landscape Architect – an especially proud milestone in my career. The transition back into the team was seamless and welcoming, quickly making me feel at home again.

Alongside my professional development, I have also achieved recognition outside of my day-to-day role. In November last year, I was honoured to be named in Pro Landscaper's 30 Under 30 2025 list, recognising emerging talent within the industry. I am also currently in the running as a Young Designer to host my own show garden at the RHS Badminton Show – an exciting opportunity and something that has been on my career bucket list for a long time.

What I love most about working at Ground Control is the people, both within my immediate team and across other departments. In the Design team, we genuinely support one another, and I've always felt encouraged to grow, take on new opportunities, and be myself.

I also really value the wide range of exciting projects I've had the opportunity to work on. These have allowed me to hone my passion for design and become the go-to person for concept design within my team. I'm now trusted to develop concepts and carry them through into the later stages of design, which I find incredibly rewarding.

The flexibility and understanding the company has shown throughout my career – from supporting my studies to accommodating my sabbatical and continued development – has made a huge difference. It's a place where you feel valued, trusted, and supported, and I'm really proud to be part of it.



## Closing the gap

As our business grows and diversifies, our workforce evolves alongside it. We remain dedicated to actively cultivating a culture and environment that supports and enables our female employees to succeed.

### Over the next year we hope to:

- Expand and refine our mentorship initiatives to ensure early-career women benefit from meaningful connections with senior female leaders, promoting guidance, confidence, and professional growth.
- Strengthen our engagement with education providers by increasing collaboration with schools, colleges, and universities to encourage more young women to explore STEM careers and understand routes into our sector.
- Drive greater representation of women in internal development programmes, supporting the progression and long-term success of our female talent.
- Enhance our approach to flexible and family-friendly working practices, maintaining a supportive environment that enables women to balance career ambitions with personal responsibilities.
- Invest in ongoing learning and development opportunities, equipping female employees with the tools, skills, and resources needed to advance and succeed in their careers.





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