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Ground Control Limited Gender Pay Report Report for the year ending 4th April 2022

Ground Control is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We have an unwavering commitment to diversity, equity and inclusion, and constantly strive to strengthen our inclusive culture, so everyone feels safe, valued, and heard. As such, we are very proud to have achieved such a narrow gender pay gap this year. It has been an area of focus for some time, and to have reached this target is important to us.

Disappointingly our gender pay gap has increased slightly this year. Our previous narrowing of the gap was achieved mainly through one fundamental change. Ground Control became a Living Wage Foundation accredited employer in the summer of 2021 (see <https://www.ground-control.co.uk/news/ground-control-becomes-living-wage-employer/>).

This year the change has been impacted largely by growth in specific roles and teams in the business. Our employee gender balance is affected by 'occupational segregation', the term given to the distribution of high numbers of men and low numbers of women across certain occupations. As the largest business in many of the areas we work in, we have a responsibility to focus our efforts to improve representation in our industry. We seek to address this in our recruitment process, and we have an Equality and Diversity in Recruitment policy that seeks to de-bias advertisements and candidate screening. This difference can be seen more clearly when comparing gender by role type:

| Role Type | Female Pay as a percentage of average | Male Pay as a percentage of average |
|---------------------------|---------------------------------------|-------------------------------------|
| Board / ExCo / Exec / SLT | 100% | 100% |
| Central Prof | 100% | 100% |
| Central Skilled | 84% | 110% |
| Field Manager | 116% | 99% |
| Field Supervisor | 116% | 99% |
| Field Other | 76% | 103% |
| Operative | 99% | 100% |



Our bonus pay has also changed significantly, largely due to a change back to our normal bonus eligibility. This is reflective of the average salary differences of roles where we have more women, as well as the large number of women in part time roles.

Whilst our statistics are still good, we cannot and should not become complacent and want to get back to negligible gender pay gap. To demonstrate our commitment to equality in the workplace, we will continue to take action and be vigilant to the issues of gender disparity in the workplace. We are confident that our commitment to paying a fair and comparable amount to those completing the same or equivalent roles will ensure that men and women can be sure to receive the same rate of pay within the same job grade across the business. We review remuneration twice per year along with our bonus payments, always noting and addressing any disparity based on gender.

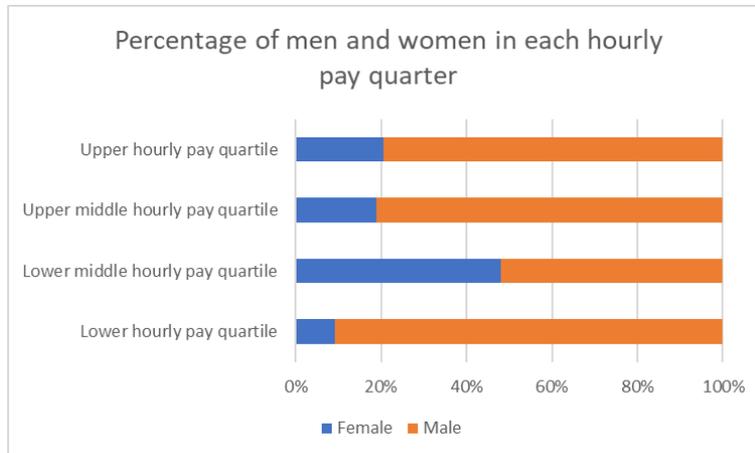
We have strengthened and widely rolled out our development programmes within the business, aiming to optimise the available talent pool by attracting, developing, and retaining a diverse range of people in order to equip us with the skills of the future. We have ensured that both women and men are well represented on these programmes, ultimately aiming to increase gender balance within our leadership team. We have also committed to providing career returners with focussed coaching and mentoring.

Ground Control is committed to fair and equitable pay for all our people to ensure that all employees feel valued for their individual and joint contribution to the success of our business. In addition to pay and bonus, our employees are also shareholders, and through this share in the business's success.

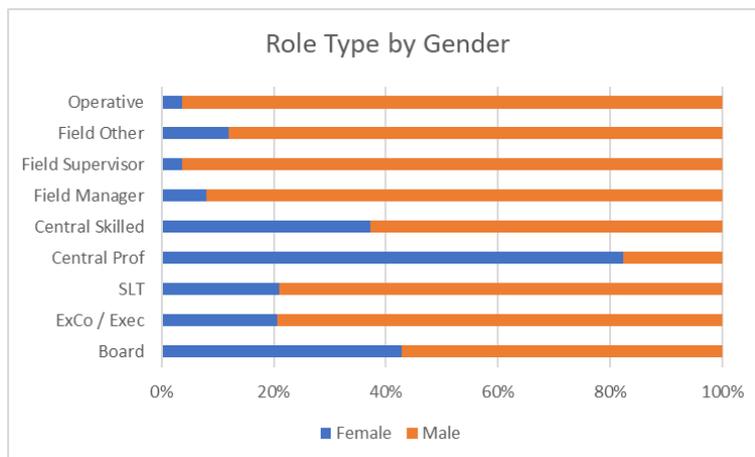
Questions relating to this report should be directed to Tanya Meah, People Director, via email at tanya.meah@ground-control.co.uk.

Statistics

The Regulations require that all organisations complete six calculations that show the difference between the average earnings of men and women in the organisation, ensuring no individual employees' data is identifiable.



For context, our gender by role looks like this.



When comparing **mean** (average) hourly pay, women's mean hourly pay is **2.9%** lower than men's. Women's **median** hourly pay is **6.7%** lower than men's.

How many women and men received a bonus, as defined by the Regulations, in the year ending 5th April 2022?

Men: 33.2 %



Women: 60.7%

When comparing **mean** (average) bonus pay, women's mean bonus pay is **14.2% lower** than men's. Women's **median** bonus pay is **25% lower** than men's.