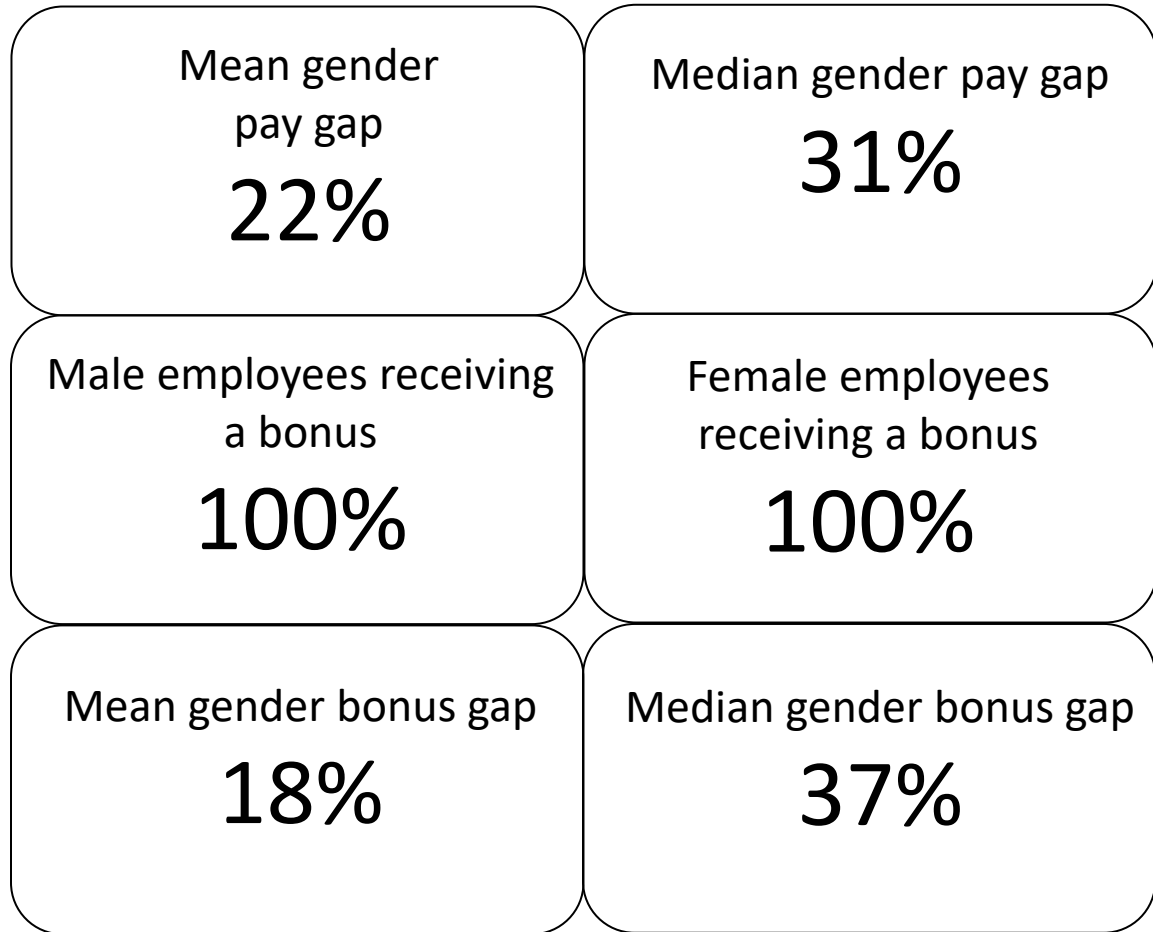




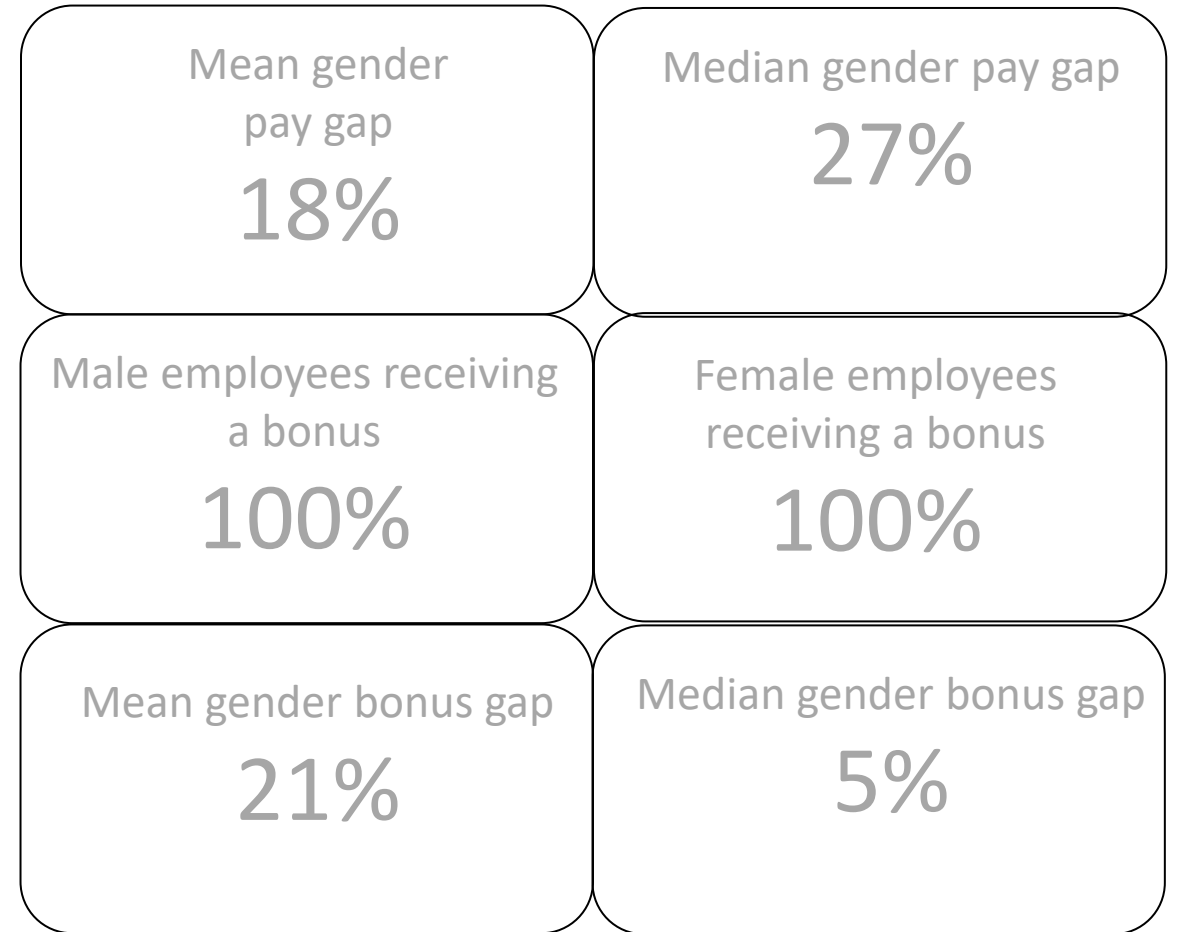
Airport Coordination Limited Gender Pay Analysis UK Payroll March 2022

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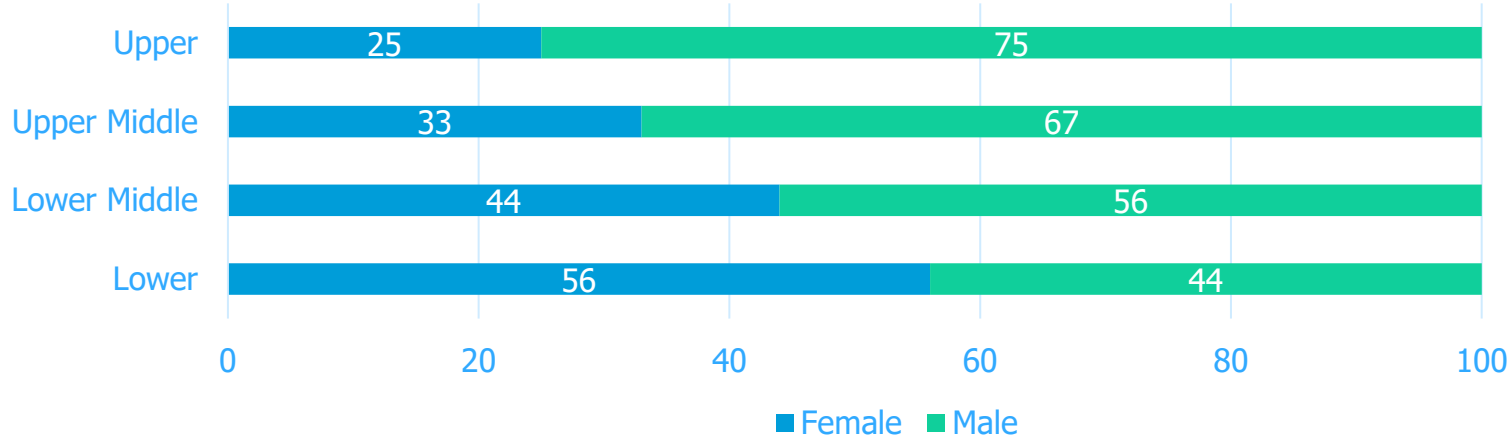
Gender Pay Gap March 2022



Gender Pay Gap October 2020

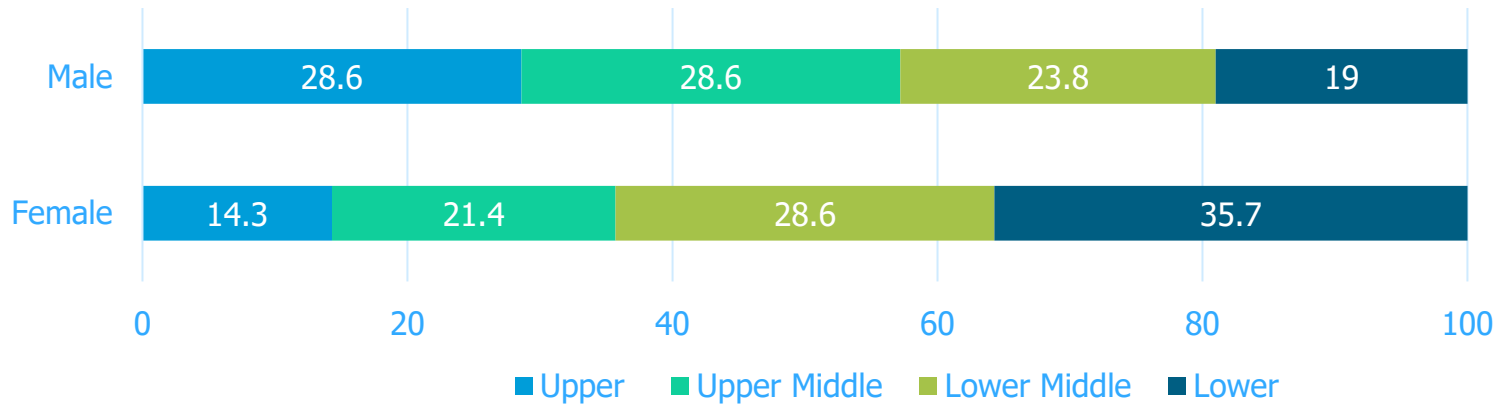


Pay quartiles by gender



% female employees March 22	37%
% female employees October 21	36%
% female employees October 20	34%
% female employees October 19	32%
% female employees October 18	30%

Gender split across quartile



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March 2022

Level	Male	Female	Total
LT	5	1 (17%)	6
Manager	7	3 (30%)	10
Non manager	9	10 (47%)	19
Total*	21	14 (37%)	35

** Does not include non-UK payroll staff, Dubai & New Zealand – both male*



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What does our pay gap tell us?

It remains the case that the make-up of our business, with significantly more men at senior levels means our average male salary is higher than our average female salary. Three of the five most recent recruits join ACL in junior roles and are female, further increasing the gap short term.

We have a larger proportion of women in our junior roles. Our bonus pay gap reflects the lower female representation across the firm's more senior levels. The change in median gap is driven by the loss of a male manager position in the year.

Working to close the gap

ACL believes in fair access, and this includes promoting gender equality at all levels. Although recruitment processes have been reviewed highlighting no bias this alone will not significantly influence the gap in the short or medium term.

Our intent is to put in place a strategy to tackle any areas of gender as well as diversity bias in the business. As such we will seek to engage 3rd party support to help identify areas ACL specifically can improve.



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