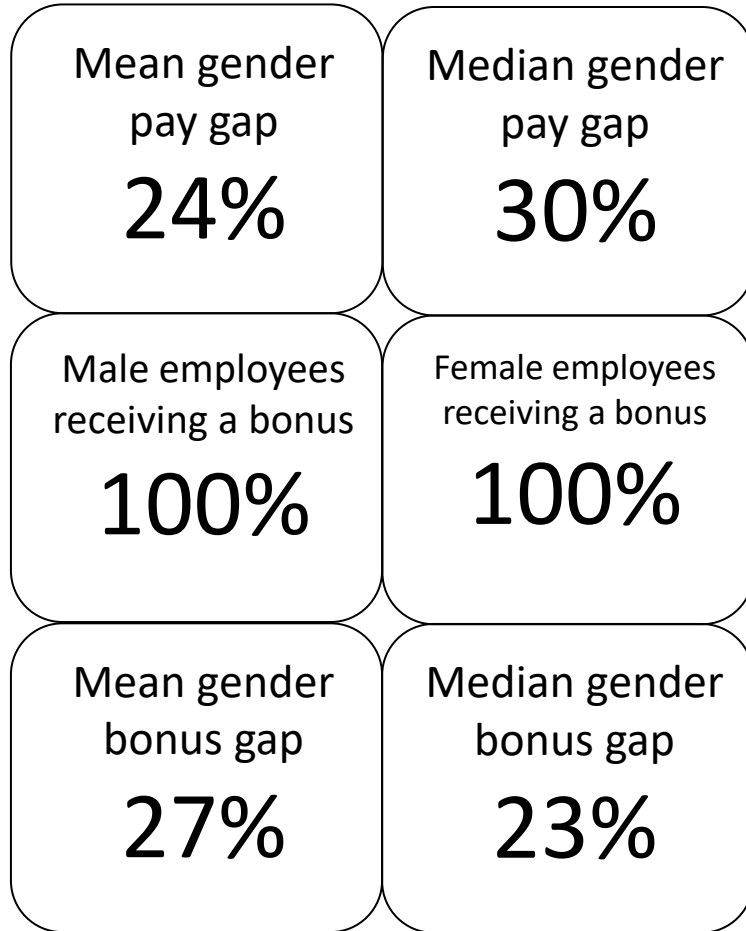




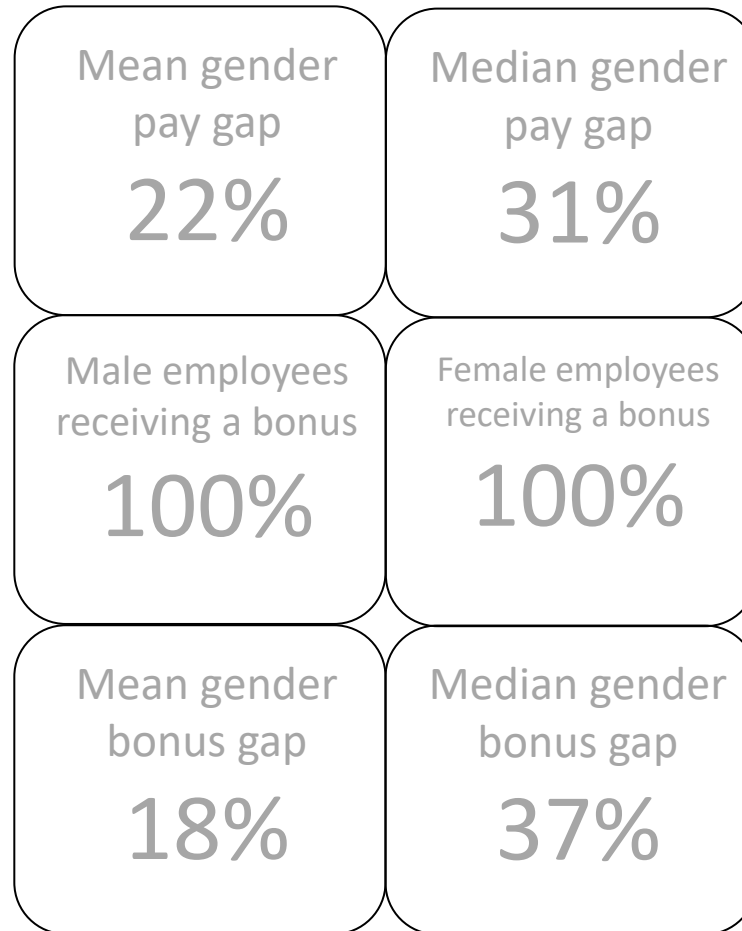
Airport Coordination Limited Gender Pay Analysis UK Payroll March 2023 —

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Gender Pay Gap March 2023

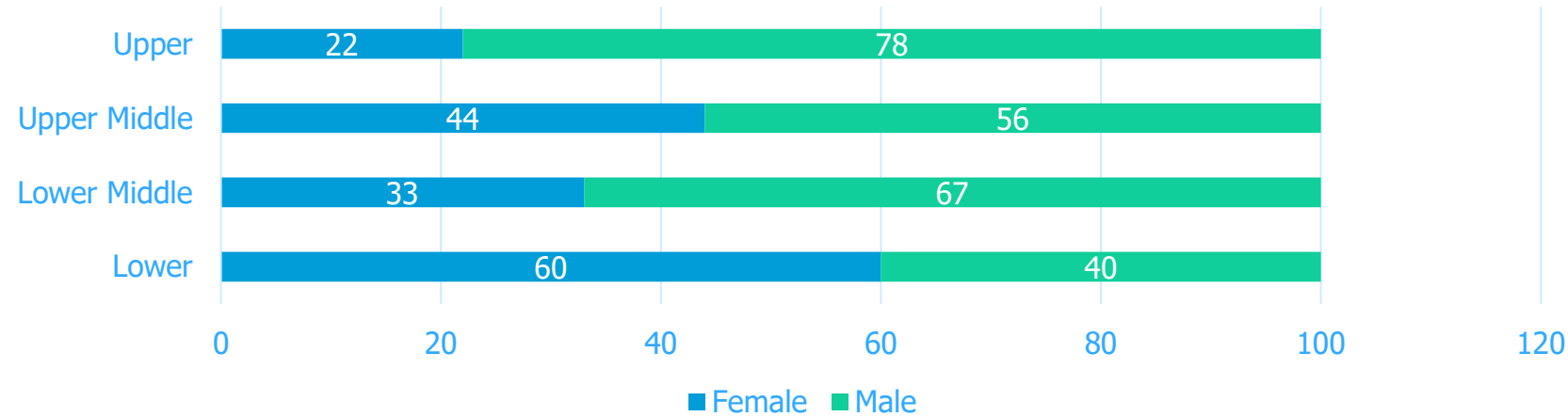


Gender Pay Gap March 2022

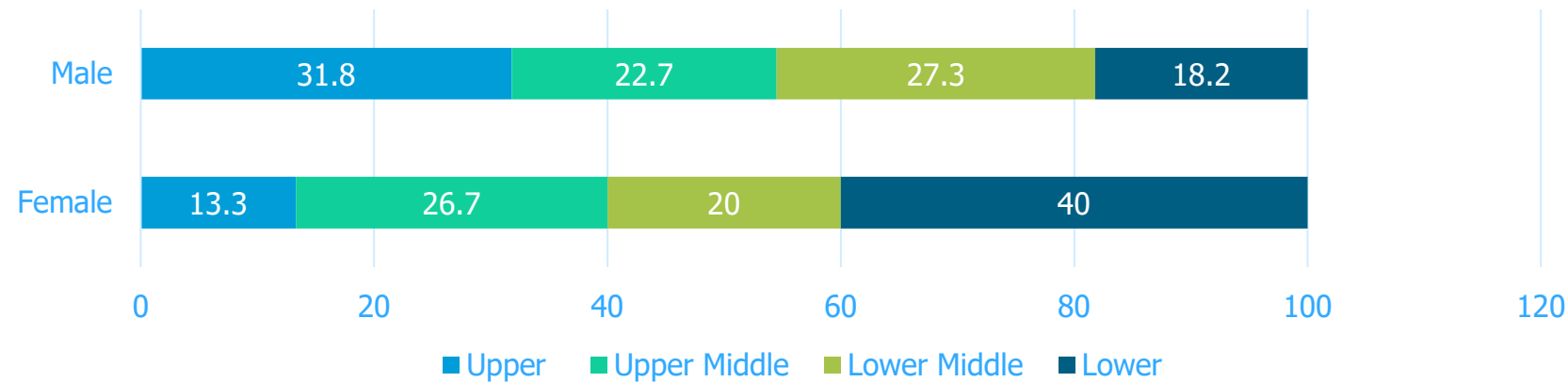


% female employees March 23	41%
% female employees March 22	37%
% female employees October 21	36%
% female employees October 20	34%
% female employees October 19	32%
% female employees October 18	30%

Pay quartiles by gender



Gender split across quartile



March 2023

Level	Male	Female	Total
LT	4	1 (20%)	5
Manager	7	3 (30%)	10
Non manager	11	11 (50%)	22
Total*	22	15 (41%)	37
* Does not include non-UK payroll staff, Dubai & New Zealand – both male			

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. New recruits at a junior level have tended to be more female whilst appointments in more senior roles have been male. At the same time, the departure of one of the male senior team has minimised the impact as they were not replaced.

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.

Working to close the gap

ACL continues to believe in promoting gender equality, and more generally equality in the workplace. Recent recruitment in senior roles through an internal process has highlighted the need to support and develop women in junior roles to prepare them for more senior positions, however, this is unlikely to be a short term fix.

We have begun to develop a diversity strategy to recognise the voice of everyone whilst offering support to women seeking to grow in current roles and within the business. This is through coaching and mentoring whilst ensuring their development addresses any areas of need.



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Rourke House, Watermans Business Park, The Causeway, Staines-Upon-Thames, TW18 3BA | +44 (0) 208 564 0600 | info@aci-uk.org | aci-uk.org