



Gender Pay Gap

Diversity and inclusion
at Glory 2022





GENDER PAY AND BONUS GAP

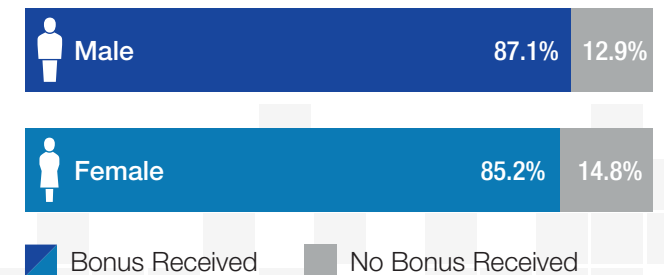
At the time of the snapshot date, being 5th April 2022, Glory Global Solutions (International) Limited (based in the UK) employed 298 employees. Of these 298 employees, 202 were male and 96 were female, a gender split of 68% males and 32% females. The UK business has a high percentage of males in the workforce especially in Field Service Engineering and some of our most senior global roles and Board positions are based at our UK Headquarters. The diverse nature of the roles in our UK business contributes towards our overall Gender Pay Gap.

- We report that our Median Hourly Pay Gap is 7.5% which is below the national average of 14.9%¹ for all employees, both full-time and part-time.
- Our gap between the proportion of male and female bonus receivers was 1.9%. It is important to highlight all employees are eligible to participate in a bonus scheme but under the regulations we could only publish 'paid bonus' through payroll at the snapshot date.
- Our bonus scheme has Global, Regional and Local business metrics which can drive variances in pay-out.
- In addition, our more senior roles have a bonus scheme linked to their base salary which can drive a higher pay-out.

Gender Pay and Bonus Gap

Difference between men and women	Mean ²	Median ³
Gender Pay Hourly Gap	17.0%	7.5%
Gender Pay Bonus Gap	43.4%	0.0%

Proportion of Male and Female bonus pay receivers



¹Source: Office for National Statistics

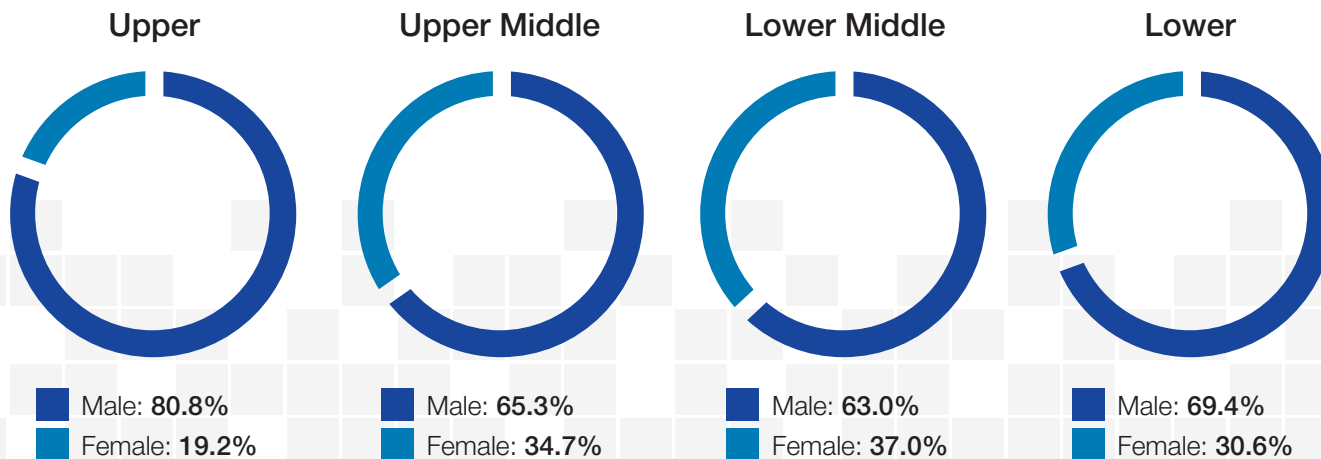
²Average

³Midpoint between the highest and lowest

PAY QUARTILES

- Our company Headquarters in Basingstoke, UK has employee roles which are Global, Regional and Local in nature being paid through our UK Payroll.
- Most of our UK roles work within Field Service Engineering, where we have a higher proportion of male employees compared to females and we are working to address this to ensure we have a higher representation of females.
- We recognise that we have more males employed in senior roles and as Board members and are working to address this to ensure there is more female representation across our pay quartiles.

Proportion of males and females in each pay quartile, based on a headcount of 298, as at the snapshot date



GLORY'S ACTIONS TO ADDRESS THE GAP

In 2022, we launched our Diversity and Inclusion strategy and network with Senior Leadership Sponsors. Our mission statement is “to foster an inclusive culture at Glory where all employees are respected and valued for their unique backgrounds and contributions, enabling all to reach their full potential”. Our branding is ‘Strength through Diversity’.

We have devised an action plan to continue our commitment to equality, diversity and inclusion for all. We are taking action to continually improve our inclusive culture, leadership and practices. We are reviewing our employment practices, processes and daily interactions to drive this strategy forwards on this journey.

Our action plan includes:

- Raising awareness and communication to all employees about our pledge to Diversity and Inclusion, with network members and team being available to support and educate our colleagues.
- We have implemented the real living wage across the UK in 2022.
- Training Leaders and Managers about Diversity and Inclusion across the whole employment lifecycle.
- Assessing and implementing improvements for our recruitment, development and retention processes.
- Building on our colleague survey to measure Diversity and Inclusion feedback from our colleagues throughout the UK.



Our objective is for all colleagues to understand and demonstrate the importance of treating all people with respect, fairness and inclusivity so that everyone can embrace the opportunities presented to them and make the best contributions they can to work and to our society.

Glory supports continuous development in many ways. Promoting the Apprenticeship Levy's available courses is just one such initiative and currently 43% of our learners are female. In addition to this, LinkedIn Learning is available to all UK employees to encourage ongoing learning and development for all. We believe this will help our people to improve their skills and capabilities and in turn provide them with greater career opportunities within Glory.

Our ‘Achieving Business Impact’ programme was re-introduced and delivered remotely to mid-senior level female managers in 2022. Based on the book ‘How Women Rise’,

GLORY'S ACTIONS TO ADDRESS THE GAP [cont'd]

the purpose of the course is to remove any self-imposed obstacles that may have been created through 12 common 'habits' that may have originally helped progress careers. These habits may often hold female leaders back as they look to take the next step in their careers. Similarly, this can be true for men, though the 'habits' are often found to differ and hence this course is primarily female focused, also enabling opportunity for networking, open discussion and action planning. We have found, through feedback and evaluation, that this course had a significant and tangible impact in giving more of our female employees greater confidence within their roles and careers. We believe that, in turn, this will enable more of our female employees to actively pursue promotional opportunities.

Following employee survey feedback, Glory has implemented a more flexible working policy across our UK sites to enable greater hybrid working availability for our people.

We annually train our managers to ensure they link salary recommendations to annual personal development review (PDR) scores, which in turn are linked to achievement of SMART objectives. We are continuing to roll out calibration reviews to ensure a consistent approach to PDR scoring.

All new roles are benchmarked by the Reward team to ensure our remuneration packages are competitive with market comparators. We review roles to ensure individuals are in line with benchmarks which helps us to ensure no gender differences arise.



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Chief Operating Officer,

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