



L3HARRIS™
FAST. FORWARD.

GENDER GAP REPORT 2020

Gender Pay Gap legislation introduced in April 2017 requires all employers of 250 or more employees to publish their gender pay gap. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings.

At L3Harris Commercial Training Solutions we are committed to diversity in every aspect of our business. Our inclusive culture welcomes all employees and places a premium on their unique contributions to our success.

By investing in diversity initiatives at the corporate and local levels, L3Harris Commercial Training Solutions has forged stronger customer relations, developed more innovative solutions, and attracted the best and brightest to join our team. For L3Harris Commercial Training Solutions, diversity just makes good business sense.

Pay difference between men and women at L3Harris Commercial Training Solutions for Crawley based employees at 5 April 2020.

PAY DIFFERENCE

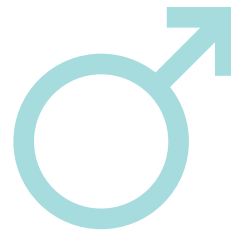
| MEAN % | MEDIAN % |
|--------|----------|
| 20 | 23 |

At L3Harris Commercial Training Solutions, the median pay gap is 23% from 18% from the previous year.

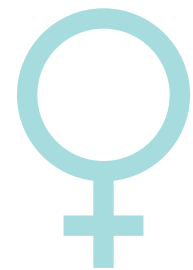
CAUSE OF GENDER PAY GAP

L3Harris Commercial Training Solutions (Crawley) has a large proportion of engineers; careers that have historically been male dominated. The gap is largely because of lack of female representation at the more senior level.

BONUS



6%



3%

Men and women have the same opportunity to earn a bonus. Due to financials, there was no bonus due to the rest of the employees.

| MEAN % | MEDIAN % |
|--------|----------|
| 96 | 90 |

PAY QUARTILE

Our workforce (Crawley) for the 2019/2020 our pay group represents 80% male and 20% Female in 2019 Male were 79% with 21% Female.

LOWER

61% Men **39% women**



LOWER MIDDLE

85% Men **15% women**



UPPER MIDDLE

92% Men **8% women**



UPPER

82% Men **18% women**

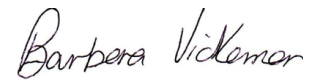


HOW WE ARE ADDRESSING THESE DIFFERENCES

- > We actively engage with organisations and groups to raise awareness of science, technology, engineering, and mathematics (STEM) subjects at schools, colleges, and universities. Our apprenticeship and graduate programmes have a balance of 14 male and 1 female employees. We collaborate with schools and colleges in the local community to help promote a diverse range of equal opportunities for both male and female employees and are involved with nationwide initiatives and programmes to encourage careers in the STEM fields including Women in Aviation and Big Bang South East. We are committed to attracting, retaining, developing, and progressing diverse talent at all levels and in all roles within L3Harris Commercial Training Solutions.
- > L3Harris Commercial Training Solutions provides the opportunity to all employees to work flexibly and recognises that flexible working can have a positive impact on employee engagement, encourage diversity and inclusion and improve retention.
- > L3Harris Commercial Training Solutions has a policy and culture that fosters diversity, be it age, disability, gender, race, religion, or sexual orientation and has employees from across a multitude of backgrounds. Our aim is to achieve greater gender balance across all levels within L3 Harris CTS that reflects our overall population.
- > With our new Grading tool, Female Leaders now represents 19% across the Leaders.



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