



L3HARRIS®
FAST. FORWARD.

GENDER GAP REPORT 2023

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.

We understand the need and expectation to be transparent about our business. As a public company, we have long shared our financial results. Recently, we've added communicating about [diversity and inclusion](#) and [sustainability commitments](#).

We are committed to diversity in every aspect of our business. Our inclusive culture welcomes all employees and rewards and recognises people based on their achievement of individual objectives, their role in helping the company achieve its objectives, and professional competencies as aligned to our core values.

We are dedicated to creating a strong company that our employees, communities, customers, suppliers and investors are proud to be associated with. Pay difference between men and women at L3Harris Commercial Training Solutions Limited at 5 April 2023 is provided below.

CAUSE OF GENDER PAY GAP

L3Harris Commercial Training Solutions Limited has a large proportion of engineers; careers that have historically been male dominated. The gap is largely because of a lack of female representation in engineering roles.

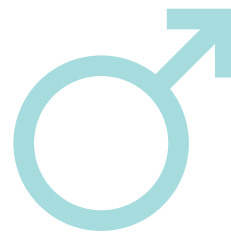
PAY DIFFERENCE

MEDIAN %	MEAN %
23.0	33.2

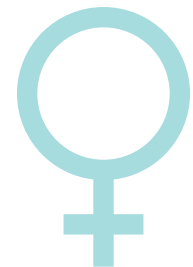
At L3Harris Commercial Training Solutions Limited, the median pay gap is 23.0% from 18.9% in 2022. The mean pay gap is 33.2% from 37.6% in 2022.

BONUS

The proportion of men and women in receipt of a bonus is provided below.



7%



10%

MEDIAN %	MEAN %
-2.1	35.4

PAY QUARTILE

For the 2022 / 2023 year, L3Harris Commercial Training Solutions Limited workforce was 79% male and 21% female, compared to 81% male and 19% female in 2022.

LOWER

61% Men **39% Women**



LOWER MIDDLE

82% Men **18% Women**



UPPER MIDDLE

90% Men **10% Women**



UPPER

83% Men **17% Women**



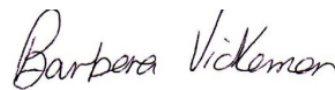
HOW WE ARE ADDRESSING THESE DIFFERENCES

- > We are committed to ensuring that all competitively posted roles attract a diverse group of qualified candidates who are thoroughly considered and vetted.
- > We conduct an annual pay equity review as an integral component of our commitment to fair and equitable compensation practices. When required, action is taken to remediate.
- > Our pay framework and supporting policies are designed to reward individual contribution and performance. These are underpinned by market data and a robust job evaluation scheme to ensure roles are measured in a consistent and fair manner. We already provide guidance to managers to ensure fair and equitable pay decisions and continue to deliver further training sessions to create even greater transparency and understanding.
- > We are proud of the policies we have in place to encourage and facilitate ongoing learning and career development. However, we have taken a fresh view of existing practices and put in place a range of action plans, including robust talent reviews, which will ensure we are attracting, retaining and developing the best talent regardless of gender.

- > Several voluntary, employee-led resource groups, which bring people with similar values together, have been established across the organisation to support diversity and inclusivity. This includes a group we call WE3 – Women Who Strive for Empowering, Enhancing, & Encouraging Other Women—which is establishing actions to encourage a more gender-balanced and inclusive workforce.
- > At L3Harris Commercial Training Solutions Limited we live our company values of Integrity, Excellence and Respect and are committed to fostering a culture of diversity and inclusion. In support of this, we have established a Diversity Council which influences and evaluates the strategies, policies and steps the company takes to advance diversity and inclusion and build a high-performance workforce.
- > We actively engage with schools and universities to raise awareness and interest in science, technology, engineering, and mathematics (STEM) subjects, highlighting the fantastic careers they lead to both within our organisation and the wider sector.



Ben Swann
VP and GM Training Systems, Commercial Training Solutions



Barbara Vickerman
Regional VP Human Resources, EMEA, Commercial Aviation Solutions

