



LGC

UK Gender Pay Gap report

2025



Table of contents

Message from Joydeep Goswami	3
<hr/>	
The UK Gender Pay Gap report	5
<hr/>	
Pay quartile data	6
<hr/>	
Hourly pay gap data	8
<hr/>	
Bonus proportion data	9
<hr/>	
Bonus pay gap data	10



A message from Joydeep Goswami

We want LGC to be a place that is welcoming, diverse and respectful.

This report marks the publication of our ninth UK Gender Pay Gap report, outlining differences in hourly pay and bonus payments between women and men across our UK operations in 2025.

Addressing the gender pay gap

The primary contributor to the gender pay gap at LGC is the underrepresentation of women in senior, higher paying roles. To address this gap, and driven by our commitment to ensuring fair, merit-based decisions, we focus on three key areas that support colleagues throughout their journey at LGC.

Attracting and hiring the best talent

- Roles are advertised across a wide range of platforms, including those targeting diverse communities, with inclusive language supported by bias-reduction tools such as Textio.
- Recruitment processes are designed to be clear, transparent, and consistently applied, with fair evaluation criteria used throughout the candidate journey to support equal opportunity.

Supporting gender equity and talent development

- On-the-job growth opportunities are actively supported through internal career progression.
- Company-wide initiatives help address barriers to advancement, including our: Return-to-work support; Flexible working arrangements; Menopause policy.

Fostering inclusive communities

- Inclusion is promoted through Employee Resource Groups, which provide spaces for connection, support, and advocacy, including the LGC Women's Network.
- Training is delivered on topics such as: Unconscious bias; Neurodiversity and Inclusive leadership, skills that are essential to fostering a culture rooted in fairness and meritocracy.

A message from Joydeep Goswami

Over the past year, we have undertaken several initiatives to support these goals:

- Attracting diverse talent: We monitor candidate diversity throughout the recruitment process and provide regular updates to our Board. Last year, 50% of candidates reaching interview stage were women.
- Supporting gender equity: We have set a new KPI to ensure fair, merit-based and proportional representation of groups, including women in leadership roles. As the baseline for this KPI, we reviewed the top three leadership levels and found 41% of those roles are held by women.
- Building inclusive communities: We launched our Menopause Policy to raise awareness, support colleagues, and guide managers to implement reasonable adjustments.

Key results (based on data from 5 April 2025)

The following results are primarily driven by the distribution of men and women across seniority levels:

- Hourly pay gap (mean): 20% (a reduction from 21% last year)
- Hourly pay gap (median): 15% (an increase from 14% last year)
- Bonus pay gap (mean): 42% (a reduction from 67% last year)
- Bonus pay gap (median): 35% (an increase from 34% last year)

By taking these steps, we are continuing to make tangible progress towards creating a fair, merit-based and inclusive workplace for all. I confirm that his report are its data are accurate.

A handwritten signature in black ink, appearing to read 'Joydeep Goswami', written in a cursive style.

Joydeep Goswami

President and Chief Executive Officer

About the gender pay gap

What is the gender pay gap?

- The gender pay gap is a measure of the difference in the mean and median pay of all men and women employed, regardless of the nature of their work, across our business.
- The gender pay gap does not measure equal pay.
- Equal pay is the right for men and women to be paid the same when doing the same, or equivalent, work and is monitored for compliance through regular review of our pay procedures.

Reporting requirements

All UK companies with 250 employees or more on 5 April 2025 are required to report the following data:

- The proportion of male and female employees across four equal pay bands (quartiles).
- The difference in mean and median hourly pay between male and female employees (based on hourly rates of pay as of 5 April 2025).
- The proportion of male and female employees who received bonus pay.
- The difference in mean and median bonus pay between male and female employees (based on bonus pay received in the 12 months preceding 5 April 2025).

Data reported

This report includes data for all LGC UK legal entities and uses the reporting guidelines issued by the UK Government^[1].

The information within this report is based on the following employee numbers on 5 April 2025:

- 715 female employees (57%).
- 535 male employees (43%).

[1] Employers in the UK with more than 250 staff are required by law to publish their gender pay gap information. In our case, this only applies to LGC Limited. For transparency, this report includes data for all LGC UK legal entities, including LGC Limited. Unless otherwise specified, commentary within this report relates to all LGC UK legal entities.

Proportion of female and male colleagues in each pay quartile

What this data relates to

To evaluate gender distribution across pay levels, employees are ranked by hourly pay and divided into four quartiles: upper, upper middle, lower middle and lower. Each quartile comprises 25% of the workforce, providing a structured view of how male and female employees are represented across the pay spectrum.

Commentary

In 2025, there were more men than women in the upper quartile of pay. Over the past 4 years this gap has narrowed, with the percentage of women in the upper quartile increasing from 37% to 43%. Representation across the other three quartiles remains similar to last year.

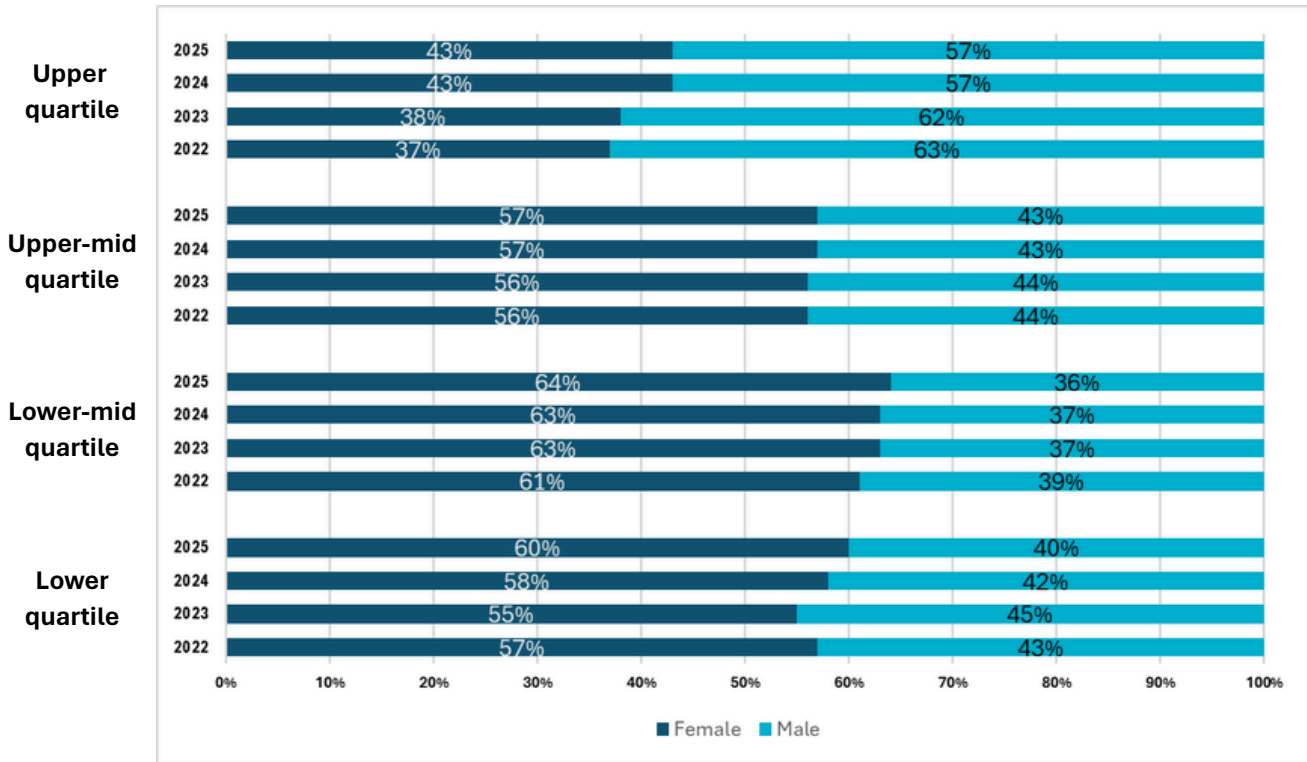
Our 2025 results (data as of 5 April 2025)

Upper quartile		
Year	Female	Male
2022	37%	63%
2023	38%	62%
2024	43%	57%
2025	43%	57%

Upper mid quartile		
Year	Female	Male
2022	56%	44%
2023	56%	44%
2024	57%	43%
2025	57%	43%

Lower mid quartile		
Year	Female	Male
2022	61%	39%
2023	63%	37%
2024	63%	37%
2025	64%	36%

Lower quartile		
Year	Female	Male
2022	57%	43%
2023	55%	45%
2024	58%	42%
2025	60%	40%



Hourly pay gap

What this data relates to

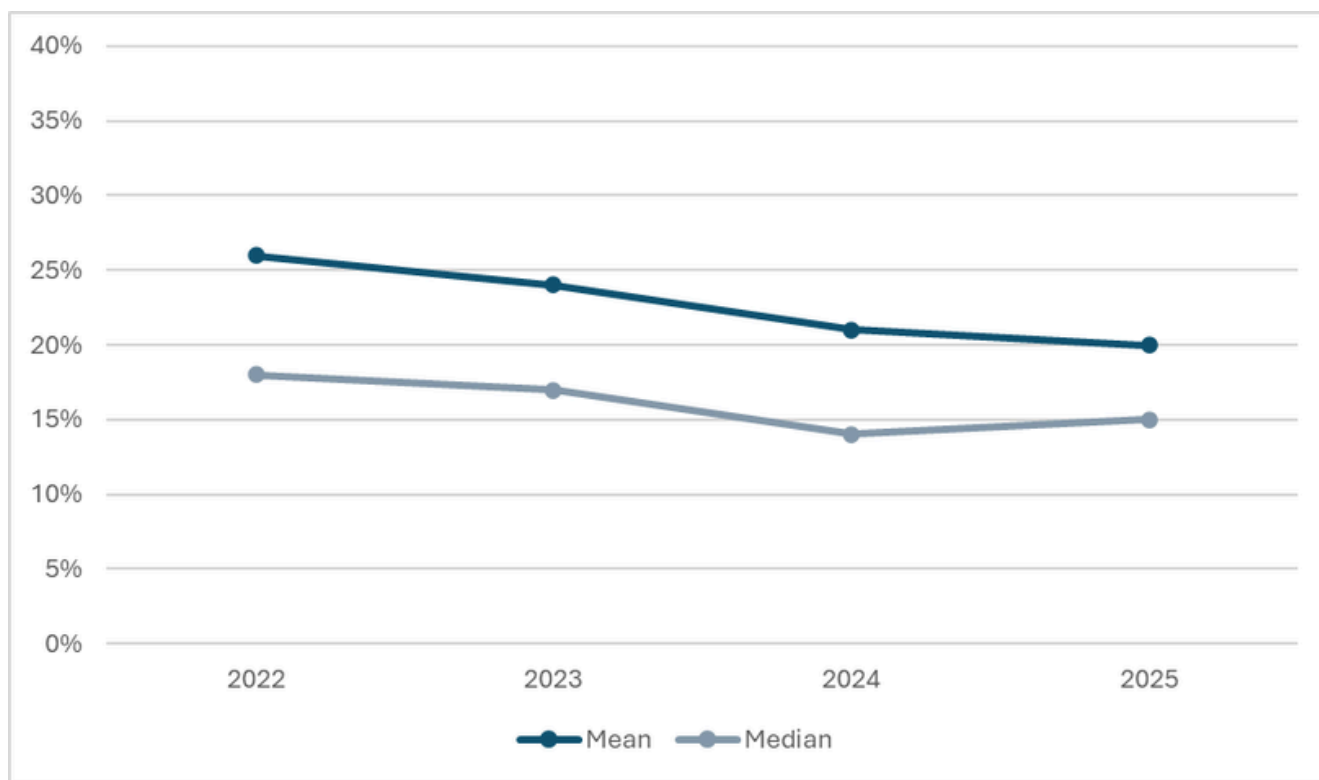
The hourly pay gap measures the difference in average hourly earnings between male and female employees, expressed as a percentage of male earnings. It is calculated using both the mean and median hourly pay rates, excluding overtime and bonus payments.

Commentary

In 2025, the mean hourly pay gap in the UK decreased from 21% to 20% compared to the previous year. The median hourly pay gap increased from 14% to 15%. Over the past 4 years, there has been an overall reduction in both mean and median hourly pay gap.

Hourly pay gap (mean)	
2022	26%
2023	24%
2024	21%
2025	20%

Hourly pay gap (median)	
2022	18%
2023	17%
2024	14%
2025	15%



Proportion of female and male colleagues receiving a bonus

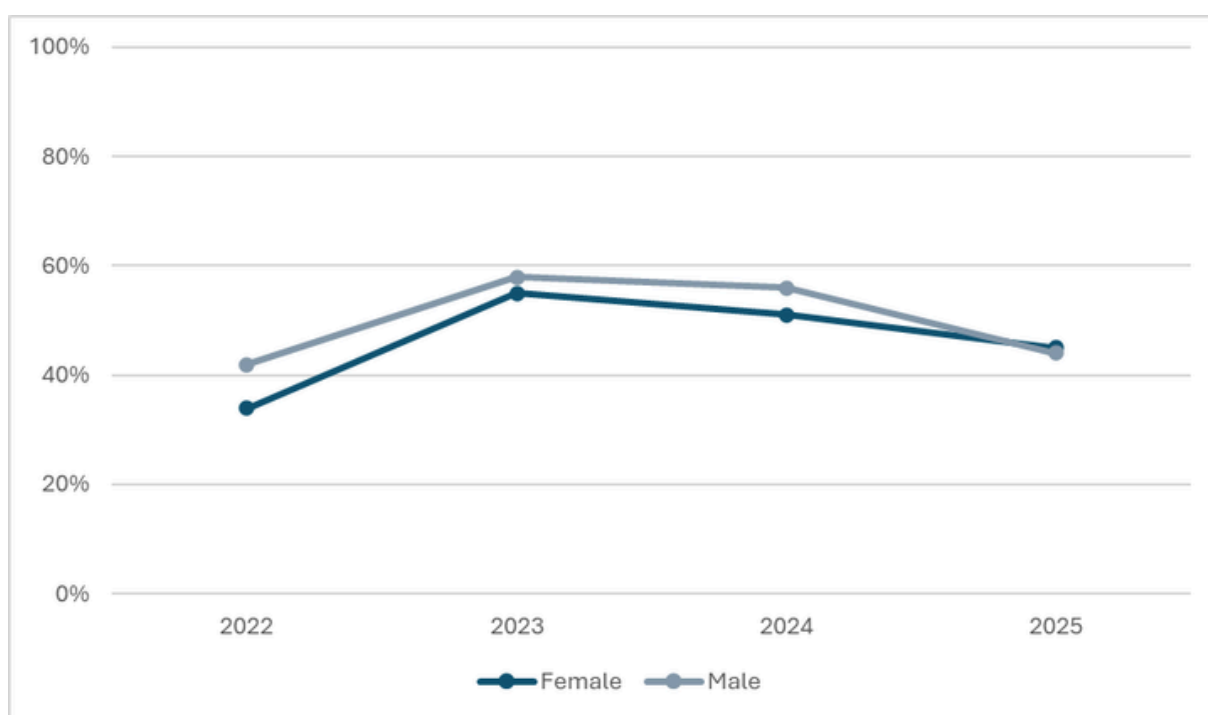
What this data relates to

The percentage of male and female employees who received a bonus payment during the reporting period.

Commentary

In 2025, 45% of female and 44% of male colleagues received a bonus, compared to 51% of women and 56% of men in the previous year. This represents a slight decrease in the proportion of both female and male employees receiving bonuses. This reduction reflects year-on-year shifts in our financial results, as employee bonuses are awarded based on commercial performance against annual financial targets.

Receiving a bonus		
Year	Female	Male
2022	34%	42%
2023	55%	58%
2024	51%	56%
2025	45%	44%



Bonus pay gap

What this data relates to

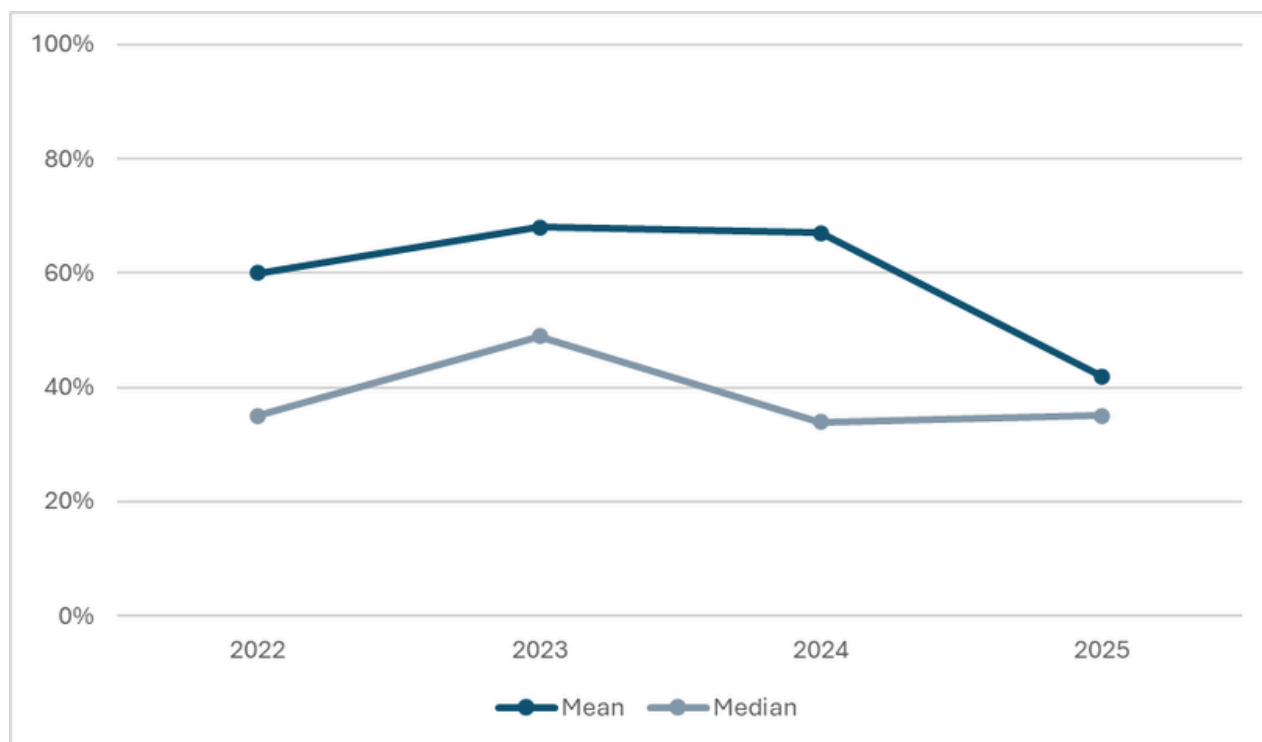
The bonus pay gap measures the difference in average bonus payments received by male and female employees, expressed as a percentage of male bonus earnings. It is calculated using both the mean and median bonus values awarded during the reporting period.

Commentary

In 2025, the mean bonus pay gap within the UK decreased from 67% to 42%, in comparison to the previous year. The median bonus pay gap increased from 34% to 35%.

Bonus pay gap (mean)	
2022	60%
2023	68%
2024	67%
2025	42%

Bonus pay gap (median)	
2022	35%
2023	49%
2024	34%
2025	35%





Science for a Safer World