

GENDER PAY GAP – YEAR ENDING 31ST DECEMBER 2025

Luceco plc have now conducted their ninth analysis required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, for the financial year ending 31st December 2025, the results of which are published below.

Like many other employers, our data continues to show a gender pay gap which is a consequence of a difference in the distribution of roles between the genders. A higher proportion of men fill senior positions in the company and it is these few individuals whose pay dominates and distorts the “mean” and “median” difference in hourly rates of pay and bonus pay.

We continue to take the issue of gender equality very seriously and there is a commitment to ensure that Luceco remains an employer of choice for the entire working population, with equal opportunities for all to achieve their career aspirations within our company.

To measure and track our commitments to diversity, equity and inclusion we agreed targets against a number of metrics and have worked hard to make progress against each. These are summarised below.

We are confident that this approach is an adequate response to the measured gap.

A handwritten signature in black ink, appearing to read "John Hornby". The signature is fluid and cursive, with a prominent initial "J" and a long, sweeping underline.

John Hornby
CEO

19th March 2026

Gender Pay Summary – April 2025

(from 6th April 2024 – 5th April 2025)

1. Difference in hourly rate of pay – mean: **35.8 % last year, now 33.39%**
2. Difference in hourly rate of pay – median: **32.44 % last year, now 37.82%.**
3. Difference in bonus pay – mean: **60.95% last year, now 53.02%**
4. Difference in bonus pay – median: **49.40% last year, now 42.32%**
5. Percentage of employees who received bonus pay
 - Male: **88.2% last year, now 92.68%**
 - Female: **84.51 % last year, now 94.81%**
6. Employees by pay quartile
 - Upper Quartile Male: **89.2% last year, now 88.73%**
 - Upper Quartile Female: **10.8% last year, now 11.27%**
 - Upper Middle Quartile Male: **75% last year, now 77.14%**
 - Upper Middle Quartile Female: **25% last year, now 22.86%**
 - Lower Middle Quartile Male: **67% last year, now 62.86%**
 - Lower Middle Quartile Female: **33% last year, now 37.14%**
 - Lower Quartile Male: **58% last year, now 61.97%**
 - Lower Quartile Female: **42% last year, now 38.03%**

Our continued commitment to driving diversity and inclusion and closing the gender pay gap 2026			
	ISSUE	OUR COMMITMENT TO CLOSING THE GENDER PAY GAP	
Nurture and develop our culture	Gender inclusion is not talked about, driven or celebrated across the organization currently	Continue to offer flexible hybrid working to suit the needs of the business function you work in	Yellow
		Menopause policy launch. To raise awareness, support women in the workplace, and also managers in supporting their people	Green
		Introduce mental health first aider training to the business	Green
Drive engagement and happiness	Poor scores for overall engagement across the organization from our surveys and listening groups	Celebrate International Women's Day and International Mens Day with our teams, raising awareness of inclusion and how we will make this better together	Green
		Introduce further questions around diversity and inclusion to the employee engagement survey	Yellow
Reward and recognise our people	Reward and benefits packages not fair, consistent or transparent LTIP awards as an example: <ul style="list-style-type: none"> 12 people awarded senior LTIPs (50%)-1 of these is female 13 people awarded lower level LTIPs (25%)-4 of these are female 40 people awarded retention LTIPs (10%)-4 of these are female In total, 67 people (inc CEO and CFO) receive long term incentives, 5 of these are female (7%)	Complete a full analysis of rewards and benefits across all levels with a gender lens and recommendations to fix	Green
		We will introduce mental health first aiders to support the mental health of our colleagues	Green
Build leadership and learning	Currently no talent, succession and career mapping in place	Introduce an integrated talent model including talent and succession tools and a review with a gender lens	Green
		All high potentials to be offered mentors and coaches	Yellow
		We aim for more high potential colleagues to be female	Yellow
Talent fit for future	Although this is a male bias industry, we need to work harder at attracting females into selection pools Asking for salary history at offer stage - It is based on perceived worth and negotiating skills and widens gender pay	Females in all talent pools before commencing interviews	Green
		An offer will be based on skills and experience, in line with external market rate and other roles with similar levels of responsibility	Green
		Run all job adverts through TEXTIO before advertising to remove gender bias	Green

We continue to use the reward silent framework to control all pay changes and bonus payments through a gender lens.

In 2025 we focused on making progress in all talent areas:

- Textio is used to ensure all language in job adverts and LinkedIn posts is gender neutral.
- We also ensure we have females in each talent pool for selection passed to the hiring manager.

For 2026 we will be focusing on:

- developing our female key talent
- introducing D&I questions into the engagement survey.