



GENDER PAY GAP REPORT 2025

UNDERSTANDING THE CALCULATIONS: MEAN, MEDIAN AND BONUS GAP

Gender pay gap reporting looks at the difference between what female employees earn compared to male employees, across all roles within the company. This is not the same as equal pay, which assesses the pay of women versus men for doing equally sized roles.

MEAN

The mean is the average of a range of numbers. If we add together the hourly rates of all our male employees and divide by the number of males in that population, then do the same for our female colleagues, the mean pay gap would be the difference between the average figures for each gender, expressed as a percentage of the average hourly rate of men.

MEDIAN

The median is the midpoint of a range of numbers. If we ordered our male employees' hourly earnings from lowest to highest and we did the same for all females, the median pay gap would be the difference between the middle value in the range for each gender, expressed as a percentage of the middle-value hourly rate of men.

BONUS GAP

The bonus gap is calculated in the same way, in line with Government guidelines. However, instead of the hourly rate, it looks at the actual bonus value paid to employees. It is worth noting that this calculation doesn't use full-time equivalent bonus payments, and so where bonus payments are pro-rated for part-time colleagues, who are typically more likely to be female; their awards will appear lower in value versus their full-time counterparts. This may make the bonus gap look larger than it is in relative terms.

PAY QUANTILES

We work out our pay quartiles by ordering the hourly rates paid across the business from lowest to highest. This is then split into four equal-sized groups and the percentage of males and females in each group are calculated.

At Lyreco, we are committed to making positive steps to encourage and attract a more diverse workforce.

All of our salaries are benchmarked for each job role to ensure that everyone is paid fairly for undertaking the same or similar role.

The 2025 Lyreco gender pay gap report below reflects a data snapshot of April 5 2025.

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

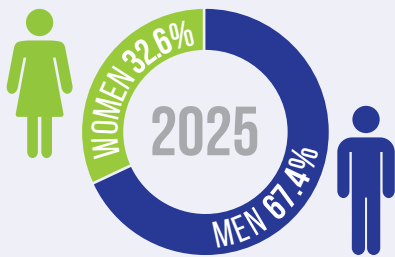
Mike Milward
Managing Director



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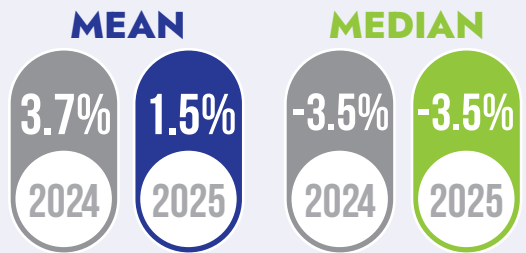
HEADCOUNT

On 5th April 2025, we employed 1,102 full-pay relevant employees. There was a 4.6% decrease in headcount from 2024.



PAY GAP

The variance between the 2025 pay gap mean and median is a correlation in quartile changes with increase in females in upper quartile.

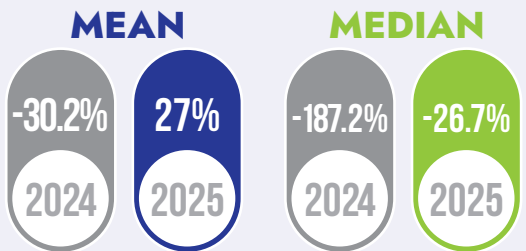


BONUS GAP

The bonus pay gap is in favour of male employees.

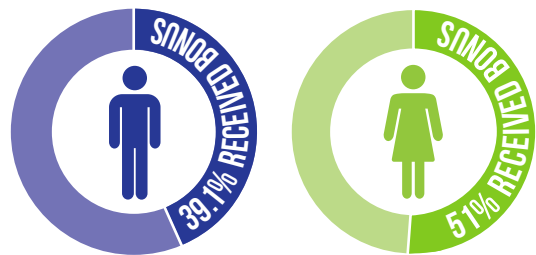
This is due to the population of those eligible for a bonus are within the upper middle to upper quartile.

This year less men in the lower quartiles received a bonus, meaning those left were employees receiving a larger bonus.



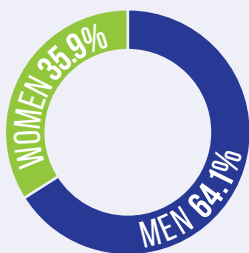
PROPORTION OF EMPLOYEES RECEIVING A BONUS PAYMENT

There was a large drop in Males receiving a bonus, these were mainly those employees in lower quartiles, which correlates to the Bonus Gap.

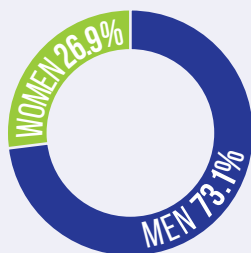


PAY QUARTILES

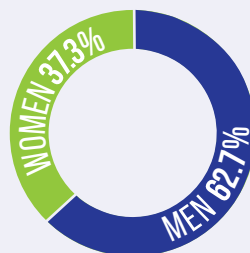
Across all pay quartiles, there is a higher percentage for male employees.



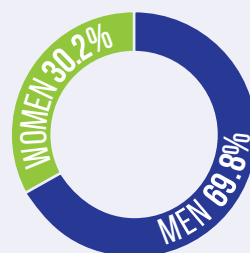
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE