



UK Gender Pay Gap Report 2024



Introduction

At LRQA, our aim is for everyone to succeed and receive fair remuneration for the work they do.

In compliance with HMRC legislation, this document sets out LRQA's UK gender pay gap report.

The gender pay gap is the difference in pay, on average, between men and women in the same organisation, regardless of the work they do. For example, it compares the pay of women working in roles such as auditors to that of males in senior leadership roles.



Inclusion is at the heart of our culture and we are committed to embedding it into everything we do. We know that to continue to deliver the best possible service and experience to our clients we must continue to drive inclusion and play our part in social sustainability to create a more equitable society.

Together we can deliver lasting positive change that inspires others.”

Raj Kaur | Chief People Officer



Our 2024 gender pay gap

For maximum transparency, as well as reporting on the entity LRQA Ltd, covering 320 employees, we are also including data from our other UK employing entities. Together they cover an additional 308 employees, under the 'LRQA – all UK entities' group.

Our industry sector and employees are predominantly STEM professionals (Science, Technology, Engineering and Mathematics), typically attracting more men than women. This is reflected in our gender split, which remains significantly higher in favour of men. In our UK Cybersecurity business, 20% of colleagues are women.

The United Nations Educational, Scientific and Cultural Organization (UNESCO) reports that women are particularly under-represented in STEM education with 35% of graduates being women. This figure is unchanged in ten years. We are therefore firmly focused on building an inclusive, equal opportunities culture that attracts and retains talent at LRQA.

To help widen our talent pool to include under represented groups, we have recently launched an auditor academy. This is a significant investment in training opportunities for recruits that are interested in learning news skills whilst developing their career with us.

Becoming an independent business in 2021 provided us with the opportunity and challenge to achieve greater gender diversity at senior management levels. In our previous report, we were pleased to see the number of women in senior positions increase from 17% in 2020 to 29% in 2023 and we are now at 25% in 2024. With our focus on growth in 2025 and beyond, we are pleased to report we have added two further female leaders to our Executive Leadership Team.

LRQA - all UK entities	Males		Females	
	No.	%	No.	%
Senior Leadership	9	75%	3	25%
Senior Management	16	76%	5	24%
All colleagues	402	64%	226	36%

LRQA Ltd	Males		Females	
	No.	%	No.	%
Senior Leadership	8	73%	3	27%
Senior Management	13	72%	5	28%
All colleagues	177	55%	143	45%

Our gender pay gap data in detail

Our median gender pay gap is 27%, which is higher than the national average of 13.1% and higher than prior year at LRQA. This is primarily driven by the make up of our population with more females than males in the lower levels of our organisation and more males at senior levels.

We made awards under our annual corporate bonus programmes in Q3 of 2024. This explains the lower percentage of the population that received bonus pay as the payment falls outside of the relevant period (April 2023 – March 2024).

This data reflects our overall gender pay gap as of 4 April 2024. We have reviewed and analysed our data to identify where the pay gap is most significant across all LRQA colleagues.

LRQA - all UK entities	Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap
2023	15%	27%	1%	33%
2024	21%	27%	-40%	-23%
Variance	+6%	0%	-41%	-56%

% Received bonus pay	
Male	Female
78%	73%
10%	9%
-68%	65%

LRQA Ltd	Mean pay gap	Median pay gap	Mean bonus gap	Median bonus gap
2023	16%	19%	11%	28%
2024	25%	27%	-14%	22%
Variance	+9%	+8%	-25%	-6%

% Received bonus pay	
Male	Female
73%	71%
10%	8%
-63%	-63%



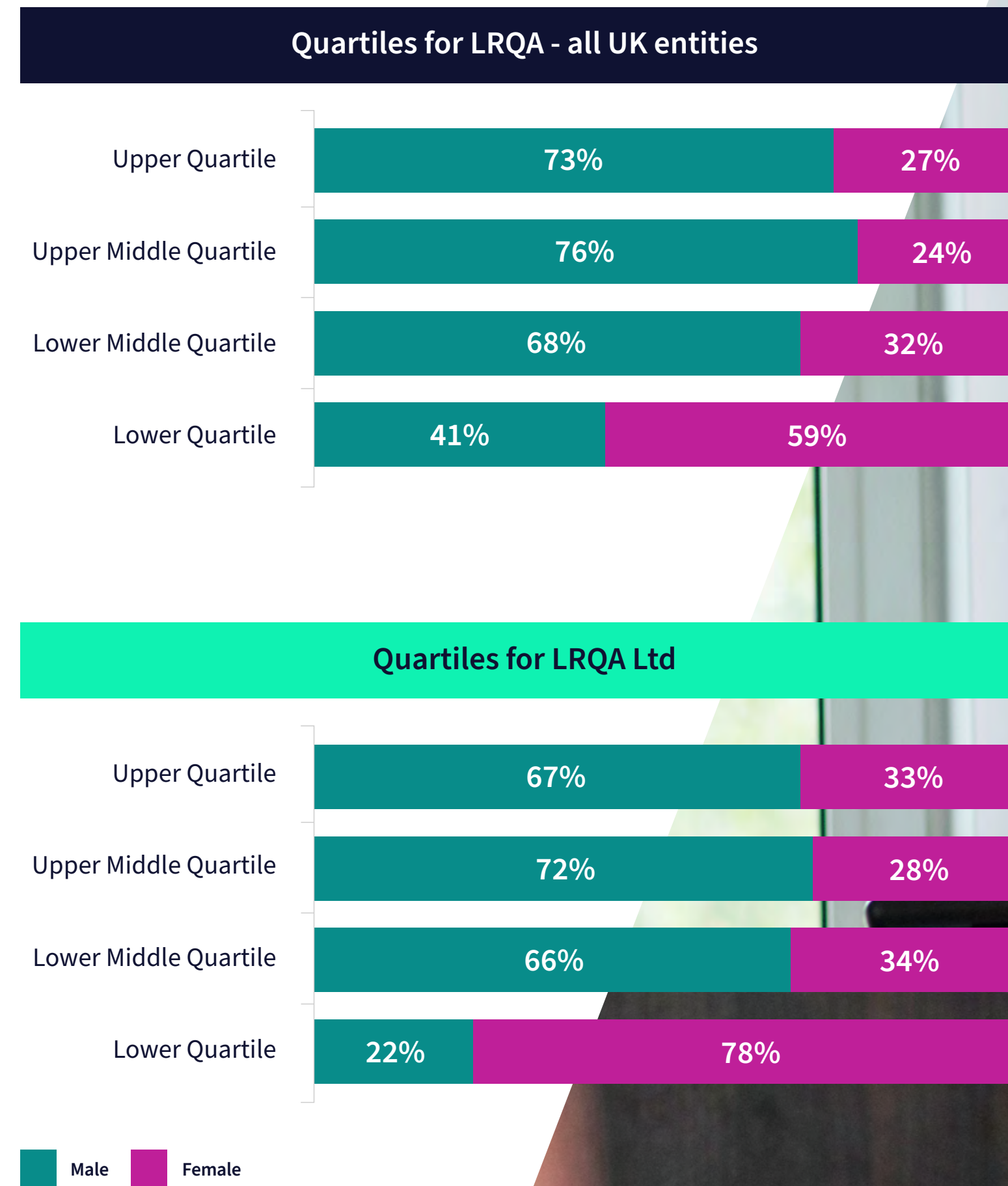
The data in quartiles

We have sorted our employees from the highest to the lowest paid, divided them into exact quarters, and calculated the percentage of men and women in each quartile.

Our data reveals that there were more women than men in our lowest-paid quartile, which typically consists of more junior roles. On an overall basis that resulted in average pay for females being lower than males. Average male pay was higher as a result of the upper 2 quartiles being made up of 68% - 70% male employees.

In 2024, our three higher quartiles were predominantly occupied by men.

When we compare average pay by quartile, female pay was higher in three out of the four quartiles with the maximum gender pay gap at 5%. This illustrates that it was the make-up of our population at different levels that is driving the gender pay gap.



Our plan of action

Across all LRQA UK entities, we employ proportionally more men than women. Our gender gap was significantly influenced by the proportionately higher number of males in senior leadership roles, and we must acknowledge that this is unlikely to change in the short term.

We are launching a new job architecture at LRQA in 2025 to provide improved transparency around career opportunities in our business and to promote from within. We have a talented colleague base we are committed to investing in to achieve our Full Potential Plan - our transformation through to 2026.

Whilst some measures for gender pay gap have improved, others have fluctuated over the past few years. We remain committed to driving a number of initiatives that we believe will provide equal opportunities and help reduce our gender pay gap.

In 2025 we will focus on driving equity and inclusion through a number of activities, including:

- Refining our policies and procedures for equal opportunities, workforce diversity, equity and inclusion.
- Conducting masterclasses which will cover topics such as recruitment and inclusive leadership.
- Forming resource groups who will focus on the activities within Our Planet, Our Plan's equity and inclusion priorities
- Re-launching our careers site and updating our recruitment campaign materials to attract diverse applicants.
- Launching a new job architecture with standardised job profile templates to support consistent role grading and career maps to promote career development/progression.

Inclusive Leadership



Manager masterclass



Global Policy Framework



Talent Manager



Belonging and Inclusion



Our Planet, Our Plan



Employee Value Proposition



Auditor Academy



Our Planet, Our Plan

Our sustainability commitment

LRQA is dedicated to driving transparency and transforming sustainability commitments into trusted, tangible outcomes for clients.

As we help clients build a safer, more secure, and more sustainable future, we also have an ambition to uphold the highest sustainability accountability for ourselves.

That is why our policy, principles and guidelines on sustainability have been brought together into corporate action through Our Planet, Our Plan. Developed in 2022 with input from colleagues across the business, Our Planet, Our Plan launched in 2023.

In 2024 LRQA undertook a double materiality assessment (DMA) to bring Our Planet, Our Plan in line with global reporting standards and re-affirm its alignment to the most material sustainability matters for the business. We were delighted to commit to a culture of safety, inclusion and well-being as a key priority. We have specific goals dedicated to equity and have identified a number of key performance indicators to measure our progress towards these goals.



About LRQA:

By bringing together unrivalled expertise in certification, brand assurance, cybersecurity, inspection and training, we've become a leading global assurance partner.

We're proud of our heritage, but it's who we are today that really matters, because that's what shapes how we partner with our clients tomorrow. By combining strong values, decades of experience in risk management and mitigation, and a keen focus on the future, we're here to support our clients as they build safer, more secure, more sustainable businesses.

From independent auditing, certification and training; to technical advisory services; to real-time assurance technology; to data-driven supply chain transformation, our innovative end-to-end solutions help our clients negotiate a rapidly changing risk landscape – making sure they're shaping their own future, rather than letting it shape them.

Get in touch

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