



**LORDS**  
GROUP TRADING

# GENDER PAY



# GAP

# Gender Pay Gap

This report forms a part of the framework used by Lords to monitor its progress in one dimension of diversity, namely gender pay. This report contains Lords Group Trading PLC's statutory disclosure of its 2024 Gender Pay Gap. The report also documents the work we are undertaking to achieve pay fairness and enhance the diversity of our business. As a leading distributor of building materials, we recognise our role in leading change within an industry where women make up just 17.52% of the workforce.



# Our Ambition

Lords is a diverse and inclusive organisation and we believe that our colleagues are critical to the ongoing success of the Group. Our group is focussed on being an inclusive, diverse, and equality driven employer and ensuring each of our 47 locations are reflective of their local communities. We are committed to a strategy of levelling-up of female talent, especially in senior management and leadership roles.

## Committing to Action

Our Gender Pay report for 2024 reflects excellent progress verses 2023 which is reflective of our commitment to create an effective, diverse and rich environment.

We continue to pursue equality in gender across our organisation and have increased representation from 16.4% to 16.8% over the course of the last year. Females tend to work in the higher quartiles of the pay range in our company. The number in the upper quartile is nearly double that of the lower quartile) and so there is a positive variance in the mean hourly pay rate however the gap has reduced significantly since the previous year (2024 5.32% v 2023 11.42%). This is also reflected in the mean bonus pay which still only has a very small positive gap (2024 1.19% v 2023 1.4%).

In pursuit of progression we are focussed on the following priorities in the year ahead:

- ▶ Improving the diversity of our workforce at all levels of the organisation and increasing our female population from the current 16.8% to 20% - this is part of an ambitious 5-year programme to eventually achieve 30%.
- ▶ Rolling out Diversity, Equity and Inclusion training to all our colleagues.
- ▶ Partnering with external organisations to help us improve the overall diversity within our business.

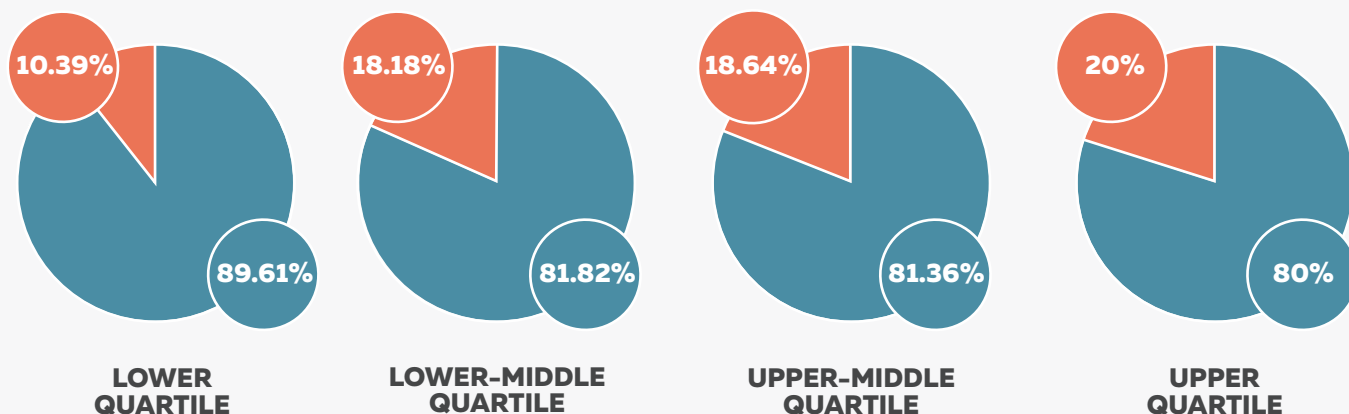




# Gender Pay Gap Across the Group

Men Women

## Proportion of male and female employees in each pay quartile band



## Group head count

**TOTAL  
928**

83.2%  
Headcount 772

16.8%  
Headcount 156

Pay Gap	2024	
	Mean	Median
Hourly rate	5.3%	5.69%
Bonus pay*	1.2%	-3.5%

\*Bonus pay is the absolute cash value received and is not prorated for the number of hours worked.

## Colleagues who recieved a bonus

 All
  Men
  Women



## Our businesses

	Headcount & Gender			Pay Rate	Pay Gap 2024		Headcount & Female %			
	Total	Men	Women		Mean	Median	Quartile 1	Quartile 2	Quartile 3	Quartile 4
Lords Group	928	772	156	Hourly	5.32%	5.69%	10.39%	18.18%	18.64%	20.00%
				Bonus	1.19%	-3.52%				

### Divisional View

Plumbing & Heating	287	243	44	Hourly	2.24%	11.59%	10.61%	10.39%	23.94%	16.44%
				Bonus	-59.36%	0.00%				
Merchanting	641	529	112	Hourly	6.27%	5.23%	12.58%	18.06%	18.18%	20.99%
				Bonus	18.63%	-21.84%				

### Specific Entities

APP Wholesale Ltd	233	197	36	Hourly	5.92%	16.57%	12.28%	8.47%	23.44%	16.98%
				Bonus	-29.75%	0.00%				
Carboclass Ltd	486	414	72	Hourly	5.52%	2.20%	11.48%	15.00%	14.75%	18.03%
				Bonus	0.62%	-16.00%				

# Understanding the Gender Pay Gap

All companies with 250 or more employees are required to publish their gender pay gap under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the "Regulations"). As a Group, we believe in the benefit of transparency and will publish gender pay for each entity with 200 or more employees. In 2025, our qualifying entities were APP Wholesale Ltd and Carboclass Ltd, for transparency the Group has also published figures for our two divisions (Plumbing & Heating / Merchandising) and the overall Group.

## **Q: What is the Gender Pay Gap?**

**A:** Measure of the difference in the average pay of men and woman. This is expressed as a percentage of men's earnings e.g. women earn x% more or less than men. A negative percentage reports that women earn more than men.

## **Q: What is included in our calculation?**

**A:** Calculations of mean and median pay and quartiles are based on April 2024 pay data, this includes ordinary pay (basic pay, pay for annual leave and shift premium) and bonus pay.

## **Q: What are pay quartiles?**

**A:** Pay quartiles are calculated by listing the rates of pay for each colleague across the business from lowest to highest, then splitting the list into 4 equal-sized groups and calculating the percentage of males and females in each.

## **Q: Why is this not the same as equal pay?**

**A:** Gender Pay is different from a comparison of equal pay, as equal pay would involve direct comparison of two people, or a group of people carrying out the same, similar or equivalent work.

For and on behalf of  
**Lords Group Trading**

A handwritten signature in white ink on a blue background, reading "Anne Prince".

**Anne Prince**  
Group HR Director





**Lords Group Trading**  
12-15 Hanger Grn, London W5 3EL