

At LGC, we aspire to build an inclusive working environment where the opportunity for progression is equal for all.

Our 2021 edition represents the fifth UK Gender Pay Gap Report LGC has published, focusing on the differences in hourly and bonus pay between women and men working in our UK businesses.

Our headline results this year – based on data as of 5 April 2021 – are a mean gender hourly pay gap of 26% with a median gender hourly pay gap of 20%, and a mean gender bonus pay gap of 53% with a median gender bonus pay gap of 49%. Compared to our 2020 results, this represents an increase to our hourly pay gap and a reduction to our bonus pay gap. This signifies the fourth consecutive year that our pay gap has either stagnated or increased. Whilst it is encouraging to see our bonus pay gap narrow, it comes from a high base and there is still much more to be done to achieve parity.

The root cause of our gender hourly and bonus pay gaps at LGC is the continued under-representation of women at our most senior leadership levels. In Science, Technology, Engineering, and Mathematics (STEM) disciplines, it is common that women have been under-represented and crucially in leadership. At LGC, as of November 2021, 56% of our UK workforce overall is female, yet women occupy just 11% of senior leadership roles.

Simply put, we find ourselves in an unacceptable position. Earlier this year, we launched our three-year Diversity, Inclusion and Belonging (DIB) roadmap, the purpose of which is to provide focus and impetus to tackling the impacts of the inequities we see play out societally, here at LGC. We know that building a culture where all employees have a sense of belonging and confidence is a continuous and evolving process, as the issues in this area are complex and societal in nature and require long term actions to deliver change. We will continue to increase momentum behind our existing initiatives. Today, we also commit to further action across the following priority areas:

Attracting and recruiting female talent

The best candidate should always be appointed to the role, irrespective of their gender. We recognise that there are barriers to great female talent applying for vacancies in our industry and we are committed to removing those barriers at LGC. We will review our recruitment policies and advertisements to ensure gender neutral language throughout and promote the flexibility which our Future of Work policies intend to provide all employees through principles of trust and empowerment. We must also ensure we select candidates from gender balanced shortlists – we now target a minimum of 50% female candidates on recruitment shortlists for all manager roles, Job Band 1 roles and above.

Developing our pipeline of future female leaders

Great talent from all backgrounds must have the opportunity to flourish at LGC. We have recently invested in our leadership development programmes and are pleased to report 52% of attendees in 2021 were female. We also recently launched two new pilot programmes in North America and Europe created exclusively for future female leaders. We look forward to seeing the positive impact of these investments in growth on senior leadership representation over time. We have also set representation targets and are aiming to increase female representation by 50% within our global LGC Leadership Team to 35%, by Spring 2024.



A career and compensation model fit for the future

In 2022, we will launch LGC's new career and compensation model, reflective of the business we have become where all roles will be sized and benchmarked consistently based on their content and seniority. This work will enable us to build exciting, transparent career paths for all major business areas and functions; these paths will provide better clarity for all at LGC on what it takes to progress and the tools available to help colleagues achieve their career goals.

Doing more for parents, carers and those returning to the workforce from career breaks

In 2022, we will review our family policies, examining our existing parental leave and caregiver provisions. We also recognise the potential of those who have stepped away from the workforce to raise families and/or provide care to loved ones. We are exploring initiatives to partner with specialist recruitment agencies to encourage applications from these groups.

What gets measured gets managed

We are committed to formally tracking and monitoring our progress and will redouble our reporting and monitoring efforts, supported by our recently launched diversity and inclusion dashboard, enabling our senior leaders to regularly and proactively assess and respond to trends on a global, divisional and local level. We also recognise that differentials in pay between genders is not only a matter of concern for colleagues in the UK. Therefore, from 2022, we will expand our gender pay gap analysis to report on all countries where LGC has more than 250 employees.

In 2017, we began a journey to critically examine gender diversity and progression at LGC and how to improve representation at all levels. We have taken positive formative steps that will, in time, bring more women through into senior leadership. However, the reality today is that we still have too few women in such roles and have not seen the rate of progress we aspire to. My hope is that the long-term actions we have committed to in recent years, in addition to the range of initiatives set out in this report today, will accelerate that journey as we aspire for LGC to be a great place to work and grow for all.

I confirm that this report and its data are accurate.



Euan O'Sullivan
Chief Executive Officer

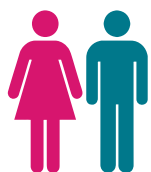
What is the gender pay gap?

The gender pay gap is a measure of the difference in the mean and median pay of all men and women in a workforce, regardless of the nature of their work, across our UK 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

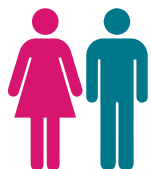
All UK companies with 250 employees or more on 5 April 2021 are required to report the following gender pay gap data:

- The difference in mean and median hourly pay between male and female employees (based on hourly rates of pay as of 5 April 2021);
- Difference in mean and median bonus pay between male and female employees (based on bonus pay received in the 12 months preceding 5 April 2021);
- The proportion of male and female employees who received bonus pay;
- The proportion of male and female employees across four proportional pay bands.



	Proportion of females and males who receive bonus	
	Female	Male
2020 LGC Limited	23%	31%
2020 LGC All UK legal entities	33%	42%
2021 LGC Limited	27%	35%
2021 LGC All UK legal entities	37%	43%

Across All LGC UK entities, the proportion of both females and males in receipt of a bonus has improved.

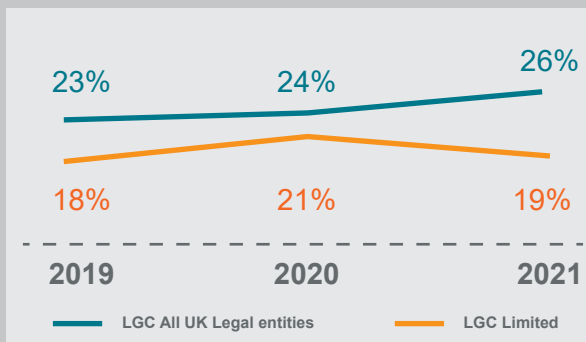


	Proportion of Females and Males in each pay quartile (in %)			
	Upper f/m	Upper Mid f/m	Lower Mid f/m	Lower f/m
2020 LGC Limited	43/57	53/47	64/36	56/44
2020 LGC All UK legal entities	39/61	53/47	61/39	58/42
2021 LGC Limited	40/60	54/46	63/37	60/40
2021 LGC All UK legal entities	38/62	52/48	63/37	60/40

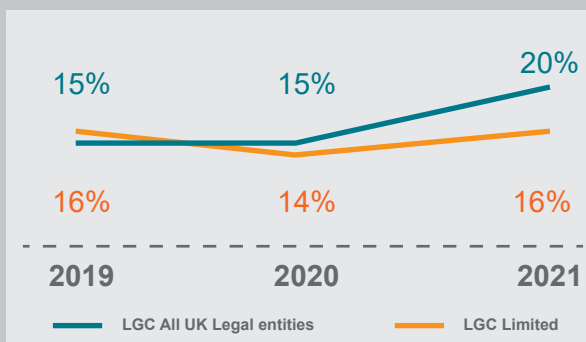
Across LGC All UK legal entities, female representation reduces within the upper quartiles of pay.

Our 2021 results (data as of 5 April 2021)

Mean hourly pay gap



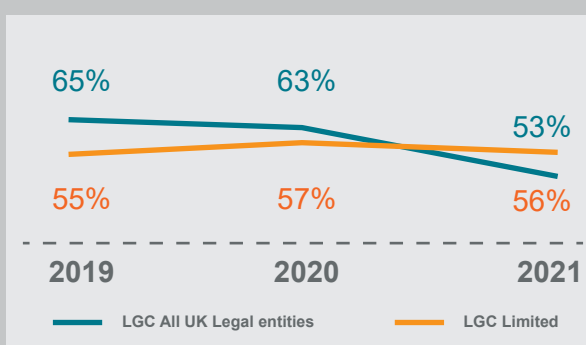
Median hourly pay gap



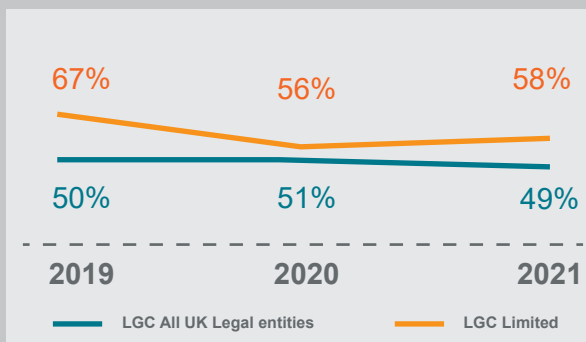
Across All LGC UK entities, the hourly pay gap has increased in comparison to the prior year.

Hourly rate gap: Women earn, on average, 74p for every £1 that men earn, when comparing mean hourly pay. Women earn 80p for every £1 that men earn, when comparing median hourly pay.

Mean bonus pay gap



Median bonus pay gap



Across All LGC UK entities, the bonus pay gap has reduced in comparison to the prior year.

Bonus pay gap: Women earn, on average, 47p for every £1 that men earn, when comparing mean bonus pay. Women earn 51p for every £1 that men earn, when comparing median bonus pay.