



Gender Pay Gap Report

Reporting year 2025 to 2026

SNAPSHOT DATE • 5 APRIL 2025



About this report

Since April 2017, UK employers with 250 or more employees have been required to publish their gender pay gap every year under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The figures are calculated from a snapshot of pay on 5 April and published within the following year, both on our own website and on the government's gender pay gap service.

The gender pay gap is the difference between the average hourly pay of men and women across the whole company, at every age, role and level. It is not the same as equal pay, which is the right of men and women to be paid the same for work of equal value. A company can pay men and women equally for the same work and still have a pay gap if more of one gender work in its higher paid or lower paid roles.

We use these results to assess:

- the level of gender equality in our workplace
- the balance of men and women at different levels of the company
- how effectively talent is being developed, maximised and rewarded.

The challenge in our organisation, and across Great Britain, is to eliminate any gender pay gap.

The calculations are based on our existing HR and payroll records. Employees can confirm or update their records at any time by contacting Lucy Oldershaw, Group Head of HR (lucy.oldershaw@oldershawgroup.co.uk).

How the figures are calculated

MEAN GAP

The average

Add up the hourly pay of every man and divide by the number of men, then do the same for women. The mean gap is the percentage difference between the two. It is sensitive to a small number of very high or very low earners.

MEDIAN GAP

The middle value

Line up every man in order of hourly pay and take the middle value, then do the same for women. The median gap is the percentage difference between the two middle values. It reflects what a typical person earns.

PAY QUANTILES

Four equal groups

Rank everyone by hourly pay, split the list into four equal groups, and look at the balance of men and women in each group, from the lowest paid quarter to the highest.

BONUS MEASURES

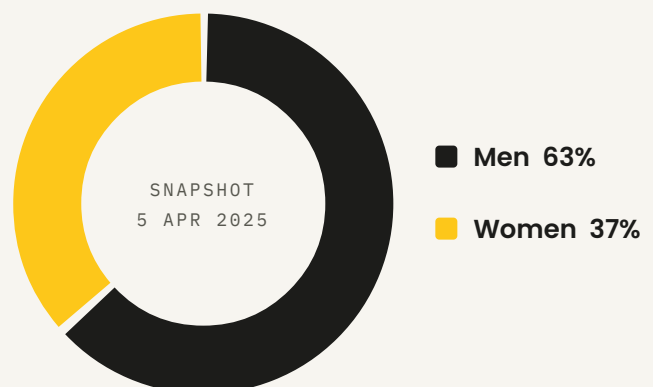
Bonus pay

The difference in mean and median bonus pay over the 12 months to 5 April, and the proportion of men and women who received any bonus in that period.

Our workforce

This report is based on payroll data at the snapshot date of 5 April 2025. On that date Moulton Bulb Company employed **340 staff**.

Of the full-pay relevant employees included in the hourly pay calculations, **63% were men** and **37% were women**.



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Our hourly pay gap

MEAN HOURLY PAY GAP

10.5%

Men's mean hourly pay was 10.5% higher than women's at the snapshot date.

MEDIAN HOURLY PAY GAP

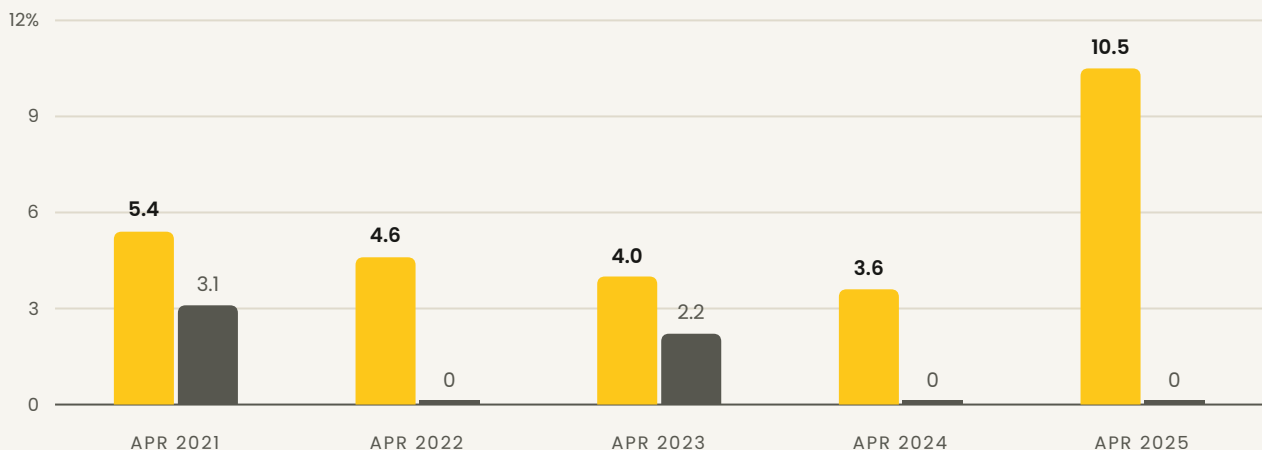
0%

At the middle of the pay range, men and women earned the same.

Five years of reporting

Hourly pay gap at each 5 April snapshot, as reported to the government's gender pay gap service.

■ Mean gap ■ Median gap



UK MEDIAN GAP, ALL EMPLOYEES

12.8%

ONS, April 2025

UK MEDIAN GAP, FULL TIME

6.9%

ONS, April 2025

AVERAGE MEAN GAP, ALL REPORTING EMPLOYERS

11.5%

11,184 employers reporting for 2025 to 2026

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Pay quartiles

Ranking every full-pay relevant employee by hourly pay and splitting the list into four equal groups shows where men and women sit across our pay range, from the highest paid quarter to the lowest.

■ Men ■ Women

Upper quartile

Highest paid 25%

69%

31%

Upper middle quartile

55%

45%

Lower middle quartile

68%

32%

Lower quartile

Lowest paid 25%

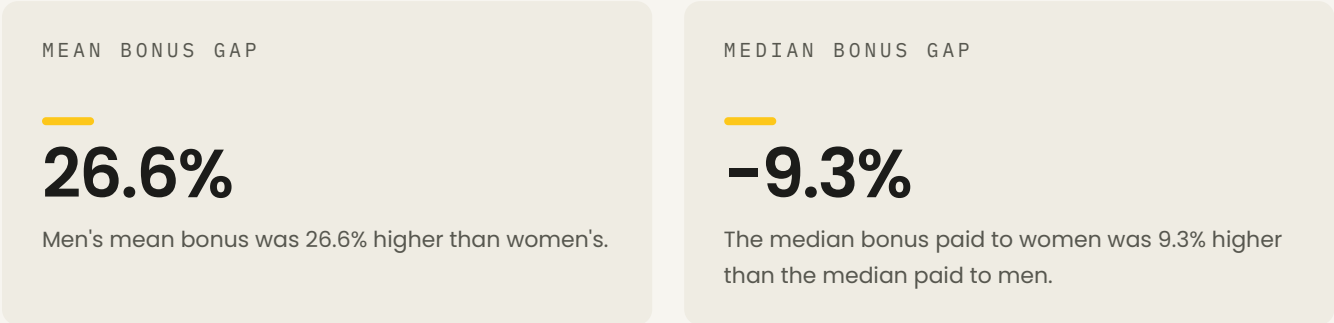
61%

39%

The quartile profile broadly mirrors a workforce that is 63% male. Women are best represented in the upper middle quartile, at 45%, which covers many of our skilled production, quality and administrative roles.

Men make up 69% of the upper quartile, which includes the senior leadership, engineering and transport roles that carry the highest pay. Closing the mean pay gap over time depends on more women moving into these roles.

Bonus pay



Who received a bonus

Proportion of each group receiving any bonus in the 12 months to 5 April 2025. Scale shown to 20%.



A small proportion of colleagues received a bonus, with slightly more women than men doing so. The mean gap of 26.6% in favour of men reflects a small number of larger bonuses in senior roles; when so few bonuses are paid, individual awards move the mean significantly. The median bonus favoured women.

Our 2025 to 2026 figures at a glance

HOURLY PAY	
Mean hourly pay gap	10.5%
Median hourly pay gap	0%
BONUS PAY	
Mean bonus gap	26.6%
Median bonus gap	-9.3%
Men who received a bonus	14.8%
Women who received a bonus	16.4%

What the numbers tell us

Moulton Bulb Company pays above the National Living Wage regardless of age, and men and women doing the same role are paid on the same rates. Our median pay gap of 0%, against a national median of 12.8% across all employees, shows that pay for the typical man and the typical woman here is the same. Most of our colleagues work in production and packhouse roles paid on the same published rates, whatever their gender.

The mean gap of 10.5% reflects the shape of the workforce rather than pay rates for the same work: the mean is pulled up by the most senior salaries, and more of our highest paid roles are currently held by men. The movement against last year reflects changes in the make-up of the workforce between the two snapshot dates, in particular within the senior and technical roles that carry the highest pay. Our challenge is representation, not unequal rates, and it is the number we expect our future work to move.

Future plans

- We will keep reviewing pay, benefits and working conditions across every role, to enable fair and equal reward companywide.
- We will keep our pay rates transparent, so that pay for the same work is the same regardless of gender.
- We will work to make senior, technical and engineering roles more accessible to women, through how we recruit, train and promote.

I confirm that the information in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Lucy Oldershaw

Group Head of Human Resources

