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Experts in Safety

Gender Pay Gap Report 2026

April 2026



Foreword

> Our gender pay gap primarily reflects the profile of roles across our organisation, including the current representation of women in our highest-paid quartile. We will continue to strengthen reward governance and focus recruitment, development and progression activity on the roles and levels that can make the greatest difference over time. We will monitor representation, promotion, starting pay and bonus outcomes throughout the year.



John Lambert
Chief People Officer

I can confirm the gender pay gap data and narrative contained in this report is accurate

Gender pay gap

At the April 2026 snapshot, our mean gender pay gap is 15.3% and our median gap is 8.9%. These figures are shaped principally by the distribution of men and women across different roles and levels, with opportunities to increase female representation in higher-paid specialist, commercial and leadership positions.



Understanding the gap

The difference between the 15.3% mean and 8.9% median gaps reflects the current mix of roles at the higher end of the pay distribution. Women represent 52.7% of the lower pay quarter and 35.4% of the upper quarter, highlighting a longer-term opportunity to broaden representation across levels.

Our long-term trend continues to improve

Our mean gender pay gap has improved from 20.2% in 2018 to 15.3% in 2026, reflecting continued focus on recruitment, progression and retention.

Our bonus gap reflects the pattern of variable awards

Bonus participation is strong for both sexes, with 81.9% of women and 78.7% of men receiving a bonus. The mean bonus gap of 85.7% is influenced by the current representation of men in upper-quartile roles.

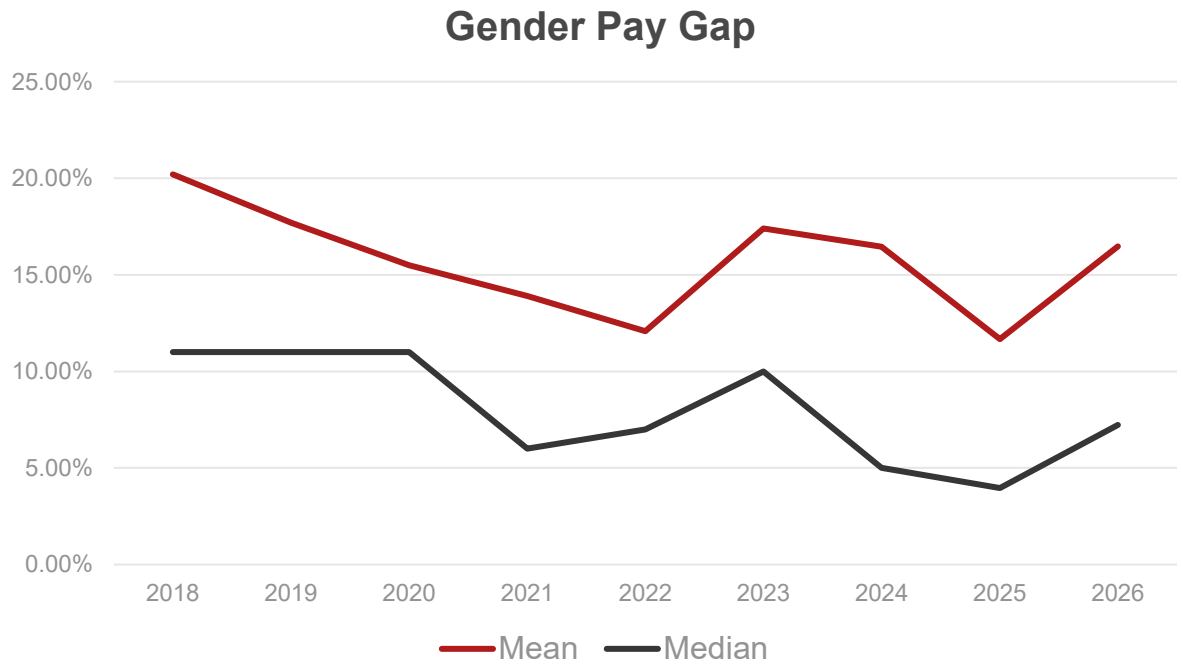
Pay gap reporting is not an equal pay audit

It shows aggregate differences across the workforce and is best understood alongside the organisation's role and seniority profile. It does not compare pay for the same or equivalent work.

Long term Progress



Year-to-year results may vary as the workforce changes, while our longer-term focus remains on continued, sustainable progress.



Since 2018 we have reduced our mean gender pay gap from 20.2% to 15.3% in 2026.

This longer-term movement reflects sustained activity to broaden gender representation, particularly in more senior roles.

It forms part of our wider approach to workforce planning, skills development, STEM initiatives and internal mobility, supported by our Inclusion & Diversity Strategy and focused on sustainable progress over time.

Gender Pay Data



The mean bonus gap is influenced by the current composition of our Upper Pay Quartile which is 65% male.

15.3%

Mean hourly pay gap

The difference in average hourly pay between men and women.

8.9%

Median hourly pay gap

The difference in mid-point hourly pay between men and women

85.7%

Mean bonus gap

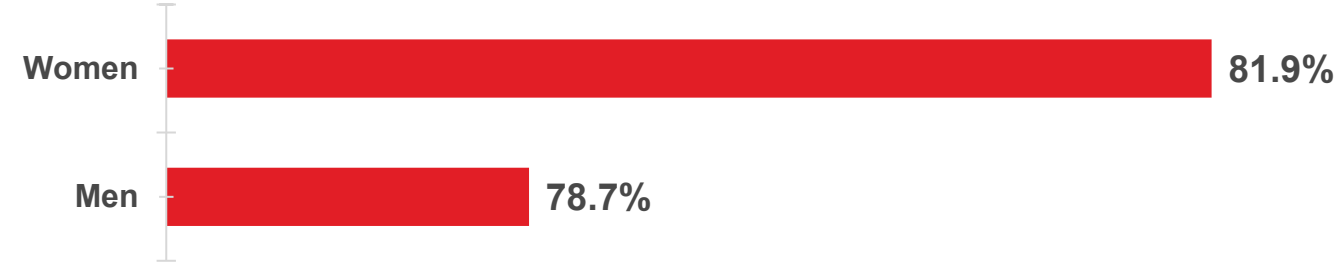
The difference in average bonus pay paid over a 12-month period.

17.3%

Median bonus gap

The difference in mid-point bonus pay over a 12-month period.

SHARE RECEIVING A BONUS

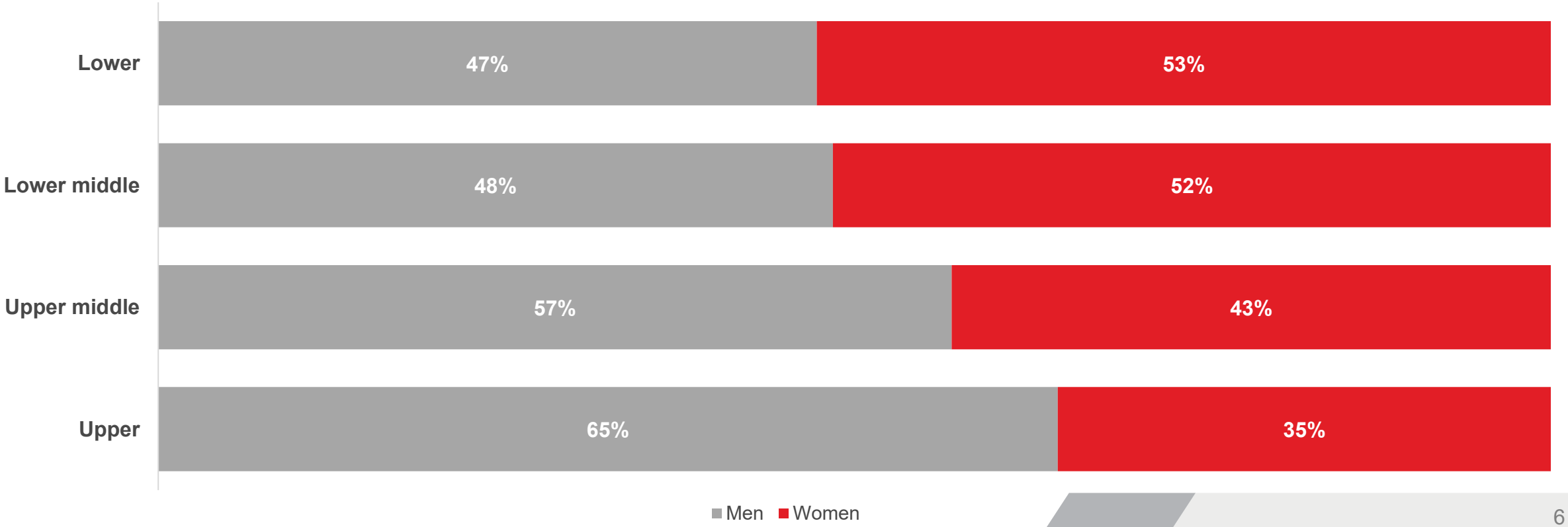


Pay Quartiles



Women represent the majority of the two lower quartiles and 35% of the upper quartile. This pattern reflects the current distribution of roles and seniority across the organisation and highlights the opportunity to strengthen representation at higher levels over time.

STATUTORY PAY QUARTILES | 1,031 FULL-PAY RELEVANT EMPLOYEES



Our Action Plan

We have made progress over time and will continue to focus on the structural factors that shape the gap, particularly representation in senior and higher-paid roles.

Our chosen action: Improve pathways into senior and higher-paid roles We will continue to review recruitment, development and progression into our senior and higher-paid roles, using gender representation data to identify where focused action may help broaden participation and strengthen our internal pipeline.



Why this action

Our figures are primarily shaped by the profile of our workforce and the representation of women across pay quartiles. Alongside consistent pay-review controls, focused recruitment, progression and retention measures can support a more balanced pipeline into senior roles and provide clear accountability for progress.



How we will track it

Monitor gender representation on shortlists for Upper Quartile/senior vacancies.

Review internal promotion rates by gender, particularly movement into Upper Quartile roles.

Review attraction and recruitment data for senior vacancies to see whether the issue sits at application, shortlist, offer or acceptance stage.

Strengthen succession/development pipelines by reviewing whether women have equitable access to development and progression opportunities.



How we will know it is working

Each measure has a baseline from this reporting year. We will review progress annually alongside the statutory figures.

We will look for steady movement in representation across the quartiles and specifically the Upper Middle and Upper Quartiles. We will review the underlying drivers and refine our actions as necessary.

Supporting employees experiencing menopause

Providing effective menopause support can help colleagues maintain wellbeing, attendance and career momentum during a stage that may coincide with progression into more senior roles. Line managers have an important role in making support accessible and consistent.

Our chosen action: Equip managers to support employees experiencing menopause — with practical guidance and conversation skills for every people manager, supported by a clear workplace menopause policy and appropriate workplace adjustments.

Why this action

Managers help create the conditions in which colleagues feel comfortable seeking support.

Building their confidence to hold respectful conversations and consider practical adjustments can strengthen retention, sustain career progression and support an inclusive employee experience.

How we will track it

Lead indicators: manager training completion rates, confidence scores before and after training, number of workplace adjustments agreed, use of the menopause policy and support channels.

Outcome indicators: retention and absence patterns for women aged 45-60, progression rates for that group, and relevant engagement and inclusion survey measures.

How we will know it is working

Each measure has a baseline from this reporting year and will be reviewed annually alongside the statutory figures.

Success will be reflected in broad manager participation, increased confidence, appropriate use of workplace adjustments, and positive retention and progression trends for colleagues aged 45-60. If progress is slower than anticipated, we will review the evidence and refine our approach.

Useful notes



Arco Ltd is the UK's leading safety expert, with sites across the UK spanning supply operations, retail stores and offices.

MEAN

The average hourly pay or bonus across all women compared with the average across all men.

Sensitive to very high or low values and to the mix of roles across the organisation.

MEDIAN

The midpoint when women and men are ranked separately from the lowest to the highest value.

Less affected by extremes; it compares the woman and man at the middle of each distribution.

SCOPE

Approximately 1,031 Arco Ltd. employees, using HR and payroll records from an April 2026 snapshot. Results are shown overall and, where available, by pay quartile and workforce segment.

Gender pay reporting measures aggregate differences; it is not an equal pay audit of people performing the same or equivalent work.