



# Our UK gender pay gap report 2025

At Lightsource bp, we continue to work towards fostering an open and inclusive workplace where our people feel supported and empowered to contribute to our ongoing growth and success. I'm proud of the culture we've built and remain committed to driving continuous development across our business, from our team members to our customers, partners and the communities we work with.

As part of this commitment, I'm pleased to publish our 2025 UK gender pay gap report. This report sets out the requirements of UK gender pay gap legislation, explains what a gender pay gap is and presents our 2025 figures for our Lightsource Development Services Limited entity, which meets the threshold for the UK requirement to report. It also outlines our ongoing commitment to reducing the gap across Lightsource bp in the UK.

We encourage individuality and creative thinking which drives our success. Our approach is grounded in our five core values – Safety, Integrity, Respect, Sustainability and Drive – which supports our wider business strategy and long-term growth. These core values along with creating an open and inclusive business allows us to attract talent, develop leaders and create an environment where everyone feels able to bring their authentic selves to work. Gender remains a key area of focus within our workforce as we continue to recognise our success depends on valuing and respecting individual differences, regardless of background. Further information on our people and culture is available on our [website](#).

Analysis of our annual gender pay gap data provides critical insights to help us better understand gender representation across different pay levels within the organisation. The findings also support ongoing conversations about where further progress can be made, including increasing female representation at all levels of the business over time.

This report details our gender pay gap results for Lightsource Development Services Limited, Lightsource bp's largest legal UK entity. We confirm the content is true to the best of our knowledge and belief.

*Alejandra Alcalde Perez*

**Alejandra Alcalde Perez**  
Chief HR Officer

# About the gender pay gap

## A reminder of UK gender pay gap legislation

Gender pay gap legislation in the UK aims to highlight the progression of women in the workforce into more senior, better-paid roles and holds employers accountable for the progression of their female employees.

The legislation states all UK employers (UK legal entities) with 250 or more ‘relevant employees’ (typically those who ordinarily work in GB and whose contracts are governed by UK legislation) must report on six statistics:

Hourly pay statistics	Bonus statistics
<ol style="list-style-type: none"> <li>1. The <b>difference in mean ‘hourly rate of pay’</b> between male and female ‘full pay relevant employees’.</li> <li>2. The <b>difference in median ‘hourly rate of pay’</b> between male and female ‘full pay relevant employees’.</li> <li>3. The <b>proportion of male and female employees</b> in each hourly pay quartile.</li> </ol>	<ol style="list-style-type: none"> <li>4. The <b>difference in mean 12-month ‘bonus’</b> between all male and female ‘relevant employees’.</li> <li>5. The <b>difference in median 12-month ‘bonus’</b> between all male and female ‘relevant employees’.</li> <li>6. The <b>proportion of male and female employees receiving bonuses</b> (% of total relevant employees as of 5 April 2025).</li> </ol>
All as at 5 April 2025.	All in the 12 months to 5 April 2025.

## What is a gender pay gap?

A **gender pay gap** is a **collective comparison**, measuring the difference between the average pay of all male employees within an organisation and the average pay of all female employees within an organisation, regardless of the type or level of role. It’s a useful statistic for highlighting any differences in the distribution of male and female employees across different pay levels within an organisation.

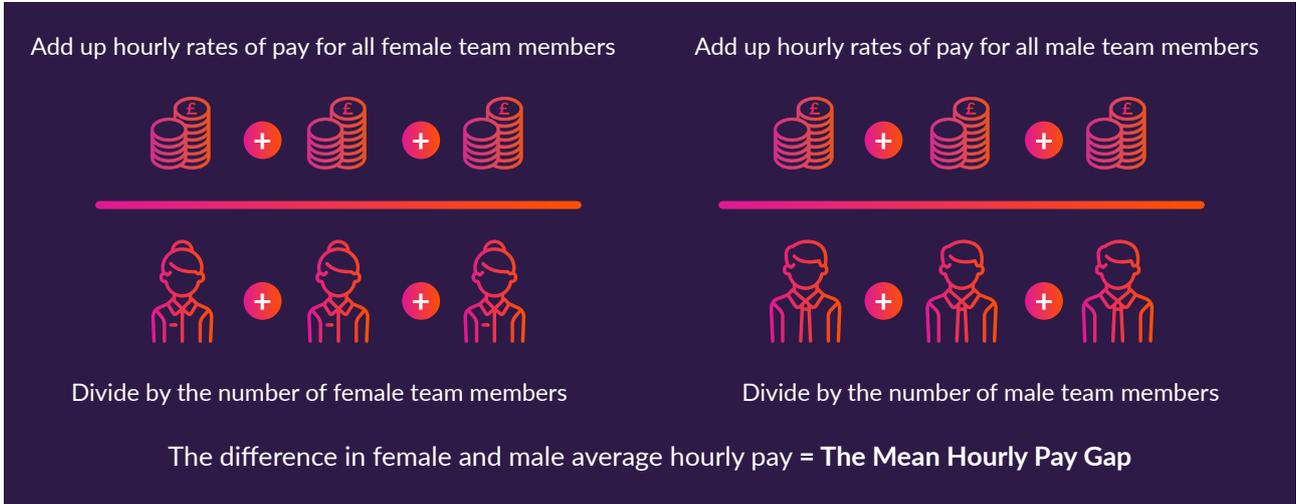
In contrast, an **equal pay gap** is an **individual comparison**, measuring the difference in pay between a male employee and a female employee performing an equivalent role within an organisation, highlighting if there are any differences in pay related specifically to gender.

It’s therefore possible for an employer to have a gender pay gap despite male and female employees carrying out the same role and being paid exactly the same. For instance, this could occur because there’s a large male employee representation across senior positions. This report and the figures provided will focus on gender pay.

# Measuring gender pay

## What's the mean hourly pay gap?

The mean hourly pay gap is the difference between the average hourly rates of pay for female team members, compared to the average hourly rate of pay for male team members.



## What's the median hourly pay gap?

The median hourly pay gap is the difference in hourly pay between the middle female team member, compared to the middle male team member if you lined them up from the lowest to the highest hourly pay.



## What are pay quartiles?

Under the regulations, we're required to publish the results of our gender distribution across our hourly pay quartiles. This is achieved by ranking individual team member pay rates from highest to lowest and dividing the range of pay into four equal-sized groups that cover all team members. These groups are referred to as pay quartiles. Team members are then positioned in their respective pay quartile, regardless of gender.

## What are the mean and median 12-month bonus gaps?

The bonus gap statistics are based on what team members were paid in bonus in the 12 months to 5 April 2025. It includes any award of cash, vouchers or shares relating to performance, commission, profit sharing, incentive or productivity.

For each team member that received a bonus, all types of bonus payment received over the 12 months are added up. The mean and median bonus gaps are then calculated just like the mean and median hourly pay gaps, with the mean and median annual bonus payment for all male team members compared to the mean and median annual bonus payment for all female team members.

# Our 2025 UK gender pay gap results

As outlined earlier in this report, UK gender pay gap legislation requires employers to publish their gender pay gap results for any UK legal entity with 250 or more relevant employees.

During the reporting period for the year to 5 April 2025, Lightsource bp had one UK legal entity above the threshold with 301 relevant employees – Lightsource Development Services Limited (Company Number 10853937).

To ensure objectivity and accuracy in our analysis, we partnered with an independent third-party consulting firm to review and validate our results.

## Key points

- ✓ We're pleased to report **Lightsource Development Services Limited's overall mean hourly pay gap remains low, and significantly lower than the average** across the Electricity Production industry.
- ✓ Because of the relatively small size of our team member population, we acknowledge **our figures are subject to volatility**. The movement of a few individuals joining or leaving the organisation could have a double-digit percentage impact on some of the results set out in this report.
- ✓ **We're able to identify some of the key drivers behind our figures**. Our bonus gap data can be attributed to a larger representation of male team members, relative to female team members, across senior positions in the organisation.
- ✓ **We remain committed to maintaining an inclusive environment** at Lightsource Development Services Limited. Building upon our values and inclusive culture, we're seeing more team members engaging with the wide range of initiatives we provide to attract, develop and retain women in our workplace.



# Lightsource Development Services Limited's 2025 gender pay gap results

April 2025

Hourly pay gap	Mean	7.8%
	Median	5.5%
Bonus gap	Mean	44.1%
	Median	17.8%
% team members receiving a bonus	Male	91.5%
	Female	87.6%

## Pay quartiles



Lightsource Development Services Limited in the UK has a 7.8% pay gap in favour of male team members. We're pleased to have seen our mean and median hourly pay gap figures decrease by 4.1% and 10.0% respectively when compared against our 2024 gender pay gap data. We're also pleased to observe our mean hourly pay gap of 7.8% remains lower than the UK\* mean pay gap of 11.1% and the Electricity Production industry mean pay gap of 11.9%.

Our mean and median bonus gaps, 44.1% and 17.8% respectively, are also in favour of male team members. This is partly influenced by continuing to have a higher proportion of men in the upper pay quartile. Bonus payments also vary due to differences in how long-term incentive plans are structured and paid, creating fluctuations in overall results on an annual basis, particularly at senior levels. While these factors contribute to the size of the gap, we remain confident that our fixed and variable pay programmes are designed to provide fair and equitable reward opportunities for all eligible team members.

The proportion of male and female team members in receipt of a bonus remains high but has decreased compared to 2024. Bonus eligibility is determined by role/job level and not by any protected characteristic, including gender.

On the following pages, we've provided a detailed overview of our ongoing actions that demonstrate our commitment to implementing meaningful and sustainable initiatives to develop women and promote an equitable gender distribution across senior roles.

\*As at 24/12/2025. Figures are based on April 2024 gender pay gap reporting, as most organisations have not yet published their April 2025 statistics.

## Our actions

Over the past year, we've continued to demonstrate our commitment to addressing our gender pay gap through a range of policies and initiatives across the organisation. While we recognise progress takes time, and changes within our relatively small employee workforce can create year-on-year fluctuations in our gender pay gap results, we remain focused on driving meaningful and sustained improvement.

Our gender pay gap data reinforces the importance of achieving a balanced gender representation across all roles. As we seek to attract a broad and diverse range of talent, we recognise the need to place particular emphasis on attracting, developing and retaining female team members to support their progression into senior roles.

Below, we outline the current initiatives in place to help us build and maintain a diverse and inclusive workforce.

### 'Be You' policies

At Lightsource Development Services Limited, we offer our global 'Be You' initiative. This is a range of inclusive policies designed for "moments that matter". Over the past year, these benefits have provided vital support to our UK team during significant life events.

Our 'Be You' commitments include:

- **Fertility Treatment Support:** Recognising the physical and emotional demands of fertility journeys, we provide enhanced flexibility, time off and dedicated resources for individuals and their partners.
- **Maternity Coaching:** Professional guidance for the transition into maternity leave and the return to the workplace, including a follow-up check-in six months after rejoining.
- **Ramp-Up Parental Leave:** To ease the transition back to work, parents can work reduced, flexible hours for their first four weeks back while receiving full pay.
- **Pregnancy Bereavement & Baby Loss Support:** We offer increased flexibility and time off work, support for secondary carers and coverage of travel expenses in the event of pregnancy or baby loss.
- **Menopause Support:** We offer a supportive environment through awareness and practical workplace adjustments, ensuring colleagues feel comfortable and confident managing this transition.

### Speak Up program

Speak Up aims to create meaningful dialogue around inclusiveness, emphasising the value of continuous education and shared awareness. As a vital internal network, the program prioritises psychological safety by providing a secure, supportive environment where team members feel empowered to raise concerns and share their perspectives. In 2025, we rolled out mandatory Anti-Harassment and Discrimination training, equipping everyone with the knowledge to identify, prevent and respond to harassment and discrimination in the workplace.

### VIBES: Volunteering. Inclusivity. Belonging. Engagement. Social.

VIBES was formed to help safeguard and nurture our culture – our vibe! Our VIBES program focuses on how we show up for communities in which we work through philanthropy and volunteer efforts and how we build a sense of belonging and camaraderie through various internal initiatives.

Led by our people, for our people, it holds us accountable to our core values and drives us to create a positive impact for our people, partners and planet.

### In-house mentoring

Every member of the Lightsource bp team in the UK has access to our mentoring program, specifically tailored to support those aiming for leadership roles. This initiative is complemented by localised inclusive leadership training, provided to all current and future people managers, to foster a nurturing environment for professional development. In 2025, we launched LinkedIn Learning access, offering over 25,000 modules to further empower individuals to upskill and strengthen our skills pipeline.

## Neurodiversity support

In 2025, we introduced a Neurodivergence Guide for managers, supported by coaching sessions open to all Lightsource bp people managers globally for guidance on supporting neurodivergent team members. Additionally, we offer coaching for neurodivergent employees, along with specialised resources and events – such as the Neurodiversity Celebration Week speaker series – to promote inclusion across the company.

## Looking ahead and future initiatives

We continue to review how we can best support diverse talent, including female team members, to thrive at Lightsource bp in the UK. The gender pay gap findings also help to inform where we can focus our efforts going forward, as we work to strengthen belonging, inclusion, progression and recruitment across the organisation.