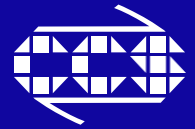


Gender Pay Gap Reporting 2025



Cleshar Contract Services Limited ("Cleshar") is an employer **required by law** to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation; it does not involve publishing individual employee's data.

We are required to publish the results on our own website and a government website and we will do this each calendar year as of April 5th of each year.

Cleshar can use these results to assess:

- the levels of gender equality in our workplace;
- the balance of male and female employees at different levels; and
- how effectively talent is being maximised and rewarded.

Our results at April 2023 were as follows:

- | | |
|--|-------|
| • Difference in average hourly rate of pay | -0.6% |
| • Difference in median hourly rate | -1% |
| • Difference in bonus pay – mean | 0% |
| • Difference in bonus pay – median | 0% |
| • Percentage of employees who received bonus pay – Males | 0% |
| • Percentage of employees who received bonus pay – Females | 0% |
| • Employees by pay quartile | |

Quartile	Male	Female
Upper	97%	3%
Upper Middle	96%	4%
Lower Middle	99%	1%
Lower	94%	6%

The results above reflect the following:

- rates for the same work are equal for males and females; and
- the physical nature of our work naturally results in there being significantly more male (442) employees than female (17) employees; this has the effect that any small change in numbers year on year within our female members of staff can have a significant effect on the difference on average hourly rates of pay.

Michelle Lamb

Finance Director



Date / Version
31/07/2025 / 5.0

Revision Date
31/07/2026