



Gender Pay Gap Statement

The CLC business was formed in 1969, and has grown and diversified through the years to become a national provider of building maintenance, refurbishment, painting and fire stopping works. The CLC group employ around 900 people in the UK, and work predominantly in the construction sector.

In 2023, CLC was acquired by HIG Capital, a private equity firm. CLC was then joined by Axis Europe Ltd in 2024 to form a larger building refurbishment and asset maintenance group. This group employs over 2,000 people. The combined group is implementing initiatives on diverse recruitment campaigns, ways of attracting and retaining apprentices, upskilling existing employees through professional training and development and delivering significant improvements on reward to drive inclusivity as part of the group's people strategy.

We are committed to implementing principles which ensure that no one is treated less favourably than another because of their age, disability, pregnancy or maternity, race, religion or belief, gender or sexual orientation.

The UK Government introduced laws for companies with more than 250 employees to disclose their gender pay gap each year. We believe that this transparency will improve collective understanding of the complex factors that contribute to the gender pay gap within the relevant sectors of UK businesses.

EQUAL PAY AND THE GENDER PAY GAP

The gender pay gap is the difference between the average pay of men and women across the business, irrespective of their role and seniority. It is different to equal pay, which measures whether men and women are paid the same for performing similar roles or work of equal value, as set out by The Equality Act 2010. Our gender pay gap is driven not by inequality but by a greater number of men in traditionally male-dominated construction and technical roles.

Like other employers in the sector, we have a greater proportion of men in higher paid, traditionally male-dominated operational and technical roles. These form a significant portion of our workforce.

We have 944 Full Pay Relevant Employees (which is defined as employees who earned their usual full pay in the payroll period of 5 April 2025) (2024: 954). This total is made up of 135 women (2024: 143 women) and 809 men (2024: 811 men).

GENDER PAY GAP COMPUTATIONS

- The mean gender pay gap for CLC is 32.2% (2024: 33.8%)
- The median gender pay gap for CLC is 30.9% (2024: 39.1%)
- The mean gender bonus gap for CLC is 51.3% (2024: 32.5%)
- The median gender bonus gap for CLC is 38.5% (2024: -0.1%)
- The proportion of male employees in CLC receiving a bonus is 26.9% (2024: 25.1%) and the proportion of female employees receiving a bonus is 68.9% (2024: 52.8%).

PAY QUANTILES BY GENDER

Band	Males	Females	Description
A	58.9%	41.1%	Includes all employees whose standard hourly rate places them at or below the Lower Quartile
B	92.8%	7.2%	Includes all employees whose standard hourly rate places them above the lower quartile but at or below the Median
C	94.1%	5.9%	Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile
D	97.0%	3.0%	Includes all employees whose standard hourly rate places them in the upper quartile

The figures set out above have been calculated using the standard methodologies used in the Equality Act (Gender Pay Gap Information) Regulations 2017.



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Within the construction and engineering industries, the vast majority of candidates for roles from trade apprentices to senior contract managers are men. The UK Commission for Employment and Skills recognises that other professions needing high skill levels in STEM subjects (science, technology, engineering and mathematics) are also attracting fewer women. National demand for these skills is at an all-time high but the number of women studying and working in STEM remains low.

OUR DECLARATION

We confirm that our gender pay gap calculations are accurate and meet the requirements of the methodology set out in the Equality Act 2010 (Gender Pay Gap information) Regulations 2017.

A handwritten signature in blue ink, appearing to read 'S. Reeve', is written over a horizontal line.

SIMON REEVE
CFO
APRIL 2026