



angard STAFFING

ANGARD STAFFING SOLUTIONS LTD 2025 GENDER PAY REPORT



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INTRODUCTION

Angard Staffing Solutions Ltd is a dedicated recruitment partner for Royal Mail and a subsidiary of Royal Mail Group Ltd. Angard supplies flexible staffing solutions to meet Royal Mail's demand throughout the year and has around 11,500 flexible workers¹.

As part of Royal Mail Group, Angard Staffing is committed to placing equity, diversity and inclusion

at the heart of our values, policies and everyday practices. We are committed to promoting fair participation and equality of opportunity for all our employees and job applicants and building an inclusive environment where everyone feels like they belong and are able to be themselves at work.

OUR GENDER PAY GAP CALCULATIONS (SCOPE)

Our gender pay gap shows the differences in average hourly pay rates between men and women, and the proportion of men and women in each pay quartile. It has been prepared in line with Government guidelines² and is based on rates of pay as at 5 April 2025. There are no bonuses paid in Angard; as a result there is no bonus gap between 2024 or 2025 on either a mean or median basis.

This report covers Angard Staffing Solutions Ltd only. A separate report for Royal Mail Group Ltd is available on the International Distribution Services website and a report for RM Property & Facilities Solutions Ltd is available on its website.

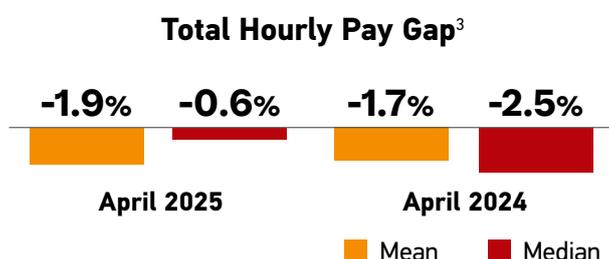
OUR TOTAL HOURLY PAY GAP

Our mean pay gap is at -1.9% and the median at -0.6%. Both statistics have changed from prior year due to an increase in assignments that do not attract shift payments, however overall both remain in favour of women.

Women make up around 34% of our employee population and women have a slightly higher representation in the upper pay quartiles, although this split has further moved in favour of men this year due to

a slight increase in male representation and changes in the mix of shift payments, with a greater reduction seen for women receiving shift payments.

At Angard, roles are operational but of a varying nature. As a result, all the pay quartiles contain roughly comparable roles. Pay rates vary depending on service location and role, with higher pay for evening and night shifts.



¹ Flexible workers as at February 2026.

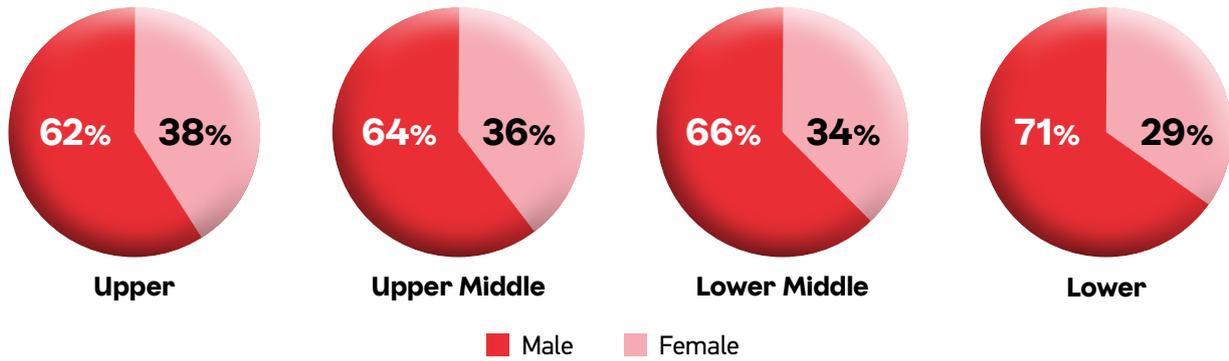
² Pursuant to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017).

³ Percentage difference between women's and men's mean or median hourly pay. A negative figure shows that typically women received higher mean or median hourly pay than men.

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OUR PAY QUANTILES

Pay Quartiles⁴



Declaration

I confirm that the data and information contained in this report is accurate.

S. Cunniffe

Simon Cunniffe
Company Director

⁴ Proportion of men or women as a percentage distribution in each pay quartile.