

GENDER PAY GAP REPORT

INTRODUCTION

From April 2017, under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, employers with 250 or more employees are obligated to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

Due to the COVID-19 pandemic, enforcement was suspended entirely for the 2019/20 reporting year and DOC Cleaning Limited did not produce a Gender Pay Gap Report.

This Gender Pay Gap Report is based on the 2022/23 reporting year and is based on data at the snapshot date of 5 April 2022.

At this point, DOC Cleaning Limited employed 1111 employees, of which 58% were female and 42% male.

CONTEXT

DOC Cleaning Limited is a privately owned, family run company. Founded in 1972, we provide a range of cleaning and associated services to a wide range of prestigious and blue-chip locations across the UK.

Our purpose is to provide positive experiences and safer places.

We are a family business and pride ourselves on the traditional values of honesty, hard work and loyalty. Our employees are at the heart of our success and empowering our people is central to our core strategy.

We are committed to equality and valuing diversity and to providing an inclusive working environment free from any form of direct or indirect discrimination.

We apply fair, equitable and consistent employment policies. We are committed to ensuring that our pay is fair and equitable, based on job roles, and that our employees are never paid differential rates based on gender, or any other characteristic protected under the Equality Act (2010).

We provide professional cleaning and associated services across a range of client sites, each site reflecting the clients' awarded rates of pay. As such, overall rates of pay vary across different contracts. For each contract, we ensure that male and female employees holding the same or similar role receive equal rates of pay. We are committed to paying all of our Head Office staff the Real Living Wage as per the Living Wage Foundation Employer agreement and to always offering a Living Wage bid alongside every market rate submittal to all prospective and current clients. We became a Recognised Service Provider for the Living Wage Foundation in 2014.

At the snapshot date of 5 April 2022, the country was adapting to new ways of working following the Covid-19 pandemic. Businesses were changing the way that they were using their commercial spaces, with hybrid-working becoming the routine way of working for many of our clients at commercial office sites. On the one hand, a reduction in occupancy within commercial office spaces has led to a reduction in the requirement for

certain cleaning services, particularly on Mondays and Fridays, whilst on the other hand an increased emphasis on hygiene and infection control has led to an increased requirement for other cleaning activities.

At the snapshot date, we have seen an increase in the headcount, from 981 in the previous reporting period to 1111 in the current reporting period, as business begins to bounce-back to pre-pandemic levels.

GENDER PAY GAP STATISTICS

Mean Pay Gap	4.12%
Median Pay Gap	1.02%
Mean Bonus Pay Gap	22.99%
Median Bonus Pay Gap	0%
Proportion of male receiving bonus	15.43%
Proportion of female receiving bonus	11.98%

PROPORTION OF MALES/FEMALES IN EACH PAY QUARTILE

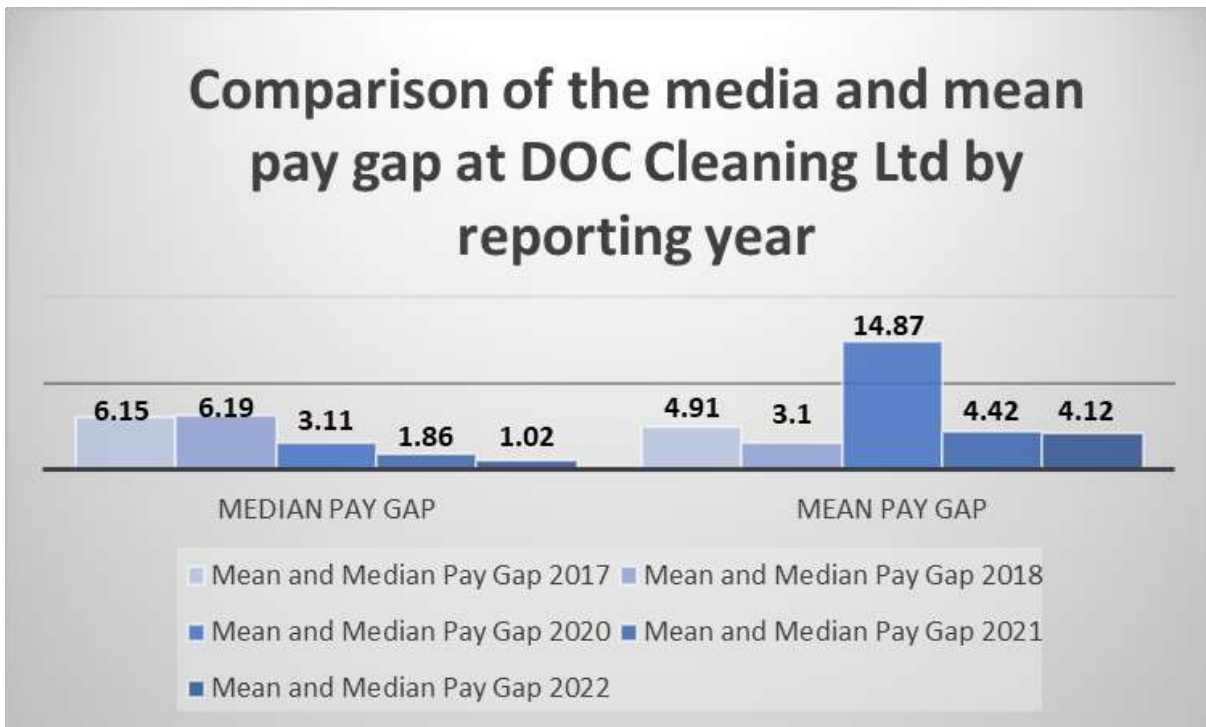
Quartile	Male	Female
Lower Quartile	36%	64%
Lower Middle Quartile	37%	63%
Upper Middle Quartile	40%	60%
Upper Quartile	53%	47%

FINDINGS

MEAN AND MEDIAN PAY GAP

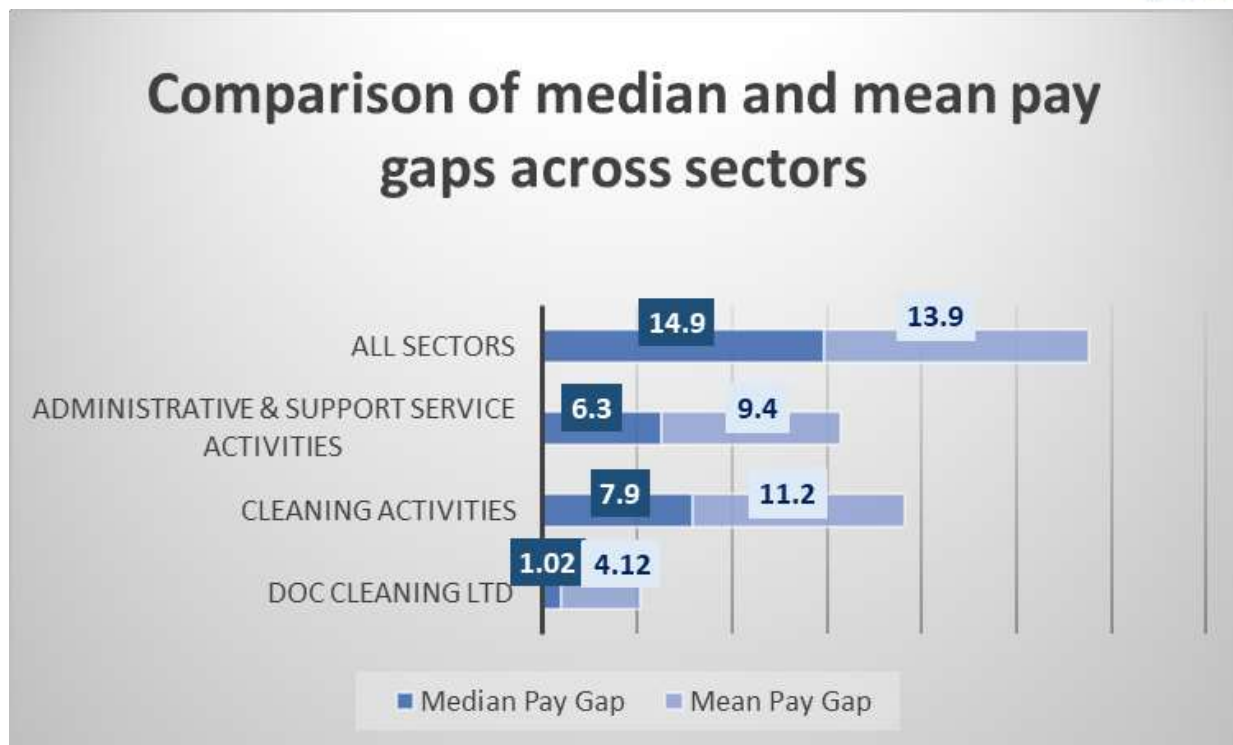
The data show that the overall median gender pay gap at the snapshot date was 1.02%. This compares to a median pay gap of 1.86% in the previous reporting period, and 6.15% since the introduction of statutory Gender Pay Gap reporting in 2017.

The data show a mean pay gap of 4.12% in the current reporting period, as compared to 4.42% in the previous reporting period. Due to a temporary increase in the number of men occupying senior roles in the 2020 reporting period, there was a temporary spike in the mean gap in 2020. As expected, now that operations have settled back towards more consistent levels following the impact of the COVID-19 pandemic, we have returned to a downwards trend in the mean pay gap in the current reporting period.



The 1.02% median pay gap at DOC Cleaning Limited is significantly lower than the average median pay gap of 14.9% across all industries and services in the UK, 6.3% across the administrative and support service activities and 9.4% across cleaning activities. The chart below shows the median and mean pay gap at DOC Cleaning Limited as compared to the sector in which we operate and all sectors in the UK¹.

¹ Source: Annual Survey of Hours and Earnings, Office for National Statistics UK 2022



BONUS PAY GAP

As reported in previous Gender Pay Gap Reports, DOC Cleaning Limited does not have a company bonus scheme in place. Bonus payments are ad hoc, site specific and awarded in line with our client contracts.

Gender Pay Gap reporting was suspended entirely for the 2019 reporting year due to the Covid-19 pandemic and DOC Cleaning Limited did not produce a Gender Pay Gap Report. When reporting resumed for the 2020 reporting year, the proportion of employees receiving a bonus in the 2020 and 2021 reporting periods was significantly lower than in the pre-pandemic reporting period, with 4.5% of male employees and 3.13% of female employees receiving a bonus payment in 2021 and 1.3% of male and 0.6% of female employees receiving a bonus payment in 2020.

In the 2022 reporting period, there was a significant increase in the proportion of both male and female employees receiving a bonus, with 15% of male and 12% of female employees receiving a bonus. The proportion of employees receiving a bonus exceeded pre-pandemic levels where 11.4% of male and 8.8% of female employees received a bonus payment in 2018.

During the pandemic, with many of our clients not occupying their premises, whilst at the same time experiencing a downturn in business, we saw a reduction in requests for bonus payments. Following the pandemic, as businesses reverted to more normal business operations, there was an increase in the proportion of employees receiving a bonus payment as our clients were keen to reward the hard work and loyalty demonstrated by our employees throughout the pandemic.

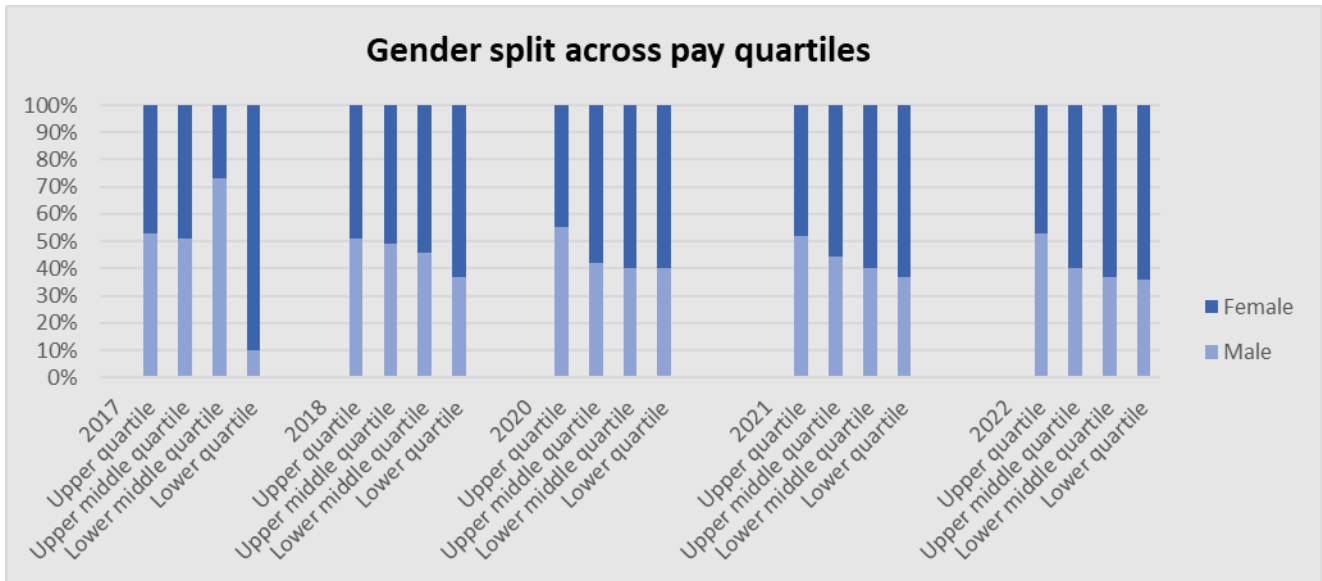
Of those employees receiving a bonus payment in 2021, there was no median bonus pay gap and a mean bonus pay gap of 22.99%. This gap can be explained by the demographic breakdown on the contract where bonus payments were awarded.

GENDER SPLIT ACROSS PAY QUARTILES

Due to the nature of the industry in which DOC Cleaning Limited operates, with a large number of TUPE transfers in and out as client contracts are awarded and lost, the demographic of the workforce is changeable as employees join and leave the company as a result of TUPE transfers.

At the snapshot date, DOC Cleaning Limited continued to employ a higher percentage of female than male employees; 58% female and 42% male.

The chart below shows the proportion of male/female employees in each pay quartile since statutory Gender Pay Gap reporting began.



Since Gender Pay Gap reporting began, there has been a reduction in the proportion of female employees in the lower quartile pay band from 90% in 2017 to 64% in the current reporting period. Meanwhile, the proportion of female employees in both the upper and upper middle pay quartiles has increased. The gender split across the upper pay quartile has remained consistent with the previous reporting period. This may be explained by stability across the company’s senior management team during the current reporting period. With an increase in the progression and promotion of female employees through our management development programme, the proportion of females in our lower and upper middle pay quartiles has increased.

ACTION TO ADDRESS THE GENDER PAY GAP

DOC Cleaning Limited and the senior leadership team continue to be committed to improving the gender pay gap. It is our aim to close our gender pay gap by 2025. It is encouraging to see the impact that the initiatives introduced across the company are having in reducing the Gender Pay Gap.

Actions to reduce the gender pay gap:

- In June 2022 we launched our **Beyond Cleaning Strategy**. The strategy sets out our strategic aims over a three-year period until 2025. Empowering our People is central to the strategy, and sets out specific objectives relating to wellbeing, personal development, equality, diversity, and inclusion which will support us in reducing the gender pay gap, with the aim of closing the gap by 2025.

- In 2022, we became a member organisation of the **Employers Network for Equality & Inclusion** (ENEI) – the leading employer network promoting Equality, Diversity & Inclusion in the workplace. Upon joining the ENEI, we participated in the Talent, Inclusion and Development Evaluation. This annual evaluation enables us to measure our current inclusivity score across key business areas, benchmarked against other organisations, and to take targeted action to improve our score.
- As a **Living Wage Recognised Service Provider**, we are proactively engaging with clients to promote the payment of the Real Living Wage and to increase pay rates year on year. It remains our ambition to strive for 100% of employees working on at least the ‘Real Living Wage’ contracts by 2025.
- Since the introduction of the **DOC apprenticeship programme** in 2017, the apprenticeship programme has expanded year on year. We have offered professional job roles to all apprentices who have successfully completed the apprenticeship programme. As part of our long-term strategy, it is our plan to further develop the apprenticeship programme across a broader range of professional roles, enabling access for diverse applicants.
- Our **management development** programme enables our employees to develop and progress their careers through operational pathways. We continue to see an increase in female employees progressing through our management development programme into supervisory and managerial roles. As outlined in our 2021 Gender Pay Gap action plan, we have launched a supervisor training programme, endorsed by City & Guilds to further develop our existing and aspiring supervisors and managers, and have introduced a suite of on-demand training webinars covering a range of people management topics. We continue to provide professional training to our supervisors and managers accredited by the British Institute of Cleaning Science (BICSc).
- In accordance with our Beyond Cleaning Strategy, it is our aim **to measure employee attitudes towards inclusion** in order that we can understand current attitudes, and barriers, towards inclusion and take action to **improve the inclusivity score year on year**.
- The provision of **flexible working options** across operational, administrative, and managerial roles helps us in attracting and retaining the best diverse talent. The number and type of roles where we have been able to agree flexible working options continues to increase.

STATEMENT

I confirm that DOC Cleaning Limited is committed to the principle of gender pay equality and has prepared its 2022 gender pay gap results from company’s payroll data on the snapshot date in line with mandatory requirements.

A handwritten signature in black ink, appearing to read 'Lee Andrews', written in a cursive style.

Lee Andrews

CEO/Chairman