

GENDER PAY GAP REPORT

Gender Pay Gap Report Narrative

(Prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017)

1. Overview of Results

As at the snapshot date of 5th April 2025, the organisation's gender pay gap figures are as follows:

- **Mean gender pay gap (hourly pay): 7.45%**
- **Median gender pay gap (hourly pay): 1.35%**
- **Mean gender bonus gap: 17.04%**
- **Median gender bonus gap: -20.00%**
- **Proportion receiving bonus:**
 - Male: 17.05%
 - Female: 9.14%

Pay quartile distribution:

Pay Quartile	Male	Female
Upper	51.87%	48.13%
Upper Middle	41.67%	58.33%
Lower Middle	38.90%	61.10%
Lower	31.32%	68.68%

2. Understanding the Gender Pay Gap

The gender pay gap measures the difference between the average earnings of men and women across the organisation. It is different from equal pay, which relates to men and women being paid equally for the same or similar work.

Hourly Pay Gap

The **median pay gap of 1.35%** indicates that at the midpoint of the organisation's pay distribution, men and women earn at broadly similar levels. This suggests that pay practices at comparable levels are generally equitable.

The higher **mean pay gap of 7.45%** reflects the influence of smaller number of higher-paid roles, which are more likely to be occupied by men. Mean averages are more sensitive to individuals in senior or specialist roles with higher salaries. The difference between the mean and median figures suggests that the overall

pay gap is influenced more by representation at higher pay levels than by widespread pay inequality at typical employee levels.

Pay Quartiles

Women are strongly represented across all pay quartiles and form the majority in the lower and lower-middle quartiles. Female representation remains high in the upper-middle quartile and is close to parity in the upper quartile.

This distribution indicates that while representation at senior levels is relatively balanced, women remain overrepresented in lower-paid roles. This structural distribution contributes to the overall mean pay gap.

Bonus Pay Gap

The **mean bonus gap of 17.04%** indicates that average bonus payments are higher for men. However, the **median bonus gap of -20.00%** suggests that at the midpoint, women receiving bonuses may receive amounts equal to or higher than their male counterparts.

A key driver of the bonus gap is participation: a smaller proportion of women (9.14%) received a bonus compared with men (17.05%). This suggests that bonus-eligible roles are more commonly held by men, particularly in senior or specialist positions where bonus opportunities are higher. It should also be noted that bonuses are awarded at certain client sites, meaning eligibility can depend on the location and nature of the role rather than solely on internal arrangements.

3. Key Drivers Identified

The data indicates that the gender pay gap is primarily influenced by:

- Occupational and role distribution across pay levels.
- Representation in senior and bonus-eligible roles.
- Structural progression patterns rather than unequal pay for equal work.
- Higher bonus participation among men.

Areas for Action

To further reduce the gender pay gap and promote equitable progression, the organisation will focus on the following areas:

1. Progression and Representation

- Review promotion and progression data to identify any gender-based disparities.
- Strengthen succession planning to improve female representation in senior roles.
- Implement targeted development programmes to improve representation at higher pay levels.
- Increase transparency around career pathways and criteria for progression.

2. Recruitment Practices

- Review recruitment practices for senior and specialist roles.
- Ensure balanced shortlists where possible.

- Use inclusive language in job advertisements.
- Monitor starting salaries to prevent pay disparities at entry points.

3. Bonus Participation and Structure

- Review eligibility criteria for bonus schemes to ensure fairness and transparency.
- Assess whether part-time or flexible workers have equitable access to performance-related pay.
- Monitor bonus outcomes annually for gender balance.

4. Flexible Working and Retention

- Ensure equal access to flexible working opportunities at all levels, including senior roles.
- Support return-to-work initiatives for those re-entering the workplace following career breaks.
- Continue to promote shared parental leave and inclusive family policies.

5. Ongoing Monitoring and Accountability

- Conduct annual gender pay analysis.
- Share findings with senior leadership and the board.
- Set measurable objectives to improve representation where imbalances exist.
- Track progress over time and publish updates.

Managing Director Statement

As Joint Managing Director of DOC Cleaning Limited, I confirm that the information contained in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The organisation's low median gender pay gap indicates that men and women at the midpoint of our organisation are paid at broadly similar levels. The remaining gap is primarily influenced by workforce composition, representation across different roles, and progression into more senior positions.

We recognise the importance of continuing to improve representation at senior levels and supporting equitable access to career development and progression opportunities across the business. We also acknowledge that some bonus arrangements are determined by clients at the sites where our employees work, which may limit the organisation's direct influence over bonus eligibility and outcomes.

We remain committed to promoting equality of opportunity, supporting progression at all levels, and taking targeted action to address the structural drivers identified in this report.

Signed,



Jamie Bull

Joint Managing Director