

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 therefore based on the 2020/21 reporting year and is based on data at the snapshot date of 5 April 2020.

At this point DOC Cleaning Limited employed 1,210 employees, of which 44% were female and 56% 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 throughout London and the South East.

Our mission is to provide an efficient friendly and professional service which is cost-effective, trouble free and of the highest quality.

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 we believe our company to be a friendly, considerate, and reasonable employer, ensuring our workforce are happy and content in their work.

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).

At the snapshot date, DOC Cleaning Limited held 577 client contracts, each 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 Living Wage as per the Living Wage Employer agreement and to always offering a Living Wage bid alongside every market rate submittal to all prospective and current clients. We became recognised service providers for the London Living Wage Foundation in 2014.

Our employment strategy at the start of 2020 had centred around retention and engagement. Like many companies operating within the UK service industry, and more specifically within the cleaning sector, DOC

Cleaning Limited employs a high percentage of EEA nationals. With the UK's departure from the European Union, and changes to the Home Office Immigration policy, it was expected that this would result in a significant reduction of the labour pool and retention of talent was, and remains, a key strategy to ensure that the Company could continue to provide a high-quality service to our clients.

At the snapshot date of 5 April 2020, the Company was experiencing a significant impact of the COVID-19 pandemic. Many of our clients operating in the hospitality sector had been ordered by Government to close to the public and the instruction from Government to stay at home meant that there was a much-reduced requirement for cleaning services of corporate premises. During this period, where there was a significant reduction in work and uncertainty, our people strategy focused on protecting employment.

GENDER PAY GAP STATISTICS

Mean Pay Gap	14.87%
Median Pay Gap	3.11%
Mean Bonus Pay Gap	-41.35%
Median Bonus Pay Gap	0%
Proportion of male receiving bonus	1.31%
Proportion of female receiving bonus	0.6%

PROPORTION OF MALES/FEMALES IN EACH PAY QUARTILE

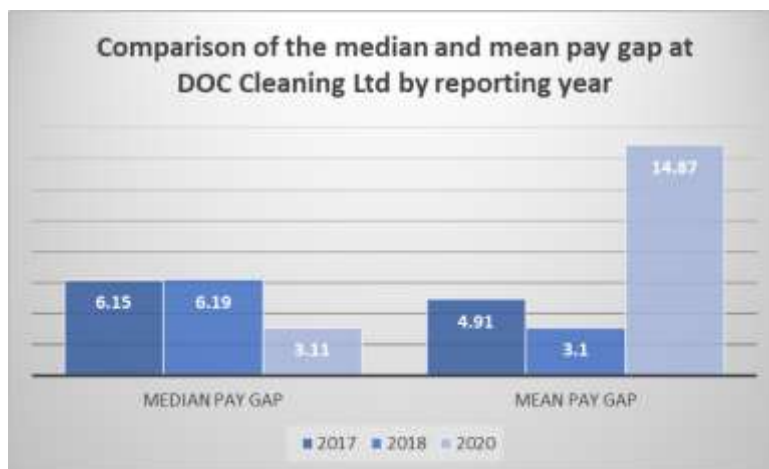
Quartile	Male	Female
Lower Quartile	40%	60%
Lower Middle Quartile	40%	60%
Upper Middle Quartile	42%	58%
Upper Quartile	55%	45%

FINDINGS

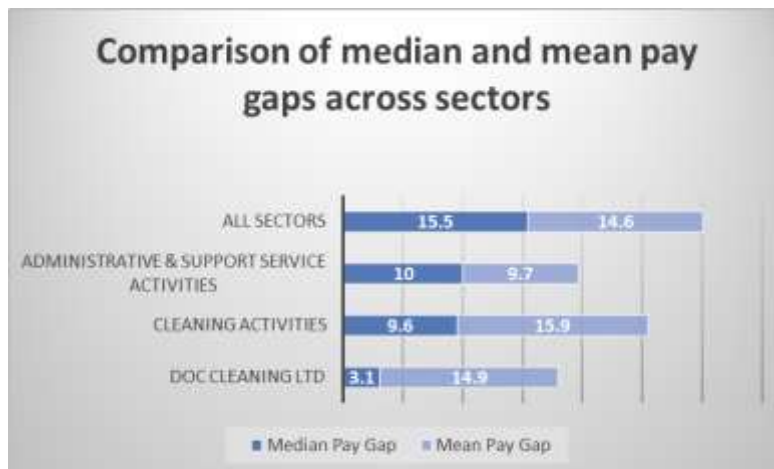
MEAN AND MEDIAN PAY GAP

The data show that the overall median gender pay gap at the snapshot date was 3.1%. This compares to a median pay gap of 6.9% in the previous reporting period, and 6.2% since the introduction of statutory Gender Pay Gap reporting in 2017.

The data also show a significant increase in the mean pay gap from 3.1% in 2018 to 14.9% in the current reporting period. This increase may be explained by a temporary increase in the number of men occupying senior roles as at the snapshot date and we expect that this gap will revert back in line with the previous reporting periods for the next reporting period.



The 3.1% median pay gap at DOC Cleaning Limited compares to an average median pay gap of 15.5% across all industries and services in the UK, 10% across the administrative and support service activities and 9.6% 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 2020

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 site specific and awarded in line with our client contracts. In the current reporting period, there was a significant reduction in the proportion of both male and female employees receiving a bonus, with 1.3% of male employees receiving a bonus in 2020 (compared to 11.4% in 2018) and 0.6% of female employees receiving a bonus payment in 2020 (compared to 8.8% in 2018).

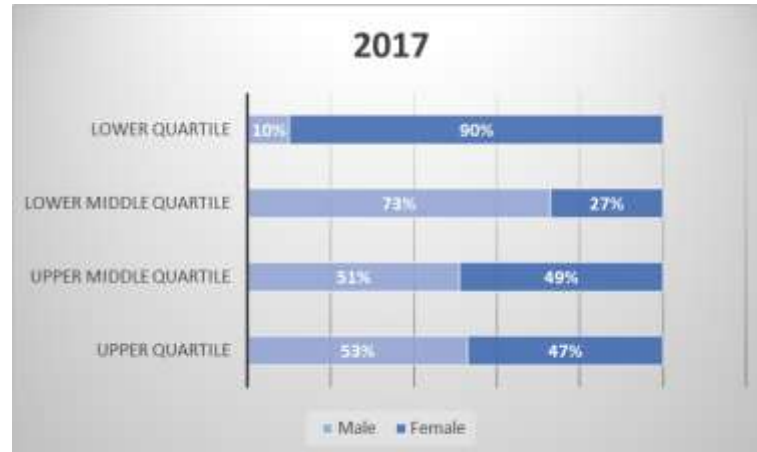
Of the small proportion of employees receiving a bonus payment in 2020, there was no median pay gap.

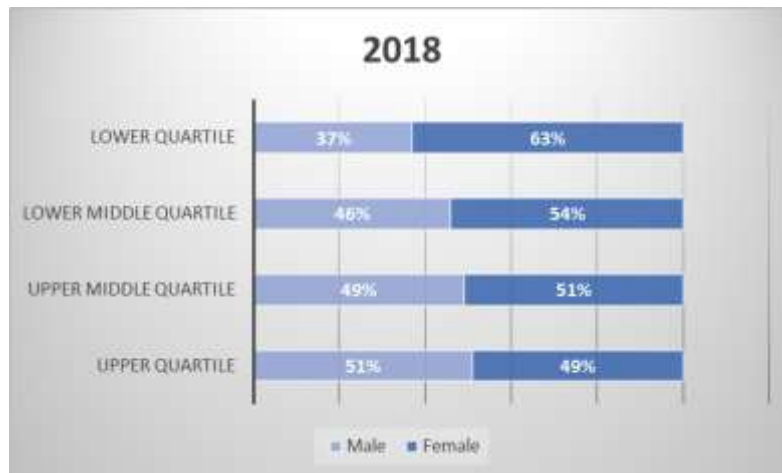
GENDER SPLIT ACROSS PAY QUARTILES

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.

At the snapshot date, DOC Cleaning Limited employed a slightly higher percentage of male than female employees; 56% male and 44% female.

The charts below show 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 steady reduction in the proportion of female employees in the lower quartile pay band. Meanwhile, the proportion of female employees in both the upper 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. It is encouraging to see the impact that the initiatives introduced across the company are having in reducing the Gender Pay Gap.

Ongoing actions to reduce the pay gap:

- Our **management development programme** to enable 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 part of the ongoing improvement of our management development programme, we are planning to implement a supervisor training programme, endorsed by City & Guilds to further develop

our existing and aspiring supervisors and managers. We will also be introducing a suite of on-demand training webinars covering a range of people management topics.

- The provision of **flexible working options** across operational, administrative, and managerial roles to help 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.
- As a **Living Wage Recognised Service Provider**, we continue to work closely with our clients and encourage them to award our operational staff with the Living Wage to achieve same rate of pay across all cleaning operative roles. We have seen an increase in the number of clients signing up to the Living Wage agreement and promotion of the Living Wage continues to be a key priority over the coming year.
- 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 and over the next 12 months we plan to further develop the programme across a broader range of professional roles.

STATEMENT

I confirm that DOC Cleaning Limited is committed to the principle of gender pay equality and has prepared its 2020 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'.

Lee Andrews

CEO/Chairman