

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 2021/22 reporting year and is based on data at the snapshot date of 5 April 2021.

At this point DOC Cleaning Limited employed 981 employees, of which 56% were female and 44% 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 predominantly throughout London and the South-East.

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 placing pride in 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).

At the snapshot date, DOC Cleaning Limited held 586 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.

At the previous snapshot date of 5 April 2020, the Company was experiencing a significant impact of the COVID-19 pandemic, as many of our clients operating in the hospitality sector had been ordered by Government to close to the public, the instruction from Government to stay at home meant that there was a much-reduced requirement for cleaning services of corporate premises.

Throughout 2020, the impact of the COVID-19 pandemic on the business continued. As the government imposed repeated lockdowns, a number of our clients faced continued uncertainty in relation to their businesses. The support available via the government's furlough scheme fluctuated as the terms of the scheme changed and our people strategy continued to focus on protecting employment as the requirements of our clients for cleaning services continued to change and evolve.

At the snapshot date of 5 April 2021, the country had entered step 1 of the roadmap out of lockdown. Hospitality venues were still ordered to remain closed to the public and, at those client sites where cleaning services were still required, in the vast majority of cases, this was at a reduced capacity and the requirement for cleaning services had diminished. The headcount at the snapshot date was therefore much reduced when compared to previous reporting periods.

GENDER PAY GAP STATISTICS

Mean Pay Gap	4.42%
Median Pay Gap	1.86%
Mean Bonus Pay Gap	20.25%
Median Bonus Pay Gap	-66.67%
Proportion of male receiving bonus	4.50%
Proportion of female receiving bonus	3.13%

PROPORTION OF MALES/FEMALES IN EACH PAY QUARTILE

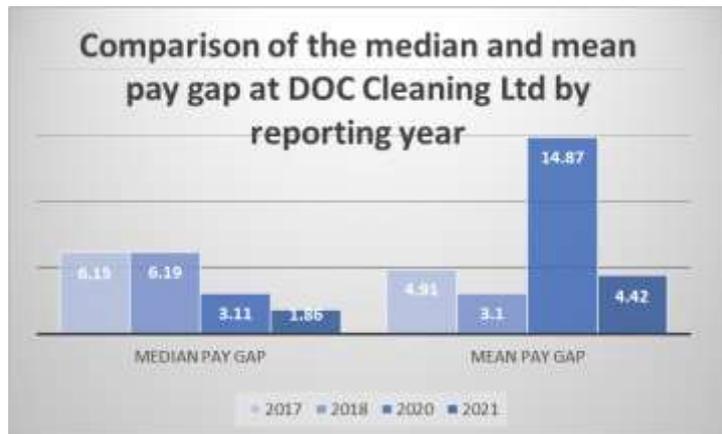
Quartile	Male	Female
Lower Quartile	37%	63%
Lower Middle Quartile	40%	60%
Upper Middle Quartile	45%	55%
Upper Quartile	52%	48%

FINDINGS

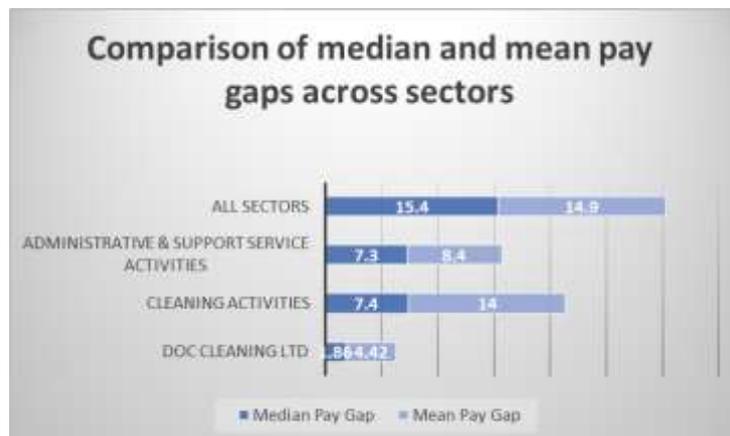
MEAN AND MEDIAN PAY GAP

The data show that the overall median gender pay gap at the snapshot date was 1.86%. This compares to a median pay gap of 3.11% 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 4.42% in the current reporting period. In the previous reporting period, there had been a sharp increase in the mean pay gap due to a temporary increase in the number of men occupying senior roles as at the snapshot date. As operations shift towards more consistent levels following the impact of the COVID-19 pandemic, we expect to see a downwards trend in the mean pay gap in the next reporting period.



The 1.86% median pay gap at DOC Cleaning Limited compares to an average median pay gap of 15.4% across all industries and services in the UK, 7.3% across the administrative and support service activities and 7.4% 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 2021

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 an increase in the proportion of both male and female employees receiving a bonus, with 4.5% of male employees receiving a bonus in 2021 (compared to 1.3% in 2020) and 3.13% of female employees receiving a bonus payment in 2021 (compared to 0.6% in 2020).

This is still significantly lower than the proportion of employees receiving a bonus prior to the pandemic, with 11.4% of male employees and 8.8% of female employees receiving a bonus payment in 2018.

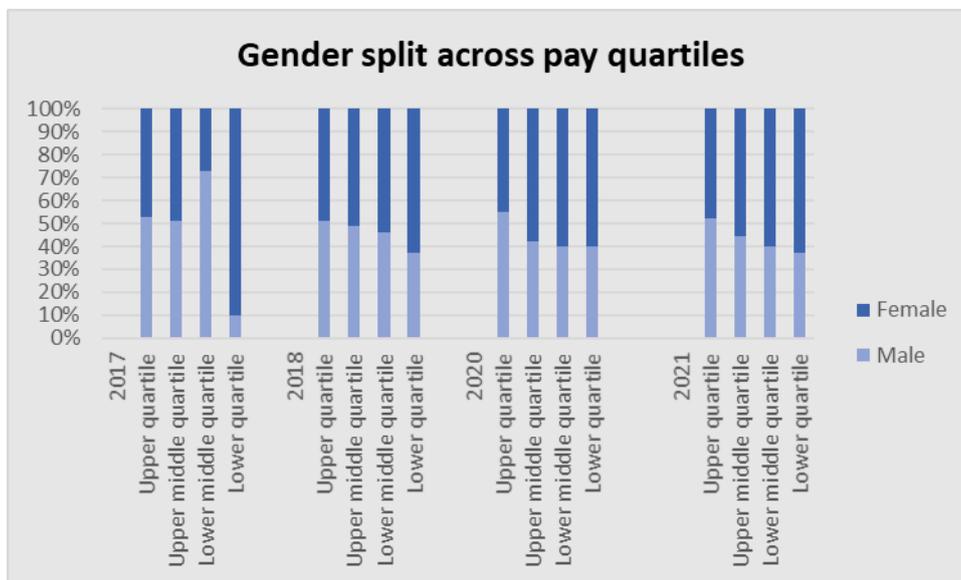
Of those employees receiving a bonus payment in 2021, there was a negative median bonus pay gap of minus 66.67% and a mean bonus pay gap of 20.25.

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 continued to employ a slightly higher percentage of female than male employees; 56% female and 44% 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 63% in the current reporting period. Meanwhile, the proportion of female employees in both the upper and upper middle pay quartiles has increased. With an

increase in the progression and promotion of female employees through our management development programme, we expect the proportion of female employees in the upper and upper middle pay quartiles to increase in future reporting periods.

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:

- 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. It is 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 part of the ongoing improvement of our management development programme, we are developing 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 have partnered with the British Institute of Cleaning Science (BICSc) for the provision of accredited training for our supervisors and managers.
- In 2022, we plan to introduce a **People Survey to measure employee attitudes towards inclusion** in order that we can understand current attitudes, and barriers, towards inclusion and identify key areas for action.
- 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 part of the wider strategy on workplace inclusion, DOC Cleaning Limited have become a member organisation of the **Employers Network for Equality & Inclusion (ENEI)** – the leading employer

network promoting Equality, Diversity & Inclusion in the workplace. Membership of the ENEI will enable the Company to shape our Equality & Inclusion strategy, moving through Equality to Diversity and Inclusion.

STATEMENT

I confirm that DOC Cleaning Limited is committed to the principle of gender pay equality and has prepared its 2021 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