

A large, stylized letter 'G' graphic composed of two concentric, semi-transparent green shapes. The outer shape is a thick, dark green arc, and the inner shape is a lighter green arc, creating a hollow 'G' effect. The graphic is positioned on the left side of the page, partially overlapping the text.

# GENDER PAY REPORT

C L E A N B R I T E 2 0 1 8

## Message from Darren Edmonston – Managing Director

Cleanbrite sees the sharing of our Gender Pay Gap Report as an integral step in having more meaningful conversations with our Colleagues about equality. These conversations are significant and we recognise that gender does not simply refer to Female or Male. For the purposes of this report our gender pay gap is calculated using the approach defined by the regulations of comparing the pay of Females and Males.

We have made substantial progress with diversity and inclusion however we are uncomfortable with a gap and, even if it is driven largely by wider norms in society, we do see it as our responsibility to understand and address the reasons behind it.

What we must not do is fall into the trap of focusing too heavily on the numbers in this report, as that could lead us to unhelpful or regressive actions. For example, trying to fit people into jobs to influence statistics. Instead, we need to explore new opportunities to ensure that all our Colleagues can reach their full potential.

These statistics provide a valuable means to challenge ourselves by asking “how can we create an even more inclusive company?”

We pride ourselves on being an inclusive business, and already encourage flexibility, including part-time work. However this report reminds us that we must focus on further opportunities and initiatives to stretch our ambitions.

There is more we can do.

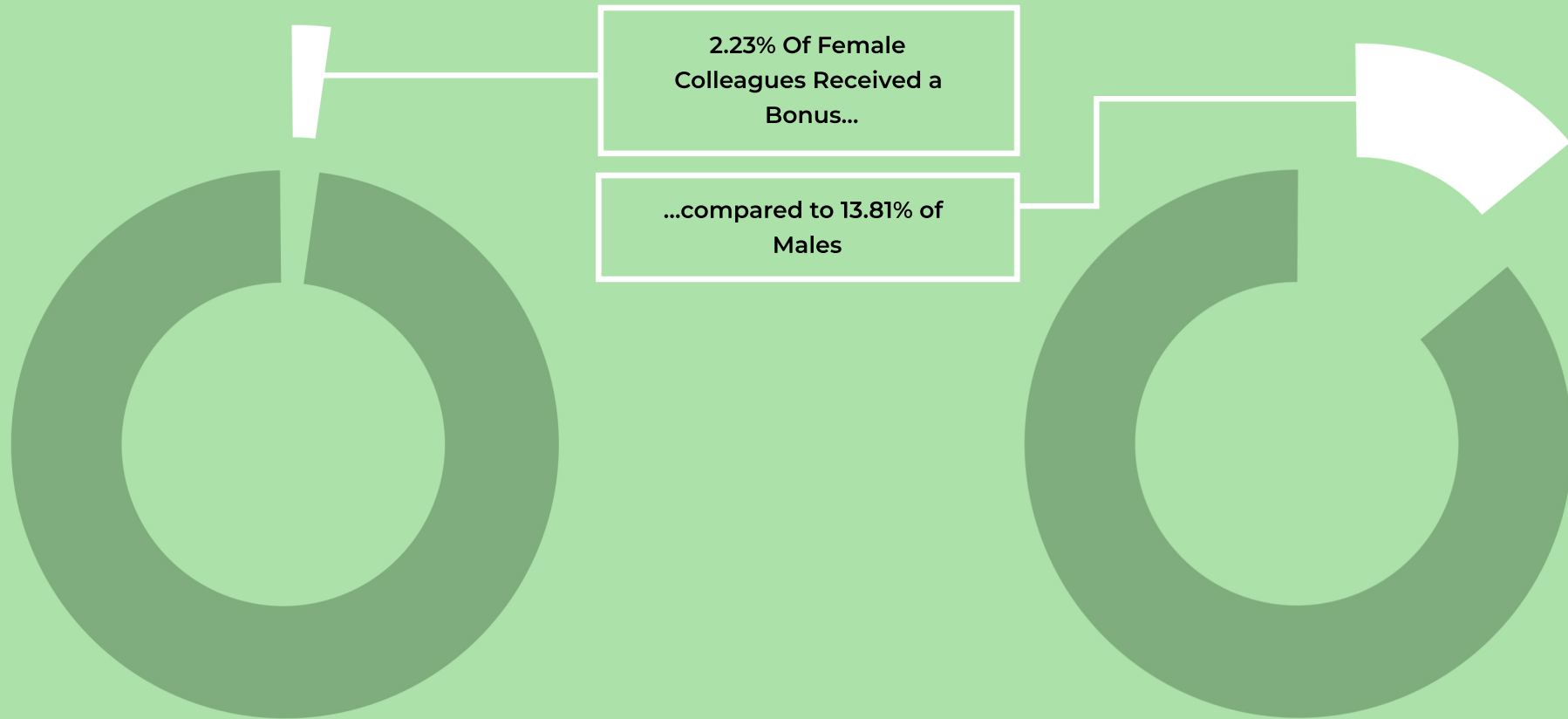
We will continue to foster honest conversations that include all our Colleagues, regardless of gender or level of seniority, so that we can truly understand any barriers that prevent anyone fulfilling their potential within our unique business.



## Our Gender Pay Gap Figures

Hourly Mean Pay Gap	2.65%	<ul style="list-style-type: none"><li>• Female Colleagues are paid 2.65% less on average compared to Male Colleagues.</li><li>• This disparity only comes from a higher proportion of Male Colleagues in Middle and Upper Management roles.</li></ul>
Hourly Median Pay Gap	0.0%	<ul style="list-style-type: none"><li>• Proportionally Female and Male Colleagues receive the same hourly rate of pay throughout the Company.</li><li>• This shows there is no large bias in Males in Senior Roles however there is a still a bias as shown in other figures.</li></ul>
Bonus Mean Pay Gap	-163.51%	<ul style="list-style-type: none"><li>• Proportionally there are more Females in an Upper Management Role than Males in an Upper Management Role.</li><li>• As such Females receive a higher average bonus however there are fewer Females overall that receive a bonus.</li></ul>
Bonus Median Pay Gap	-338%	<ul style="list-style-type: none"><li>• Proportionally there are more Females in an Upper Management Role than Males in an Upper Management Role.</li><li>• As such Females receive a higher median bonus however there are fewer Females overall that a receive bonus.</li></ul>

## Proportion of Colleagues Receiving a Bonus



## Quartiles

