

## **Gender Pay Gap Announcement 2025 – 2026**

Not Just Cleaning Limited (NJC) welcomes the opportunity to continue the reporting of our gender pay gap under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The company predominately works in regions, where the prevailing Living Wage Foundation pay rate is paid to the majority of our frontline colleagues.

### **Understanding the gap**

We have implemented a plan that will ensure that analysing and reporting our gender pay gap annually, will provide a critical measurement against which we can consider our progress.

Our published figures have been derived using the mechanisms that are set out in the gender pay gap reporting legislation.

We are confident that our data shows that we have identified and are focusing on, the correct actions. Our aim is for everyone at NJC to be able to build and sustain a successful career. We believe this requires a combination of deliberate actions and ensuring that we provide an inclusive culture and an agile, flexible working environment for our people to operate in.

### **Being transparent about gender pay**

NJC can see that the previous strategies to address the gap are now starting to take effect, this is despite the nature of the FM industry having some male-dominated departments, for example, window cleaning. NJC has taken active steps this year by actively supporting mechanisms which will drive a more gender balanced and inclusive workforce and we can see this has closed the gap significantly. This includes spotlighting and championing women in leadership roles. We also took active steps to modernise our support departments to help actively engage in a more inclusive environment, for example by changing our HR department to 'People and Culture' to focus on a more proactive approach to inclusivity. Alongside this we actively ensured all senior managers were taking positive steps to encourage diversity of thought in their teams by encompassing a 'championing diversity' leadership principle in their performance appraisals. NJC were recognised in relation to the steps they have taken in achieving a more diverse workforce when they won two external Includability Awards in 2025 and reaching the final for Employer of the Year 2025 for the Investors in People Awards.

NJC was founded over 40 years ago by a female founder and this ethos lives on until today. This financial year, we continue working to an action plan in accordance to our Equality Diversity and Inclusion plan, with accountability for its delivery sitting with our People and Culture Director our Chief Executives and Board of Directors. This strategy includes:

- Targeted CPD accredited inclusivity training from our dedicated training provider to all our management staff.
- A continued partnership with the Includability organisation to help foster and develop a fully diverse and inclusive workforce.
- Implementing Recruitment and Promotion Practices to ensure fair and unbiased processes and to support career advancement for underrepresented genders in higher-paying roles.
- Offering flexible work arrangements to accommodate diverse needs to promote work-life balance.
- Conducting regular pay audits by monitoring and addressing any discrepancies in pay for equal work.

The period up to April 2026 has again seen a degree of change across NJC as the business experiences regrowth and this has necessitated the requirement to make alterations to its Head Office and Operations in the year. The company has also seen significant restructures in the executive team, but despite these challenges, NJC continues to increase the number of women in senior roles, which is key to closing the pay and bonus gaps.

Please note 2024-2025 figures are in red for comparative purposes.

**Calculation Gap**

- Mean Gender Pay Gap -83.15% (12.73%)
- Median Gender Pay Gap 0.00% (1.5%)
- Mean Bonus Gender Pay Gap -35.13% (16.23%)
- Median Bonus Gender Pay Gap -131.48 % (-5.15%)

**Proportion of Males and Females receiving a bonus payment**

- Male 8.67% (15.63%)
- Female 4.75% (8.47%)

**Quartile Bands**

	Upper quartile %	Upper - Middle quartile %	Lower-Middle quartile %	Lower quartile%
<b>Male</b>	52.24 (52.94)	31.58 (34.31)	33.83 (35.29)	29.32 (34.31)
<b>Female</b>	47.76 (47.06)	68.42 (65.69)	66.17 (64.71)	70.68 (65.69)

As part of our commitment to equality, we regularly monitor all aspects of equal opportunity with the work force and address any areas where we feel the balance is not right.

Not Just Cleaning Limited (NJC) continues to be an ethical employer, using initiatives like the Gender Pay Gap reporting requirement to drive continual improvement.