



McBride plc

Gender Pay Gap Report **2022**

Who we are:

McBride is one of Europe's leading manufacturers of household cleaning & laundry products and the clear European leader for private label household products. Headquartered in Manchester, UK, with trading roots dating back to 1927, McBride boasts a strong heritage, operating across twelve countries, with twelve manufacturing facilities producing 1.0 billion units a year, employing 3,200 people globally.

A leading value producer of everyday cleaning products, leveraging scale and unrivalled product expertise to deliver a segmented product and customer proposition with a cost-aware sustainability agenda. We operate through five divisions and a number of Group functions, we are 'One McBride' with common values and guiding principles instilled across the organisation.



What have we seen during the reporting period?

In the UK our business meets the requirement to report our gender pay gap calculations.

We are making progress in reducing our gender pay gap and are pleased to report another good year recognising the positive impact we can have. We continue to build an environment that is inclusive, supportive and flexible and encourages more women to work in the manufacturing sector. We are confident in our approach on pay as we continue to use an objective job evaluation methodology to ensure that all jobs are graded consistently across the Group regardless of who is incumbent. In the latest reporting period we have seen the following positive impacts:

- McBride now reports 33.8% females employed in its UK business (an increase from 30.6% in 2020) which remains above the UK average for the sector.
- Our Executive Committee has a balanced gender diversity with 43% female representation and 57% male.
- We have seen a positive increase in females within the upper and upper middle pay quartiles.
- We have reviewed our incentive schemes introducing new eligibility criteria for participation which is now consistently linked to job grading regardless of job type.
- The percentage of female new starters out of all new starters has increased to 45% compared to 41% in the previous reporting period.
- There has been a significant increase in promotions from within our UK population with 88% of all promoted colleagues being females.

What is happening in our industry?

Information from the Office for National Statistics (ONS) suggests that in the UK:

- The female employment rate for September to November 2021 was 72.2% versus a male employment rate of 78.8%.
- Women made up the majority of part-time employment at 37%, compared to 13% of men, with women making up 72% of all part-time workers in August 2021.
- In September 2020 there were around 2.5 million people employed in the manufacturing industry in the UK. Proportionately this population was understood to be made up of around 25% females and 75% males.

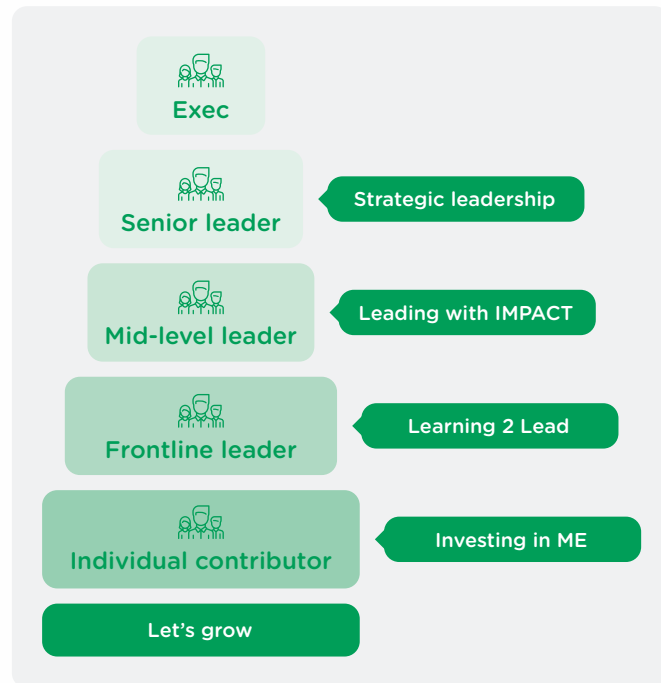


How our culture supports our gender inclusivity

We recognise that recruiting, developing, promoting and retaining diversity amongst our colleagues is an important part of our commitment to build an inclusive culture within McBride.

Developing our people

Over the last year, despite the challenges of the Covid pandemic, we have remained strong in developing and growing internal capability through our 'Let's Grow' development framework. This framework consists of four programmes that support our colleagues to develop over time from individual contributor roles up to strategic leadership roles.



McBride Cares

McBride supports all colleagues with a comprehensive Employee Assistance Programme which is in place to offer 24 hour support/365 days per year to colleagues and their families in dealing with lifestyle, physical or mental health issues.



Our Interim Smart Working Policy

In 2021 we introduced a new interim hybrid way of working for colleagues who are able to work from home to opt into our 'Interim Smart Home Working Policy'. The policy enables participants to work from home up to 50% of the time and in an office or site for the remainder. With extremely positive engagement with 97.5% eligible colleagues opting in. We have also observed an increase of flexible working requests during 2021 to amend working patterns and base locations, 98% have been successfully implemented.

Investing in people systems

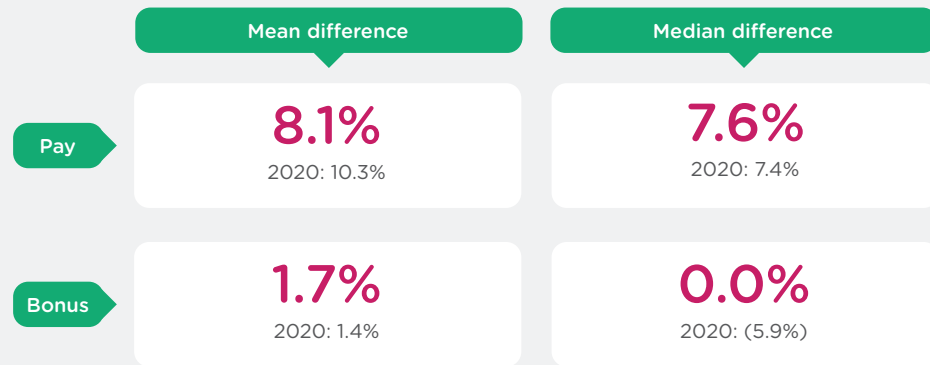
A strategic investment in standardising and transforming our people systems and ways of working across Europe has commenced. The new functionality we achieve through systems from 2022 and beyond will enable our colleagues to be better connected and supported in both their day to day work and future development. Growing our capability in this way will further enhance our efforts to build a strong culture of diversity and inclusion. In addition our ability to hold, analyse and draw insight from our data will help us to improve our understanding of any additional measures we can take to narrow our gender pay gap in future years.



Gender pay gap calculations

Measuring the difference

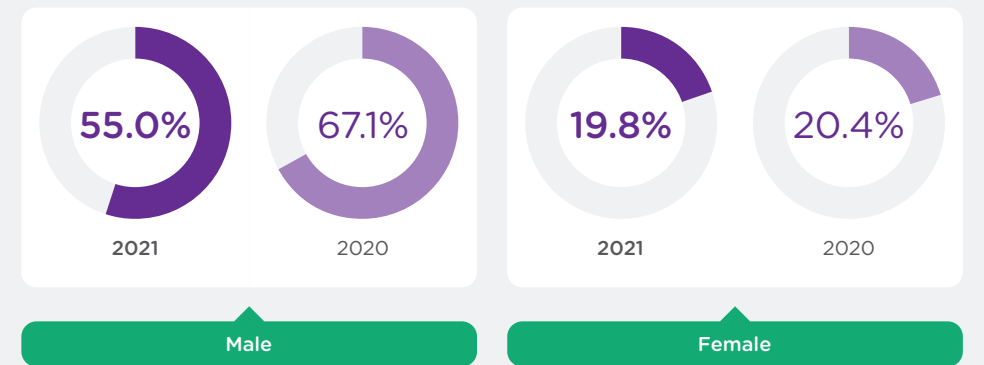
Gender pay and bonus calculation difference between men and women



- Our mean results are lower than the averages seen across other reporting UK businesses.
 - The mean difference for pay is at 8.1% which is a positive reduction of 2.2 percentage points compared to the previous year.
 - The mean difference for bonus remains less than 2.0% at 1.7%.

- The sample size of our UK business is relatively small compared to other UK companies and as such the outcome of the median calculations can fluctuate year on year. This year, the median difference for pay remains lower than our mean difference at 7.6% and the median difference for bonus is negligible between men and women.

Proportion of males and females receiving a bonus payment



- The main contributing factor to there being a difference in the percentage of male and female bonus receivers is that our site based operational roles are eligible for a productivity bonus and there are proportionately more men than women in these roles. As a consequence, there are more male 'bonus receivers' as a whole, inclusive of our office-based colleagues. At McBride, the bonus and incentive schemes' criteria and eligibility is equivalent for both men and women.



Gender pay gap calculations continued

Measuring the difference

Proportion of males and females in each pay quartile

(%)



- At McBride we employ more men than women in the UK business as a whole which is also observed across each of the pay quartiles we report. We therefore anticipate that the result of our mean difference calculation will be higher for men than women whilst that remains to be the case.
- Across all of the pay quartiles, we observe that there are more men than women which is in line with the expectations for the manufacturing industry. In 2021 we have seen a positive increase of female representation in each quartile and also the UK business as a whole contributing to our improved gender pay gap results in 2021.



Notes

Gender pay gap reporting

Gender pay gap reporting became a statutory requirement in the UK from April 2017. Any company that has a legal entity employing 250 or more people in the UK must complete and publish six calculations to examine pay and bonus awards for men and women to see if there is a difference.

Gender pay gap versus equal pay

Equal pay is about a man and a woman receiving equal pay for the same or similar job. Gender pay gap calculations look at the average pay across a company's entire UK population regardless of role type or grade.

How do we calculate the mean difference for pay and bonus?

To perform a mean difference calculation we add all of the payments for women together and divide the sum of these by the total number of women, and do this same calculation for men. We then divide the difference between these two figures by the male figure and multiply by 100.

How do we calculate the median difference for pay and bonus?

To perform a median difference calculation we order all of the payments for women from highest to lowest and select the payment at the middle of the group, and do the same for men. We then divide the difference between these two figures by the male figure and multiply by 100. The outcome of the median calculations for pay and bonus will typically relate to different people at the medians each year.

Bonus receivers explained

This calculation helps to determine what percentage of women and men received a bonus in the reporting period.

What does the pay quartile calculation show us?

The hourly pay quartiles analysis combines women and men and places them in order of pay from highest to lowest. This helps to determine the proportion of men and women in each quartile, and identify potential areas of focus and levers for change.





McBride plc has been a leading contributor in the development of the A.I.S.E. Charter for sustainable cleaning and was the first Private Label company to achieve Charter status.



FTSE4Good

McBride plc has been accepted into the FTSE4Good Index Series of leading companies which meet globally recognised corporate responsibility standards.

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