



**McBride plc**  
**Gender Pay Gap Report 2023**

## 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, in 18 locations selling over 900 million units a year, employing over 3,000 people globally

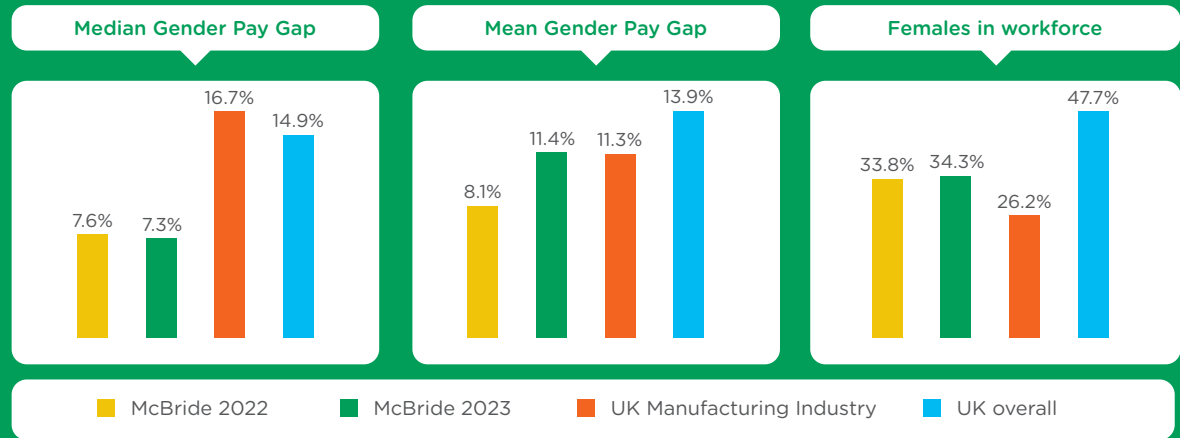
A leading value producer of everyday cleaning products, leveraging scale and unrivalled product expertise to deliver a segmented product and customer proposition with a cost-aware sustainability agenda. We operate through five divisions and several Group functions, and we are 'One McBride' with common 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 on our gender pay gap.

Our median gender pay gap has reduced by 0.3% since our 2022 report. This now stands at 7.3%. Our mean gender pay gap is 11.4%. This has widened since our 2022 report, but this change is related to two specific colleague changes detailed later in the report. Excluding these two changes, our mean gender pay gap shows the same trend as the median pay gap over the reporting period. Our median Gender Pay Gap remains below both the UK manufacturing median and overall UK median.

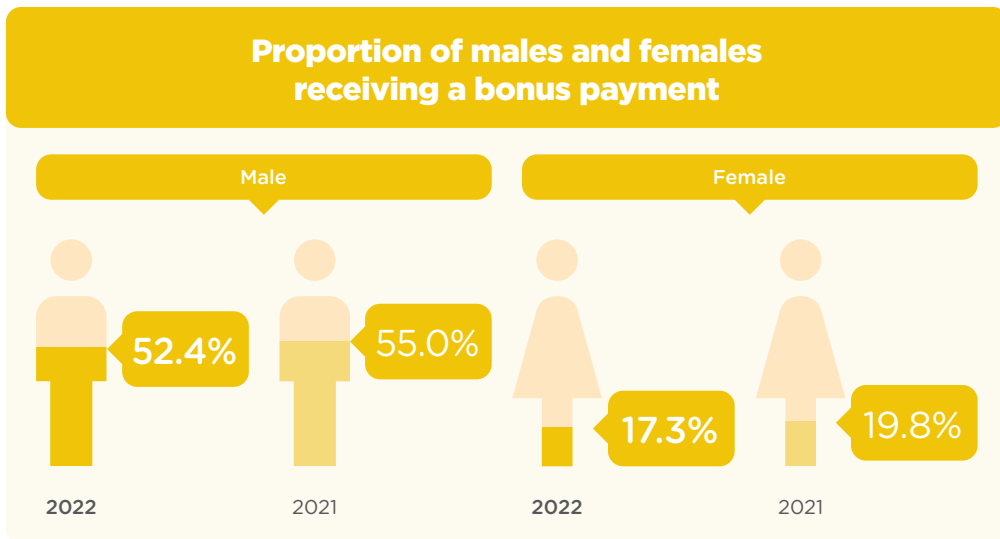
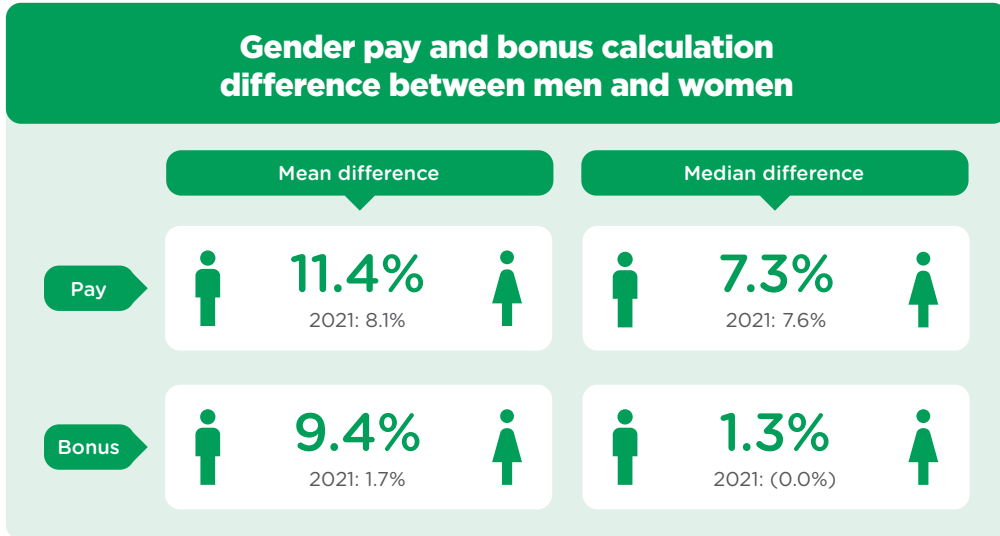
We recognise the positive impact we can have on our gender pay gap through continuing to build an environment that is inclusive, supportive, and flexible. We want to encourage more women to work in the manufacturing sector over time, and we highlight relevant initiatives in this report that support this aim. In the latest reporting period, we have seen the following:



In addition, 64% of promotions during the reporting period were awarded to women. This means that proportionately we promoted more than 3 times as many women as men. Linked to the above, we have also seen an increase in females in the lower middle and upper middle pay quartiles.

Overall, 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 incumbent.

# Calculations<sup>1</sup>



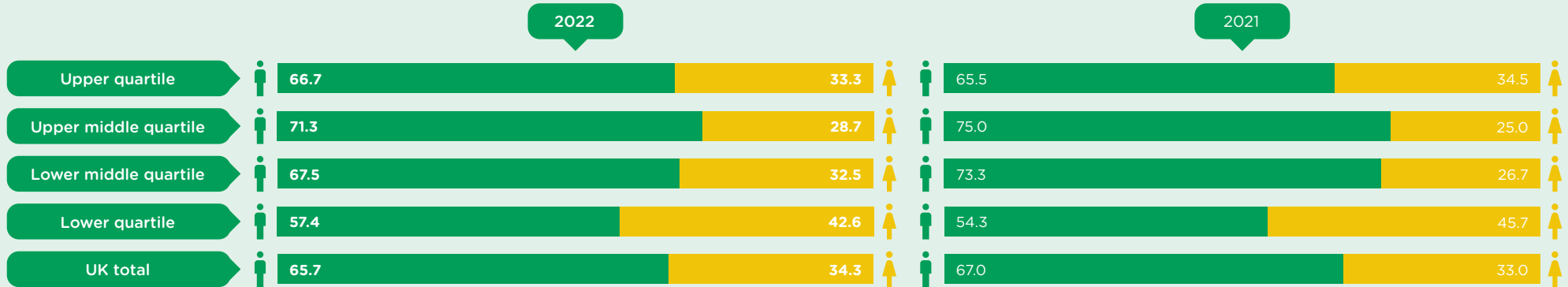
- The sample size of our UK business is relatively small, both compared to our global operations and compared to other UK companies. Our corporate head office is based in the UK, meaning that the majority of the higher salaries within the corporate group are earned in the UK. Combined, this means that individual colleague changes can have a material impact on our gender pay gap, as highlighted below.
- The movement in the mean gender pay gap is heavily influenced by two changes:
  - The retirement of a UK-based senior female, and recruitment of a UK-based male as replacement
  - The resignation of a non-UK-based senior female, and recruitment of a UK-based male as a replacement
 These two changes combined worsened our mean gender pay gap by 3.6% and our mean bonus gap by 13% over the reporting period. Note that the full impact on the bonus pay gap will likely be greater as neither replacement had sufficient service to earn a bonus in the current reporting period. In both of these cases, the individual joining McBride was recruited as the best candidate for the role on merit alone, using a recruitment process free from any gender bias.
- Aside from the above, our mean gender pay gap for the remaining UK workforce reduced by 0.3% - in line with the reduction seen in our median gender pay gap - and our mean bonus gap improved by 5.3%. Whilst we do not discount the fact that our gender pay gap has worsened overall, we remain confident that we are continuing to build an environment that is inclusive, supportive and flexible for all colleagues.
- Our mean results are lower than the averages seen across other reporting UK businesses.
  - The Mean difference for pay is 11.4% which has increased by 3.3% since last year
  - The mean difference for bonus has also worsened by 7.7%, increasing to 9.4% this year
  - This year the median difference for pay remains lower than our mean difference at 7.3% (a reduction of 0.3% since last year) and the median difference for bonus is 1.3%, which shows a small year-on-year increase.
- 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, all bonus and incentive scheme criteria and eligibility is rules-based and does not depend on gender.



1. Figures compare our current gender pay gap (calculated as of April 2022) versus those reported last year (calculated as of April 2021)

# Calculations continued

## 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.
- 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.
- The two senior colleague changes detailed on the previous page resulted in the proportion of females in the upper quartile reducing over the reporting period.
- We are pleased to report a significant increase in females in the lower middle and upper middle pay quartiles, reflecting the improved career progression of females within our business. There is a corresponding reduction in the proportion of females in the lower pay quartile. This has contributed to our improved median gender pay gap.



# 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.

## Learning

We have made a strategic investment in standardising and transforming our people systems. From June 2022 all colleagues had access to a digital learning platform containing modules allowing them to build broad, future-fit skills across a wide range of topics. This new learning journey allows colleagues to access a broader range of career and learning opportunities at McBride.

We also continue to support and develop 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.



## Talent Planning

Our investment in people systems has enabled us to undertake a talent review across all office-based roles, covering more colleagues than we have ever done before. This review will enable us to identify high potential colleagues more objectively throughout the business, which over time should contribute to reducing our gender pay gap.

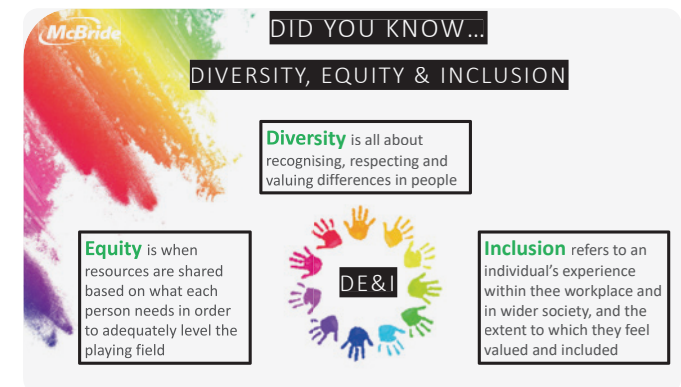
## Group Wide Initiatives

Our investment in people systems also means that we have access to greater quality of data, allowing us to drive action through better understanding this data. One example of this is that in 2023 we will calculate our global gender pay gap. Although not specifically related to our UK-only reporting, this work will help us to set future objectives relevant to our workforce to further improve our gender pay and wider diversity position.

## Diversity, Equity & Inclusion

We are running a campaign in March 2023 focused on Diversity, Equity and Inclusion (D E & I). This will raise awareness of D E & I across all our locations with a "Did You Know..." focus, including a range of learning material for colleagues, covering topics such as Ethics, Curbing Bias and Cultural Diversity. During this period, International Women's Day, International Day for the Elimination of Racial Discrimination, and International Transgender Day of Visibility are recognised across the business.

Through programmes such as this we aim to raise awareness of D E & I topics with all colleagues and increase inclusivity within our workforce. For the remainder of 2023, we are completing an engagement survey on D E & I and will be focusing on upskilling our wider HR team and senior stakeholders within the business on D E & I topics to further promote diversity across our business.



# 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 woman to see if there is a difference. This report is dated March 2023 and in line with reporting requirements, reflects our gender pay gap position as of April 2022.

## 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.

## Written Statement

We can confirm that the gender pay gap information reported is accurate and in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

## Jane Cronin

Chief HR Officer, on behalf of Robert McBride Limited





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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.