



The cleanTEC Way



OUR STORY

YOUR SUCCESS





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INTRODUCING THE cleanTEC WAY

CleanTEC is an industry-leading commercial and contract cleaning company. For nearly 25 years, we have provided a full range of cleaning services to our clients in various organisations and sectors. We are thriving in the education sector, and as our presence within both commercial and public sectors grows, we are becoming a notable name in these areas too. As we have evolved, it has been all too familiar to see our competitors bought out by larger businesses who specialise in acquiring smaller firms. We were determined to avoid a similar fate for CleanTEC and protect the people who had worked hard for our company.

Our vision is to preserve the culture of the business, build on our success and ensure we remain a stable and sustainable company. That's why 72% of the business ownership was transferred to a trust for the benefit of all employees in March 2021.

We are committed to providing high quality jobs, career paths and opportunities for advancement for all of our employees. By instilling these standards within our company, we support not only our team, but also our clients, who benefit from happy, confident employees delivering high quality service.

In this booklet, we will tell you our story, set out our Purpose and Values, and explain how you can contribute your voice to the continued improvement of CleanTEC.



WELCOME MESSAGE

**Peter Rochford
& Chris Rogers**
Co-Founders

At CleanTEC we strive to achieve high standards and are proud of what we have accomplished since the business was founded in the year 2000. We focus on providing exceptional service, which in turn has created many jobs and careers. Since 2021, we are delighted to be employee owned.

The value we place on respect and teamwork drives us to ensure we create an environment where our employees enjoy and feel pride in their work. We have held these values since day one, so becoming employee-owned felt like the natural next step.

As CleanTEC continues to grow, we have felt that we have needed structures and procedures in place to ensure our values are not just lofty goals, but are acted upon and implemented every day. That is why the Trustee Board, main Board and Employee Council believe a crucial element is getting people involved from all areas of the business to contribute their voices for our continued success.

We care about cleaning and those who work with us. Putting that care into practice is our purpose, which will continue to guide our decision making, our growth and the future development. CleanTEC's success is our employees' success.



OUR STORY

Back in 1999, Peter and Chris were working as senior managers at a large, internationally owned cleaning company. They were asked to go against their values and implement policies which they felt were unfair to their employees and colleagues. Peter and Chris, determined to create a business environment where members of staff would be treated with respect and appreciation, started a new venture together and so, CleanTEC Services was born in 2000.

21 years later, Peter and Chris wanted to make sure that the value they placed in their employees would last long into CleanTEC's future. They decided to make CleanTEC employee-owned, transferring 72% of their shares into two trusts which would hold the shares on behalf of all CleanTEC employees who have been with the business for over 6 months.

Peter and Chris did not want to see a larger company buy out the business, only for the contracts and cleaning teams to be retained while other employees were replaced by the larger company.

Now that CleanTEC is employee-owned, the interests of CleanTEC employees (as shareholders in the business) are represented by the Employee Ownership Trust Board. We have also set up an Employee Council to make sure we take account of the views of our colleagues on all important matters. According to the Employee Ownership Association; *"Employee-owned businesses tend to be more successful, competitive, profitable and sustainable. This is because those businesses are better at recruiting and retaining talented people who are committed to the company and its success"*

We can only deliver brilliant service to our clients thanks to the efforts of everyone who works with us.



We care about cleaning and those who work with us.

Everyone within our business knows what our Purpose is, identifies with it and is confident that it accurately describes what working at CleanTEC is all about.

Our Purpose is used as a reference point for every decision we make across the business. It is about the respect we have for one another as colleagues. We all contribute to the business, we all have an important role to play and we all deserve a voice.

OUR VALUES

Our Purpose is underpinned by our four values. Our Founding Directors, Peter Rochford and Chris Rogers, have always believed that this business can only achieve success through the effort and commitment of everyone who works in it. Only by living up to our values - **respect**, **teamwork**, **pride** and **enjoyment** - will our company and our clients maximise our potential.



Respect

We should treat one another as we would expect to be treated ourselves. We all bring skill, talent, experience and effort to this business. By valuing these attributes and showing each other due respect, we can make a difference to CleanTEC and therefore our clients. Mutual respect helps us stand out from our competition.

Teamwork

Our success as a team can only happen through our individual roles and the parts we play in delivering superior service to our clients. We rely on each other to fulfil our specific roles and responsibilities which can only be achieved through encouragement and team effort. Our strong unity as a company ensures we give our clients an outstanding service.





Pride

Everyone comes to work to do the best that they can. We care about the quality of our work, pay attention to detail and remain committed to giving the best possible service to our clients. When CleanTEC succeeds, our employee-owned structure means that we all succeed. That makes working for CleanTEC something our employees can be proud of.

Enjoyment

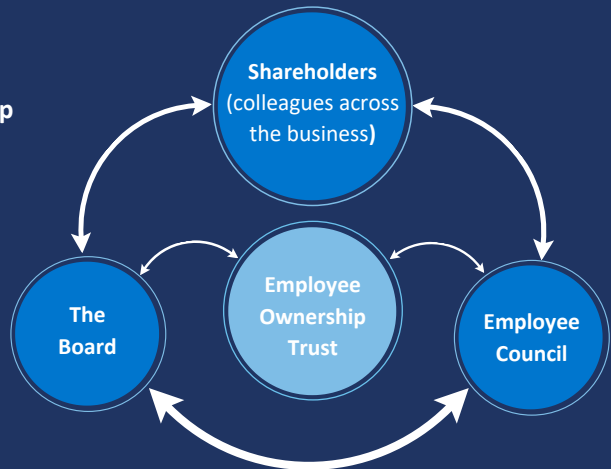
One third of your life is spent at work! With that in mind, we at CleanTEC want you to love working with us. Everyone likes to be recognised for their success and to feel like they are part of a team that is good at what it does. Many want the chance to progress in their careers within an organisation they are happy working for. We ensure that you know you are valued, a crucial part of a great team and most importantly, you enjoy working for us.



HOW OUR BUSINESS IS STRUCTURED

Since becoming an employee-owned business in March 2021, there are three key elements to our business structure.

- **The Employee Ownership**
- **The Trust Board**
- **The Employee Council**



This diagram shows the lines of communication between the Shareholders, the Employee Ownership Trust, The Board, and the Employee Council. The Board seeks the opinion of colleagues through the Employee Council on various matters. These views are then fed back to the Board and the Trust. The Board is accountable to the Trust for the delivery of a business strategy that is reviewed every three to five years. The Board also is responsible for the day-to-day running of the business.

Shareholders have input on:

- **The Board via their managers and directors**
- **The Employee Council via their section representatives**
- **The Trust Board, which is acting on their behalf**

Just as we all rely on each other to deliver great service for our clients, the structure of the business re-enforces the dependency that we have on one another to make CleanTEC a great place to work.



THE EMPLOYEE OWNERSHIP TRUST

The Employee Ownership Trust is the body that holds company shares on behalf of all employees across the business and ensures the business is being run for the benefit of all employees. The Trust makes decisions that have an impact on the shareholdings of the company, as well as the future direction of the business.

The Board of Trustees includes the Founding Directors (Peter Rochford and Chris Rogers), Employee Trustees and an Independent Trustee from outside the business. All Trustees have an equal voice and an equal vote.

This Board of Trustees holds the main Board accountable for delivering our business strategy and the trading performance of CleanTEC, whilst acting as a platform for new ideas and future plans.

THE BOARD

The Board is responsible for the daily running of CleanTEC, as well as delivering the agreed-upon strategy for the business. The Directors and members of the Board are responsible for leading the business and making the decisions that are in the best interests of CleanTEC and its employees.

CleanTEC has grown considerably since 2000 and will continue to do so in a prudent and sustainable way through gaining new clients and contracts. We will buy businesses when there are opportunities to do so and the terms are right for us.

Delivering the agreed-upon strategy of the business involves listening to the ideas of our colleagues, which are voiced through the Employee Council. Whilst the Board cannot guarantee that it will implement every idea that comes forward, it will consider them all. It will also actively seek the views of colleagues by asking the Employee Council specific questions when relevant. This is a two-way dialogue, and great emphasis is placed on making this communication work for the benefit of us all.



THE EMPLOYEE COUNCIL

Our employees are partners in CleanTEC and have direct input on both the day to day running of the business and its future direction through the Employee Council. The Employee Council is a body made up of a chairman and representatives from each area of the business: **Sales, Finance, Operations, Health & Safety** and **Administration** Teams. These representatives are elected to sit on the council for 12 months, representing their department, its opinions and needs.

CleanTEC's managers go out of their way to consult with their colleagues, share information about the company and give them responsibility and autonomy. The Employee Council meets regularly to listen to the views of employees across the business, feeding these back to the main Board and the Board of Trustees. The Council also considers questions that are posed by the Directors that are important to the business.

The Employee Council is an essential device for ensuring all voices are heard at all levels. Matters conferred at the meetings are relayed back to the teams so they can receive updates of all issues and add their feedback to what has been discussed. The section representatives are fundamental to their team. They are the voice of their colleagues and also ambassadors for employee ownership across CleanTEC.

Through the formation of our Employee Council and employee ownership itself, CleanTEC's employees are empowered to be creative and entrepreneurial. As such, they are strongly committed to CleanTEC and its success.



THE BENEFITS OF EMPLOYEE OWNERSHIP

Benefits for the business:

- Our independence is guaranteed – the decision has been made not to sell the business to another organisation. Instead ownership has been passed to employees across the business.
- Together, we control the destiny of the business and can build on our success to date.
- Our culture and way of working, underpinned by our values, is protected.
- We can retain our talent and recruit other talented individuals to our business.
- We can offer attractive career paths and meaningful jobs for all our colleagues.
- Our clients show huge admiration for our employee-owned status. This has been a key selling-point in winning new contracts and thus building our business.
- By being employee-owned, we can differentiate ourselves clearly from the competition in our chosen markets.

Benefits for CleanTEC employees:

- Our decision to become an employee-owned business solidifies our commitment to keep the CleanTEC team together.
- As we grow, there will be new opportunities for career progression.
- We are committed to try to fill senior roles from within the business as part of our succession planning.
- In the longer term, when the business has paid for the shares purchased on behalf of employees, there will be greater scope to use a bonus scheme to distribute payments to all colleagues.
- If the company was ever sold – which would have to be in the employees' best interests – all employees would share in the value of that transaction.
- Being part of an employee-owned business creates a sense of belonging and being valued, which is very hard to replicate in a conventionally owned business.



We care about cleaning
and those who work with us.





Proud to be Employee Owned

