

GENDER PAY STATEMENT

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CFH Docmail Ltd.

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We note some fluctuations in our reported pay gap because we are a medium-sized organisation with a predominantly male workforce, so small changes in our employee profile have a significant statistical impact.

We have reported a gender pay gap, but this does not mean women are paid less than men for doing the same job in CFH; our grading structure ensures that this does not happen. Our analysis of the statistics showed that we made a relatively small number of senior level appointments in the year, and that they were predominantly new male employees. Conversely, we also brought in-house several roles which were previously carried out externally or via agencies. Whilst this gave those new staff members increased employment protections and improved terms and condition/benefits etc, the fact that these were primarily filled by female workers has adversely affected our gender pay gap figures.

Taking a 'point in time snapshot' of this data on a set date, as required by regulation, does create a level playing field for all reporting organisations in the UK. However, it masks the fluidity of gender pay gaps, which can fluctuate from month to month and across pay quartiles.

For example, CFH operate 2 different payrolls which have different pay dates. We granted an annual cost of living increase equally across our business with effect from 1st April 2023, and the 'point in time' snapshot required by legislation is 5th April. At that point, our second payroll had not yet been run with backdated pay increases for those staff and this further artificially widens the reported gender pay gap on the 5th April.

The specialist skillsets within CFH command very different salaries, thus the potential for significant differences in salary in a skills-diverse organisation like ours is high. And, with approximately two-thirds male and one-third female relatively small changes in the distribution of females across the different pay quartiles can have a large impact on our gender pay gap.

The major factor that impacts fluctuations in our gender pay gap, month by month, is changes in the people who work with us. In a smaller organisation like ours, changes in recruitment and attrition can have a significant impact on our data. Our voluntary leavers attrition rate remains low (at approximately 1% per month).

We continue to review our talent attraction approach, using job-specific selection criteria to ensure fairness and inclusivity. We will also monitor attraction, applicant progress and recruitment decision making to understand if there are underlying issues or biases in our recruitment.

We have recently undertaken our first employee engagement survey, so we can hear the views of all our people. This generated anonymised real-time data on key people issues and we are communicating this throughout the business in a transparent way while we involve our people in finding and implementing betterment solutions.

We have also begun to role-model new hybrid ways of working, including a greater degree of flexibility with work patterns where possible. Whilst this is in its early stages, we believe that this may help us to attract and retain talented people and particularly a higher proportion of female staff. Many of our employment policies are already enhanced and ‘family friendly’ and our people have given us positive feedback on this.

Interestingly, we granted a ‘thank you’ bonus to all our staff this year, and we paid everyone exactly the same amount of money (paying it pro-rata to the number of hours our people are contracted to work). As a percentage of pay, this would have been higher, and of greater benefit to our lower paid staff.

The reported gender pay gap in bonus pay does therefore somewhat unfairly penalise CFH for employing a large number of female staff in part time and family friendly hours of work as detailed above.

We are committed to equal opportunity and equal treatment of our employees. Our leadership ratio of male to female is reflective of the total employee ratio of male to female across the business. It is noteworthy that our talent and succession planning ‘pipeline’ has a higher proportion of females than the current leadership ratio.

I confirm that the gender pay gap information we have published is accurate and follows guidance as published by HMRC.

Tony Veghela – Group Head of HR

CFH DOCMAIL GENDER PAY: FACTS AND FIGURES

BASIC PAY*

Difference between men and women	
14.8% Mean	12.1% Median

* The calculation is based on the salary paid to every employee regardless of position. Further scrutiny would show that male and female staff fulfilling similar roles receive equal pay.

BONUSES PAID*

Difference between men and women	
25.3% Mean	0% Median

* The median bonus payment for both men and women was identical – this figure is based on comparing the bonus paid to the middle male & middle female recipient by value of bonus.

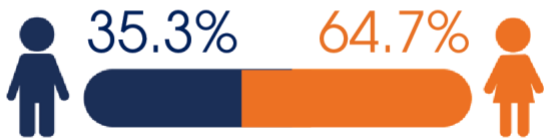
PROPORTION OF MEN AND WOMEN WHO RECEIVE BONUSES*

Males that received a bonus 100%	Females that received a bonus 100%
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* A bonus was paid to all employees who were employed by the company.

PAY QUARTLIES*

Lower quartile



Lower middle quartile



Upper middle quartile



Upper quartile



* The percentages shown reflect the proportion of male and female employees in each band if you split all employees evenly across four proportional bands based on total wage.