

GENDER PAY STATEMENT

We note some reductions in our reported pay gap this year. 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 these were a higher proportion of females than in previous years.

The company has continued to pay staff at least the Real Living Wage over the past three years. Those affected members of staff will have seen pay increases well above inflation (c27% over three years). A statistical outcome of this is a flattening of the differentials between our reported pay lower middle and lower quartile 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. The 'point in time' snapshot required by legislation is 5th April. At that point, our second payroll had not yet been run with any backdated pay increases for those staff, and this further artificially widens the gender pay gap reported on 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 staff numbers, relatively small changes in the distribution of females across the different pay quartiles can have a large impact on our gender pay gap.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

CFH are proud to be a supportive employer in terms of hybrid and flexible working where possible. We want to retain our skilled and talented staff, and we have made accommodations for returners from maternity/paternity, for school holidays etc. This is open to all staff, but we find our female employees are much more likely to take us up on this. We are somewhat disappointed that this positive action has statistically reflected negatively in our gender pay gap report.

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).

How does our gender pay gap compare with that of others?

The mean gender pay gap for the whole economy (according to the October 2024 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 13.8%, while in the manufacturing sector (according to the CIPHR) it is 14.9%. At 13.7%, our mean gender pay gap is lower than the whole economy and our sector.

The median gender pay gap for the whole economy (according to the October 2024 ONS ASHE figures) is 13.1%, while in the manufacturing sector (according to the CIPHR) it is 11.4%. At 12.5%, our median gender pay gap is higher than the whole economy and our sector.

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 second 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 are also continuing to role-model new hybrid ways of working, including a greater degree of flexibility with work patterns where possible. We believe that this helps 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.

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.

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 Vaghela – Group Head of HR

CFH DOCMAIL GENDER PAY: FACTS AND FIGURES

This is our annual gender pay gap report for the snapshot date of 5 April 2024.

BASIC PAY*

Difference between men and women	
13.7% Mean	12.5% Median

BONUSES PAID*

Difference between men and women	
39.3% Mean	0% Median

* Our mean gender bonus gap is 39.3% (this is because bonus was calculated according to working hours, and our part time workers are predominantly female)

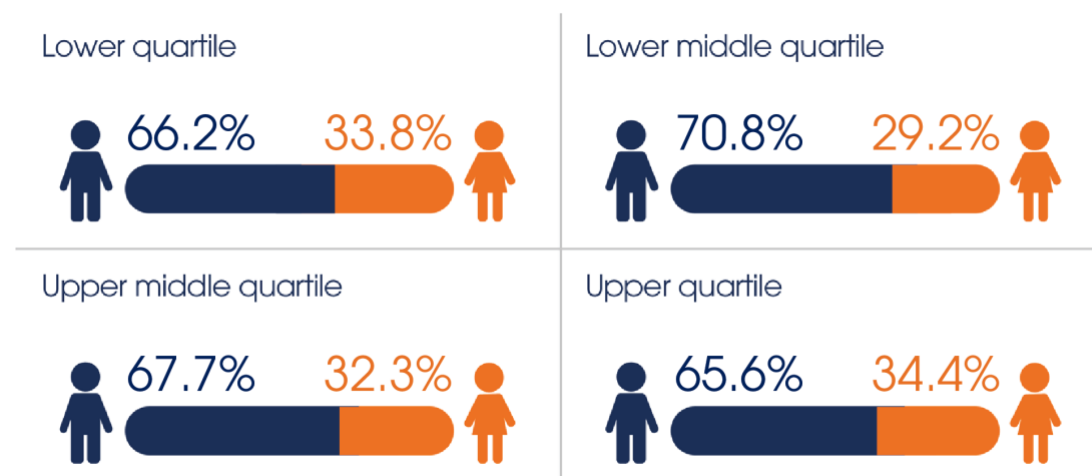
* Our median gender bonus gap is 0.00% (this is because all staff are paid according to their hours worked)

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 QUARTILES*



* 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.