



Gender Pay Gap Report

This report sets out the gender pay gap statistics for the Agilico Group in relation to the reporting year of 2022/2023.

Introduction

Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, we are legally required to publish, on an annual basis, specified information relating to our gender pay gap.

The following information has been calculated in accordance with the Regulations and is legally compliant.

Scope

The gender pay gap is the difference between the average pay of men and women, expressed as a percentage. The gap is calculated across the entire workforce of an organisation.

The gender pay gap has many contributing factors which will differ from organisation to organisation, across sectors and across geographical locations. These factors may or may not be unlawful or discriminatory, guided by society or cultural aspects, or as a result of internal organisational practices.

It is crucial to our understanding of gender pay disparity to recognise that the gender pay gap is different to equal pay. Equal pay is where there is a discriminatory pay difference between men and women who carry out the same job, jobs rated as equivalent or work of equal value. The existence of a gender pay gap does not automatically give rise to any discrimination or equal pay matters.

Organisational context

During the review period Agilico provided workplace technology to around 14,000 customers, operating from 12 offices spread across the UK.

Our goal is to make work easy for our customers, while improving operational effectiveness and efficiency.

Our expertise and experience span these key areas:

- Managed Print
- Automated Invoice Processing
- Information Management
- Agile Working
- Business Telecoms & Managed IT

We are immensely proud of our 470 colleagues who consistently deliver outstanding service to our customers and create the inclusive and collaborative culture we have at Agilico. Our team's commitment to our customers is also reflected in our 4.9 Star Trustpilot rating.



Our commitment to equality and diversity

Agilico is committed to supporting, developing, and promoting diversity and equality in all its employment practices and activities. We aim to establish an inclusive culture, based on the values of fairness, dignity, respect and freedom from discrimination. The Group supports and develops employees through providing everyone with access to personal and career development opportunities, and employment on an equal basis regardless of race, national or ethnic origin, disability, age, gender, sexual orientation, transgender identity, or religion/belief.

We value diversity and recognise that the business is greatly enhanced by the different range of backgrounds, experiences, views, beliefs, and cultures represented within its people.

Further detail is outlined within our *Diversity & Equality Policy*.

Our approach to pay and reward

The ability to attract, retain, reward, and motivate talented individuals is critical for achieving our strategic goals and long-term success.

Our *Compensation & Benefits Policy* aims to provide clarity on Agilico's framework to create, modify and maintain fair, equitable and appropriate compensation which takes into account equal and fair pay, role grade, competencies and experience, and in some instances, availability of talent in the market.

Furthermore, Agilico looks to reward colleagues via our performance management processes, which holistically identifies colleagues who have excelled within their role across the review period.

Gender pay gap

On 5 April 2023, Agilico's total workforce comprised of 78% men and 22% women, a slight decrease on the proportion of female colleagues reported for FY 2022 (77% men and 23% women).

Mean gender pay gap

Based on the mean (average) hourly rate of pay for male and female employees in the relevant pay period, our mean gender pay gap is 32.9%, (38.1% FY 2022).

The decrease year on year relates to the acquisition of Capital Document Solutions (now known as Agilico Scotland) as well as the exit of some senior male colleagues.

Median gender pay gap

Based on the median (middle) hourly rate of pay for male and female employees in the relevant pay period, our median gender pay gap is 23.0%, (29.3% for FY 2022).



Gender bonus gap

The proportions of male and female employees who received bonus pay during the relevant pay period are as follows (percentages are rounded to one decimal place):

- Male employees: 52.9% (54.2% FY 2022)
- Female employees: 34.6% (27.6% FY 2022)

Commission and performance incentives are included in these figures.

There has been a positive change to the proportion of female colleagues; this is due to the implementation of scheme initiatives and the acquisition as previously mentioned, resulting in more female colleagues having the ability to earn commission or bonuses.

Mean gender bonus gap

Based on the mean (average) bonus pay for male and female employees in the relevant pay period, our mean gender bonus gap is 41.9%, rounded to one decimal place (25.6% FY 2022).

Similar to FY 2022, there are a handful of female colleagues in receipt of sizable commission or bonuses. Although there is an increase in the number of female colleagues in bonus and commission earning roles, the value of these variable elements is lower than the previous year.

Median gender bonus gap

Based on the median (middle) bonus pay for male and female employees in the relevant pay period, our median gender bonus gap is 50.1% (18.8% FY 2022).

This gender bonus gap has increased due to additional male colleagues from the Capital Document Solutions acquisition. These additional colleagues were not subject to an incentive plan like male colleague across the rest of the business (which are typically low value amounts). As a result, only 33% of total males colleagues in bonus and commission earning roles were in receipt of values under £1,000, for the year (whereas in FY22 this was 44%), increasing the median male bonus figure and increasing the gender bonus gap.

Salary pay quartiles

The following table separates our entire workforce into four equal quartiles based on the salaries that are paid to these employees. These quartiles are then further broken down into the number and proportion, expressed as a percentage, of male and female employees in each quartile.

	Lower		Lower middle		Upper middle		Upper	
	Number	%	Number	%	Number	%	Number	%
Male	75	65%	88	76%	95	82%	105	91%
Female	41	35%	28	24%	21	18%	11	9%



Reasons for pay disparity

We consider the following contributory causes for our gender pay gap:

- Across the overall business, there is a lower percentage of women to men.
- There are more women in lower paid administrative roles and too few in senior positions.
- In the most recent acquisition, the number of acquired colleagues are predominantly male.
- Following the acquisition of several businesses, we continue to work on pay structures and are not yet completely aligned. This remains a focus to the business.
- The print industry traditionally attracts more men than women, specifically within areas of sales, engineering, and software development. Therefore, it may take longer to close the gap, but we aim to implement plans to attract more women into the sector.
- We have a lower proportion of females in commission earning roles, which is where the higher value bonuses are typically earned.

Our action plan (below) demonstrates the initiatives we have in place to improve our gender pay gap.

Understanding our results

We are committed to reducing, and subsequently closing, any identified gender pay disparity.

Our action plan shown below will form part of the Company's commitment to equality and diversity and will be implemented in line with internal policies that are relevant to this commitment.

Area	Action
Recruitment	We aim to work with third party companies that understand our aim to present a balanced number of qualified female and male applicants for each job vacancy advertised by Agilico.
	We will work with department heads and our recruitment partners to ascertain how we can encourage more women to apply for roles within sales, service engineering, and software development.
	In support of agile working, we will advertise within each job posting that flexible working arrangements will be considered.
Personal Development	We will continue to enhance the continued professional development to all across all levels of management, giving first line and middle managers more opportunity to progress their careers within Agilico much quicker.
	We are in the process of reviewing our internal role grade model to provide additional clarity and demonstrate how colleagues can progress within the business.
Culture & Working Environment	We continue to support hybrid working across many of our departments, as well as allowing more flexibility around core working hours.



	We have reviewed our 'family friendly' policies, including Maternity, Paternity and Shared Parental Leave, to support, retain and attract valued employees.
	We continue to educate our managers to better understand, consider and discuss alternative working practices with existing team members or at point of job advertisement. This coincides with the Equality, Diversity and Inclusion training that all colleagues are required to complete.

Confirmatory statement

We confirm that the information set out in this gender pay gap report is accurate and calculated in accordance with the Regulations.

Emma Reynolds
HR Director

Philip Jan
Chief Financial Officer

Date of statement: 27 March 2024

Contact

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