



# Gender Pay Gap Report

2024/2025

This data has been taken from 5 April 2024



## Frank Millar

Chief Executive Officer, CPI

My colleagues at CPI deliver the incredible, every day. The impact that they create on a global scale is as impressive as it is important and I'm proud to be a part of this journey with over 700 exceptional individuals.

This year, our mean gender pay gap is the lowest it has ever been, at 12.04%, which represents a decrease since 2023. These figures demonstrate the meaningful strides we're taking towards gender pay parity. Female representation in the business is at an all-time high of 42.4% and we continue to enhance our recruitment and hiring processes to improve this figure further. As an inclusive employer, I am proud to say that all line managers across CPI have now undertaken D&I training too.

I am delighted by this positive decrease in our gender pay gap and what it means for the business as we continue to drive more female representation, especially across the higher pay bands. The decrease is indicative of an overall downward trend since we first started reporting on our figures in 2017.

Of course, there is still work to be done to bring our pay gap down further but as ever, I'm sure that CPI will embrace the challenge.

## Our organisation

CPI catalyses the adoption of advanced technologies and manufacturing solutions to benefit people, places, and our planet. As a pioneering social enterprise, we turn groundbreaking ideas into reality. We drive the development, scale-up, and commercialisation of deep tech and innovations in sustainability to create lasting global impact.

Trusted by industry, academia, government, and investors alike, we are committed to revitalising economies, establishing circular supply chains, and making the world a better place.

Our roots are in the North of England and Scotland but the impact of our work is felt on a global scale. CPI's success is due to the incredible efforts of our people. We work together as one cohesive team, regardless of department, united in our commitment build a more sustainable future.





## CPI gender pay gap

At CPI, we are a community of over 700 exceptional individuals trusted to deliver innovation, brilliance and global impact. Our incredible people live by our pride values too, not just in their day-to-day work but in the way they support others; in their allyship and in their purpose.

We have continued to work towards gender pay parity this year. We have improved female representation at CPI; we have made a number of important pledges that will see us become a more inclusive employer and we are continually improving ways in which we support our people at CPI.

This year, the mean gender pay gap has decreased from 13.4% to 12.04%, which is the lowest it has been since we began reporting. Female representation at CPI is also at an all-time high of 42.4%, up from 40.7% in 2023. This is an exciting time for CPI and we intend to capitalise on this great forward momentum. Across the industry as a whole, gender diversity continues to be a challenge. However, we are making many positive strides in this area with the continuation of our STEM ambassador programme, our plentiful early careers opportunities, our D&I training for managers and transforming our recruitment processes.

Our ethnicity pay gap remains equitable this year, with a mean gap below 1% and a median gap below 4%. However, discrepancies in bonus schemes warrant attention, as these gaps remain significant.

Whilst our disability pay gap is positive (-15.9%), one of our primary objectives for this year is to improve disclosure rates in order to more accurately report on both disability and ethnicity pay gaps. Our efforts to encourage disclosure across the organisation this year may in part explain the 10% decrease in our mean disability bonus gap. More accurate reporting will mean better informed actions for CPI to take, which will lead to a more equitable workplace for all.

# CPI gender pay gap

Mean gender pay gap	12.04%
Median gender pay gap	11.5%
Mean bonus gender pay gap	0.5%
Median bonus gender pay gap	0.0%
Proportion of males receiving a bonus payment	18.41%
Proportion of females receiving a bonus payment	19.8%

The gender pay gap is defined as the difference in the average earnings of men and women over a standard period of time, regardless of their role seniority. A positive pay gap indicates that men are paid more, and a negative pay gap indicates that women are paid more.

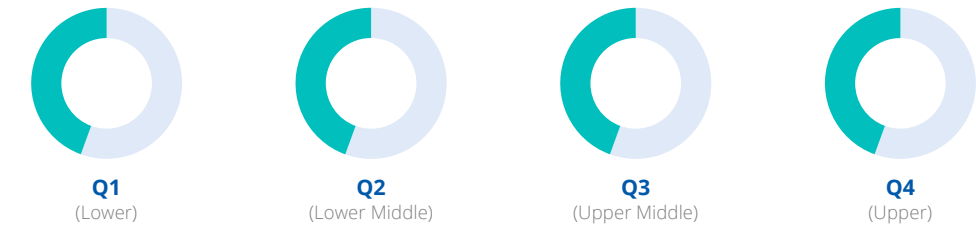
## Definitions

- Gender Pay Gap** – The difference between the average earnings of our female employees compared with our male employees. Measured using a 'mean' and 'median' basis.
- Mean** – The mean is the sum of the hourly rates of pay for all employees divided by the total number of employees.
- Median** – The median is the middle point of the hourly rates of pay for all employees in order from highest to lowest.

## Gender makeup of CPI



## Proportion of men and women in each quartile pay band

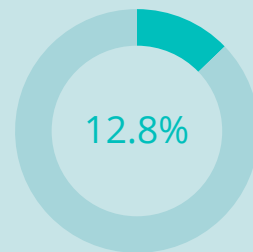


<b>Male:</b>	46.9%	60.3%	59.8%	63.7%
<b>Female:</b>	53.1%	39.7%	40.2%	36.3%

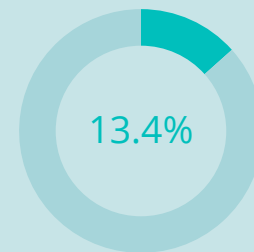
## CPI gender pay gap

### Mean

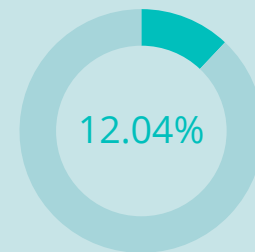
The mean is the sum of the hourly rates of pay for all employees divided by the total number of employees..



2022/23



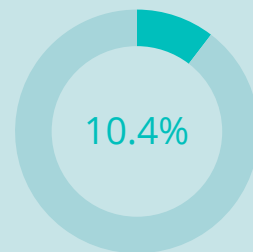
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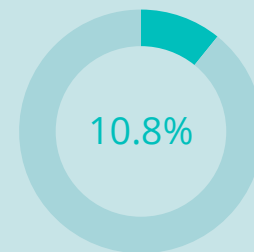
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### Median

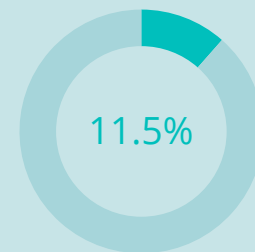
The median is the middle point of the hourly rates of pay for all employees in order from highest to lowest..



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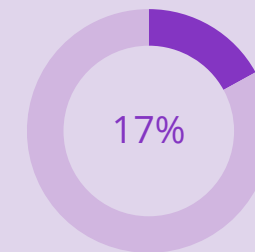


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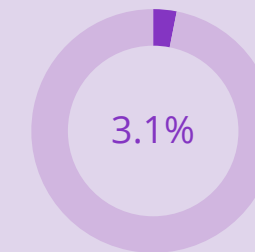
## CPI bonus pay gap

### Mean

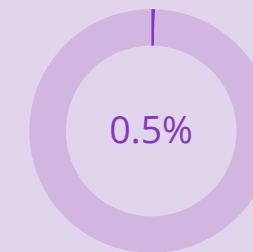
The mean is the sum of the hourly rates of pay for all employees divided by the total number of employees.



2022/23



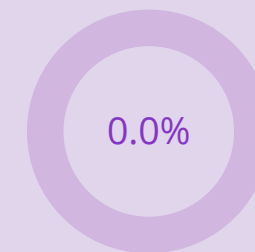
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2024/25

### Median

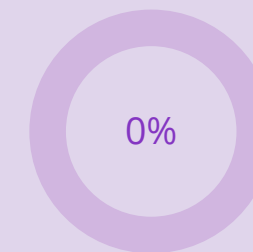
The median is the middle point of the hourly rates of pay for all employees in order from highest to lowest.



2022/23



2023/24



2024/25

The data above shows the difference in CPI's gender pay gap and bonus pay gap over the last 3 years. The mean and median data for the bonus pay gap is particularly encouraging.

## Ethnicity and disability pay gap

The statistics here are calculated in the same way as the Gender Pay Gap statistics. The ethnicity pay gap is defined as the difference in the average earnings of ethnically diverse employees and white employees over a standard period of time, regardless of their role seniority. The disability pay gap is calculated in the same way: the difference in the average earnings of employees declaring a disability and employees who have stated they do not have a disability, over a standard period of time, regardless of their role seniority.

A positive pay gap indicates that white and/or non-disabled people are paid more and a negative pay gap indicates that ethnically diverse and/or disabled people are paid more. These figures are based on colleagues who have disclosed their diversity and ethnicity data and are therefore not representative of the entire CPI population.

Mean ethnicity pay gap	<b>0.7%</b>
Median ethnicity pay gap	<b>3.6%</b>
Mean bonus ethnicity pay gap	<b>-15.6%</b>
Median bonus ethnicity pay gap	<b>-66.67%</b>
Proportion of white employees receiving a bonus payment	<b>20.87%</b>
Proportion of ethnically diverse employees receiving a bonus payment	<b>11.2%</b>
Mean disability pay gap	<b>-9.26%</b>
Median disability pay gap	<b>-0.44%</b>
Mean bonus disability pay gap	<b>-43.83%</b>
Median bonus disability pay gap	<b>-46.15%</b>
Proportion of non-disabled employees receiving a bonus payment	<b>14.89%</b>
Proportion of disabled employees receiving a bonus payment	<b>20.93%</b>



## Our pledges

In our journey to reach pay parity across gender, ethnicity and disability, we have a number of objectives which aim to improve working life at CPI.

We currently have a silver award from Inclusive Employers but in 2024, we are aiming for gold. To achieve gold standard, we must engage with and make progress in over 20 areas of focus, including embedding inclusion into all key decisions; introducing an internal role model campaign and increasing data disclosure rates, of which our target is 80% data accuracy by the end of our fiscal year.

Additionally, we have agreed to multiple pledges since we rolled out our ED&I roadmap in 2022, including:

- Age-friendly
- Mental Health at Work
- Menopause
- the 5% Club

We aim to join the Dying to Work pledge in 2024/2025. Furthermore, CPI has signed up for the Good Work pledge, which is new for this year.



OUR PEOPLE

## Katie Richardson and Jason Rose

### Women in CPI affinity group members

Katie Richardson is a Process Engineer at CPI and Chair of the Women in CPI affinity group. Jason Rose is Strategy Implementation Planning Lead at CPI and sits on the affinity group as a member.

#### Tell us about why you wanted to get involved with the Women at CPI affinity group

**Katie:** Becoming involved with the group and taking on the Chair position has been driven by my desire to create a community at CPI where women can feel supported. Whether that's with mentoring, access to resources and policies, career development opportunities or just by listening and giving feedback to HR, it all helps to empower the women that work here and improve their working lives.

**Jason:** I'm incredibly passionate about career development and delivering mentoring so I was keen to use my skills and expertise to support the group, and the wider business. I also wanted to be a better advocate for the women here at CPI after witnessing some of the challenges my wife and female colleagues faced when returning to work post-maternity leave.

#### What do you hope to achieve in your roles on the affinity group?

**Katie:** I'm keen to close the feedback loop and provide a strong link between my CPI colleagues and the HR and Senior Management teams. We're undertaking listening activities and collecting data to better inform the policies that we offer at CPI and to make sure they are creating impact for our people.

**Jason:** I want to continue our positive engagement with HR, which we believe is going to be key to the success of this group and presents an opportunity to add even more value. We're also working on getting some of the fundamentals right, by creating resources that give clear, simplified information about the policies we have in place and how they can help employees.

## Delivering the incredible.

Our CPI. With pride.

If you have any questions about this report or our staff policies, please speak to a member of our HR team or contact us at:

[hr@uk-cpi.com](mailto:hr@uk-cpi.com)



