



Gender pay gap report

2023/2024

This data has been taken from 5 April 2023



Frank Millar

Chief Executive Officer at CPI

My colleagues at CPI are a source of great encouragement and motivation. We strive to ensure that the working environment here is fair and supportive and that our culture of conscious inclusion is a thread that runs through everything that we do. Our people, at all levels, truly live and breathe our PRIDE values.

Despite our median gender pay gap increasing by 0.4%, I wholeheartedly believe that the work we are doing is moving us in the right direction as we aim for gender pay parity. We have increased the number of early careers opportunities at CPI, which has secured our place in the '5% club' with 11.5% of our workforce being in 'earn and learn' positions. We are offering greater mentoring and upskilling opportunities, in addition to introducing a reverse-mentoring programme for our senior leaders. We continue to refine and enhance our recruitment and hiring processes to broaden and diversify our talent pools, and I am proud that we've been able to support our people with the current cost of living crisis by providing a cost of living pay rise in addition to our annual pay award.

We still have some way to go in order to bring our gender pay gap down, but I am confident that CPI will rise to this challenge.



Our organisation

CPI connects the dots within the innovation ecosystem to make great ideas and inventions a reality. We're a pioneering social enterprise that accelerates the development, scale-up and commercialisation of deep tech and sustainable manufacturing solutions. As a trusted partner of industry, academia, government, and the investment community, we're the catalyst that delivers sustainability and healthcare innovations to benefit people, places and our planet.

Creating lasting global impact from the North of England and Scotland, we invest in people and disruptive technologies to invigorate economies, create circular supply chains and make our world a better place.

Everything CPI does is incredible, from incredible people to incredible projects and innovations.

We work together as one team across CPI, no matter our department. We're committed to growing as a company together. This is our CPI, and it is what we make it. We support, choose and own our direction – this is our company to shape and our future to deliver.

We are proud of ourselves and what we do at CPI – and this pride is something that we all share. It allows us to work to our full potential, knowing that no two days are the same and that everything we do makes an impact.





CPI gender pay gap

At CPI, we put our people at the heart of everything that we do. Our people drive our mission, they work towards our vision and they live and breathe our values.

We have taken many positive steps this year to create a culture of conscious inclusion and we are continually improving to ensure that our people feel supported and valued at CPI; at any level and in any role.

Acquiring talent from a broad range of talent pools, enabling career progression, offering early careers opportunities and supporting learning and development across the entire business remains a key area of focus for us.

Whilst the median gender pay gap at CPI has increased slightly from 10.4% to 10.8%, female representation at CPI has also increased from 39.0% in 2022 to 40.7% in 2023. We believe that the pay gap is driven by the representation of men and women at senior levels in the organisation, something that is reflected across the industry as a whole. We are facing this challenge head on: supporting the next generation of women and girls to consider careers in science through our STEM ambassador programme; offering a wide range of early careers opportunities and refining our recruitment and hiring processes

In previous years, we've reported on the gender pay gap across both CPI Group and CPI as we had people employed across different group companies. In 2022 we made the decision to bring all our people together in one CPI entity. As a result, at the snapshot date of 5 April 2023, employees were no longer split across two companies and were all under the CPI umbrella. For this reason, we have reported gender pay gap data for CPI only. However, as bonus pay calculations require us to report on the full financial year, our bonus pay gap figures are included for both CPI and the wider CPI group.

CPI gender pay gap

	CPI	CPI Group
Mean gender pay gap	13.4%	
Median gender pay gap	10.8%	
Mean bonus gender pay gap	5.4%	3.1%
Median bonus gender pay gap	-2.0%	-2.0%
Proportion of males receiving a bonus payment	75.9%	78.2%
Proportion of females receiving a bonus payment	74.1%	75.9%

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.

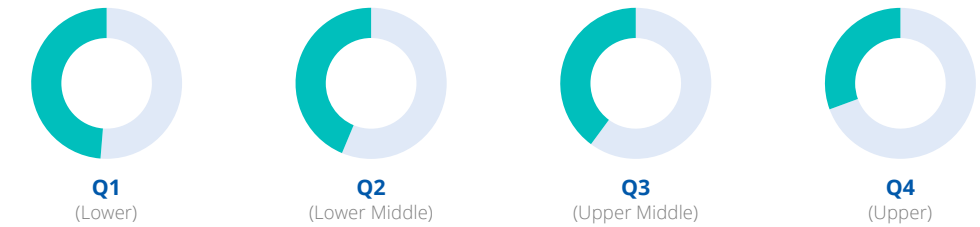
Definitions

- 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

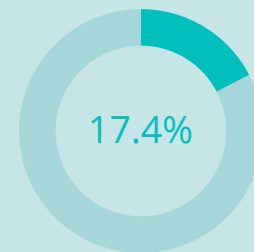


Male:	51.3%	56.3%	60.1%	69.4%
Female:	48.7%	43.7%	39.9%	30.6%

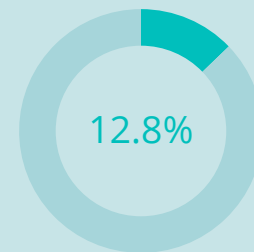
CPI gender pay gap

Mean

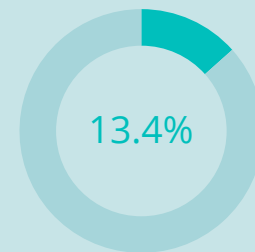
The mean is the sum of the hourly rates of pay for all employees divided by the total number of employees.



2021



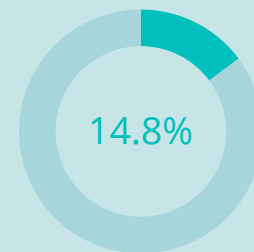
2022



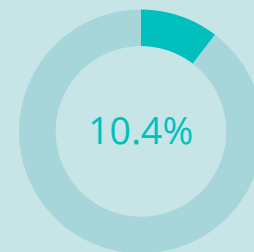
2023

Median

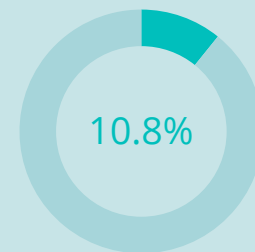
The median is the middle point of the hourly rates of pay for all employees in order from highest to lowest.



2021



2022

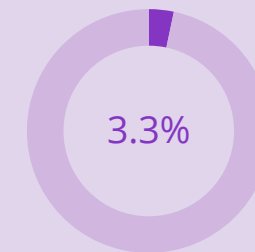


2023

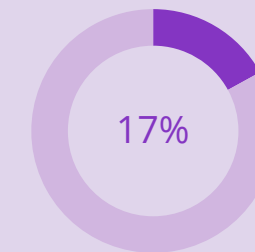
CPI bonus pay gap

Mean

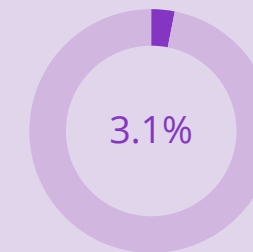
The mean is the sum of the hourly rates of pay for all employees divided by the total number of employees.



2021



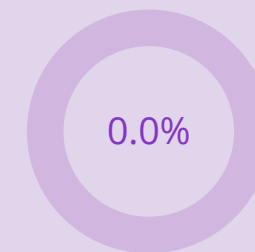
2022



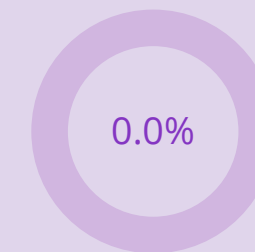
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Median

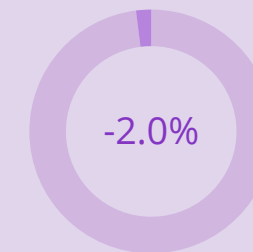
The median is the middle point of the hourly rates of pay for all employees in order from highest to lowest.



2021



2022



2023

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.

Ethnicity and Disability Pay Gap data	
Mean ethnicity pay gap	-3.0%
Median ethnicity pay gap	-5.5%
Mean bonus ethnicity pay gap	24.0%
Median bonus ethnicity pay gap	0%
Proportion of white employees receiving a bonus payment	80.1%
Proportion of ethnically diverse employees receiving a bonus payment	64.1%
Mean disability pay gap	-1.3%
Median disability pay gap	-6.3%
Mean bonus disability pay gap	-25.15%
Median bonus disability pay gap	0%
Proportion of non- disabled employees receiving a bonus payment	58.9%
Proportion of disabled employees receiving a bonus payment	75.8%

Our diversity and inclusion journey so far...



Inclusivity in innovation charter

In February 2022, we signed the Inclusivity in Innovation charter with leaders from across the Catapult Network.



D&I working group

The working group creates a sense of community and is a safe space for all of our diverse people. 5% of our workforce are now part of this group.



Affinity groups

CPI employees run four affinity groups: DHCC (disabilities, hidden conditions and carers); WICPI (Women in CPI); embrACE (race, religion, culture and ethnicity) and PRISM (LGBTQ+), focusing on enhancing the employee experience for all of our incredible people.



Pledges

We have pledged to be an age-friendly employer and to become a disability confident employer. We have made a Mental Health at Work commitment and signed the Menopause Workplace pledge.



Earn and learn

We became a member of the 5% club: at least 5% of our workforce are in 'earn and learn' positions.



Senior representation

We appointed a diversity and inclusion sponsor at ELT level.



Supporting parents

We run a Parent Pal Scheme, which matches new parents at CPI with a "Parent Pal" (a fellow parent at CPI) to offer support and guidance.



Mentoring

Our mentoring scheme encourages and supports employees at all levels to progress through and participate in the organisation.



Trans inclusion

We recently introduced our Transitioning at Work policy to better support our trans colleagues.



STEM returners

We are part of the STEM Returners Programme which helps highly qualified STEM professionals return to work after a career break.

Our mission is to have incredible people delivering impact through innovation

Aligned to our actions are specific initiatives, dedicated resources and timeframes, which support us in accomplishing our objectives, which are outlined on the following pages..

Recruitment

- Build partnerships with diverse recruiting organisations
- Use technology to supplement our assessment approaches, including tools such as skills testing, technical ability testing, practical exercises
- Develop resources available to candidates and hiring managers highlighting diversity considerations (i.e. work life practices, organisation culture, D&I signposting)
- Encourage diverse interview and selection panels to drive diverse hiring decisions
- Ensure that ambassadors from affinity groups are available to answer candidate questions throughout the hiring process
- Recruit through the STEM Returners Programme which helps STEM professionals get back into work after a career break.

Data and reporting

- Continue to report our ethnicity and disability pay gap; gathering baseline data and introducing a measure for reducing the pay gap (if applicable)
- Make regular campaigns to encourage our people to provide their diversity data through coreHR and to create trust around diversity data collection
- Establish regular data reporting cycles that enable us to analyse our workforce demographics, track the impact of our ED&I projects and identify areas of focus
- Perform analytics to determine which areas in our existing talent processes may be undermining the organisation's inclusion efforts (i.e. hiring decisions, promotion decisions, succession planning, performance reviews, pay decisions, development program decisions) – and identify ways to address these
- Expand our list of diversity data collection options to go beyond protected characteristics (e.g. socio-economic status)



Learning and development

- Provide targeted training in D&I topics at all levels i.e. Executive Leadership Team, Managers, all staff, affinity groups and encourage use of Inclusive Employers' training resources to all
- Ensure our development programme participants are diverse and our programmes have D&I as a thread throughout
- Provide line managers with support to embed D&I into key processes of employee lifecycle. I.e. supporting resources to accompany policies that help managers apply them in practice, guidance to consider D&I provided at key times such as around appraisals and performance management

Communication and engagement

- Actionable behaviours identified to engage all employees in inclusive culture and practices (valuing others' stories and experiences, asking everyone to participate in discussions, speaking up for yourself and others)
- Review questions in company staff survey that relate to D&I to be more specific and/or explicitly reference D&I. Use data more systematically i.e. regular reporting to measure progress against priorities
- Encourage and support our affinity group members to self-organise inclusion related activity. Each group will implement at least two D&I initiatives annually
- Introduce methods of recognising the contribution of staff who are contributing positively to inclusion related activity

Partners and community

- Incorporate D&I as a thread throughout our procurement practices with suppliers, and the ways in which we identify partners, clients and investors



Strategy and governance

- Ensure the D&I Strategy is owned by the whole business, progress is shared regularly, and success is celebrated.
- Monitor progress in D&I at board level and publish D&I targets.
- Appoint a member of the board to be responsible and accountable for raising the bar on D&I.
- Provide managers and senior leadership with specific goals and measures within performance reviews tied to inclusion objectives across the organisation.

OUR PEOPLE

Yvonne Armitage

Principal Strategic
Programme Manager



Yvonne Armitage joined CPI in 2021 as Director of Biotechnology and has recently started a new position as Principal Strategic Programme Manager focusing on the Food and Agri markets.

What do you do at CPI and what is your background?

I've recently started a new role at CPI as a Principal Strategic Programme Manager. I am responsible for driving CPI's Food and Agri strategic programmes to help us deliver on our strategy in this area. Prior to this I was CPI's Director of Biotechnology where I was responsible for the P&L of the technology team and for around 65 team members. A huge part of my role was ensuring that my team of passionate and dedicated people understood their roles and impact and felt valued. Prior to working at CPI, I spent 20 years working in the chemicals industry for multinationals. I worked my way up from research scientist to senior manager in a male-dominated industry, whilst also having a family!

After I left the chemicals industry, I worked for Innovate UK KTN and Sheffield Hallam University, and this has given me experience across the whole innovation ecosystem, which provides invaluable insights in my role here at CPI.

Tell us about your involvement in our Women at CPI affinity group.

Joining and chairing the Women in CPI (WICPI) affinity group was a no-brainer for me! Having spent a big part of my career in a male-dominated industry this has given me incredible insight about how to thrive and I wanted to use this to support and encourage women in the earlier stages of their careers, in the safe space that is WICPI.

The group isn't just open to women of course; we have men joining now who want to understand how to better support female members of their teams and offer insights into how they support women in the workplace through experience. We can see that the group is growing in visibility now too as it's steadily growing its membership, and we have exciting things planned.

These groups are so important for raising awareness across CPI and in the industry as a whole and my hope for the future is that the work we are doing will continue to have a positive influence in encouraging people of all genders to take up STEM careers.

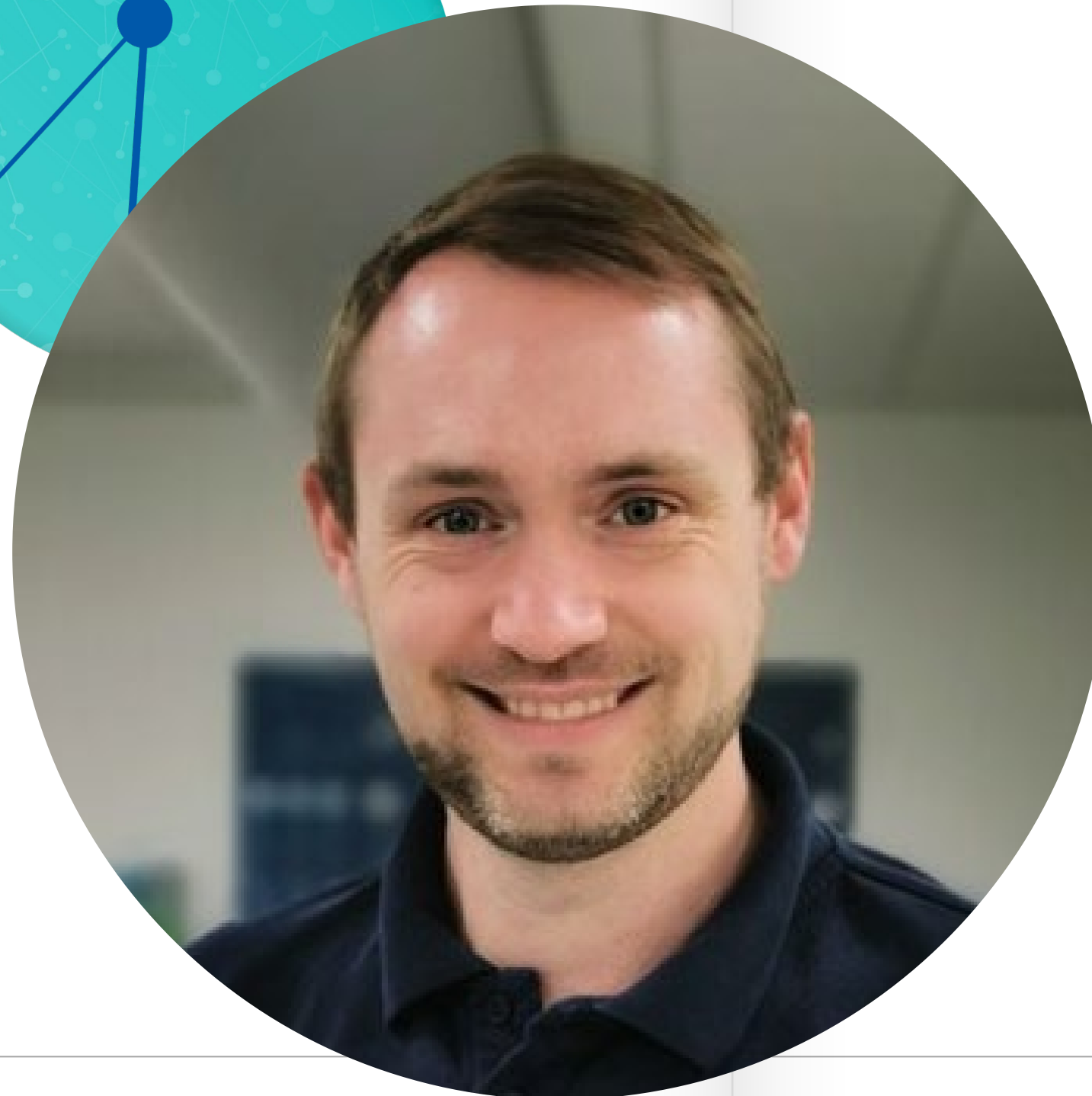
OUR PEOPLE
Yvonne Armitage



OUR PEOPLE

Wayne Morton

Principal Mechanical
Design Engineer



Wayne Morton is a Principal Mechanical Design Engineer, working across a range of HealthTech projects

What do you do at CPI?

I've been with CPI for five years. I started out as a mechanical design engineer before becoming a senior mechanical design engineer and two years ago I was promoted to principal. I was part of the team that set up the National Healthcare Photonics Centre in County Durham in 2019.

I love my job here at CPI. I'm currently working on the design of medical devices, in-vitro diagnostics and wearable devices which is incredibly rewarding because I get to see the impact of my work benefitting society.

How have you benefitted from CPI's culture of conscious inclusion?

Earlier this year, my wife and I had our first baby together. I was able to take shared parental leave in order to spend time getting to know our daughter Hollie, getting used to being a dad, supporting my wife and spending time together as a new family of three. Shared parental leave has allowed me to take two months off when my daughter was first born and I'll be taking a further four weeks off when she's around 6 months old. It has been absolutely invaluable to us as a family and I'm incredibly grateful to CPI for facilitating this and for ensuring there were no barriers, despite being one of the first people to take advantage of shared parental leave.

From the moment I enquired about shared parental leave, both my team and the HR team were incredibly supportive and helpful. They assisted me with the logistics, ensured that I still felt like part of the team (even when I was away from work) and made it very easy and straightforward for me to come back.

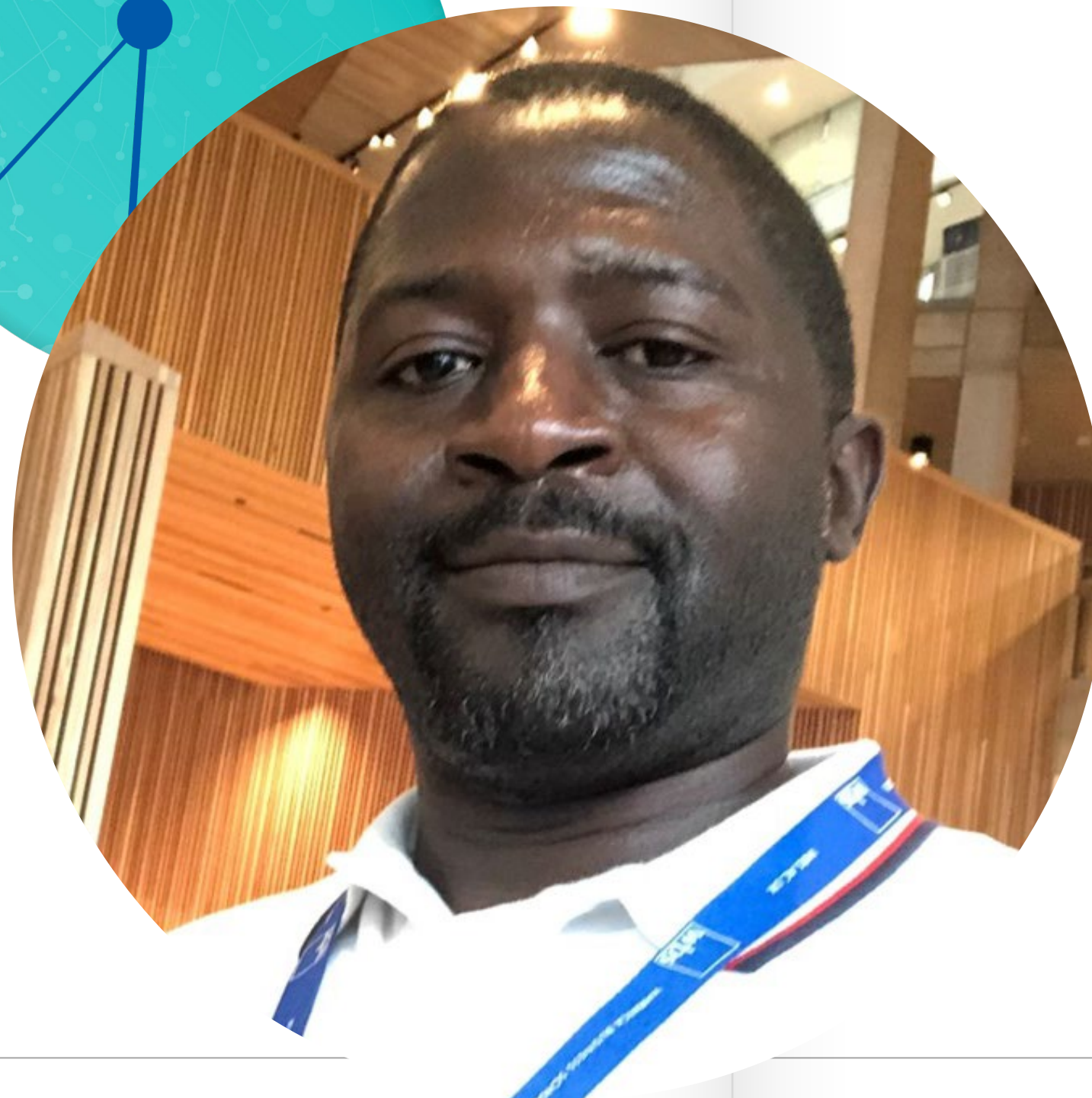
OUR PEOPLE
Wayne Morton



OUR PEOPLE

Edwin Ntainjua

Principal Bid Manager



Edwin Ntainjua has worked at CPI for 7 years and is currently the Principal Bid Manager responsible for responding to public funding opportunities across three areas of our business : Biologics, Biotechnology and Medicines Manufacturing Innovation Centre.

What do you do at CPI and what is your background?

I lead five bid managers who help to create innovation partnerships and win funding for collaborative R&D projects. I originally joined CPI in 2015 for a year as a scientific bid officer, with a background in industry and academia. I came back to the organisation in 2017 as a bid manager, then senior bid manager before being promoted to my current position in late 2021.

My background is in Chemistry and in the oil and gas industry: I have a Bachelor's degree in Chemistry, a Masters in Chemical Engineering and a PhD in Physical Chemistry. I'm now doing an MBA at Warwick University, which CPI have been extremely supportive of.

Tell us about your involvement in CPI's embRACE affinity group

I've been involved In the embRACE (race, religion, culture and ethnicity) affinity group since its inception. I am passionate about driving positive behaviours in the workplace, raising awareness of and removing unconscious biases and paving the way for future generations.

Career progression in this industry is slower for ethnic minorities than our white counterparts – if this can be improved upon, it would boost productivity in the UK economy and this is something that I'm keen to see happen.

There have been many positive steps taken by CPI to promote inclusion. There is a lot of commitment and some great activities across the Diversity and Inclusion affinity groups. These include talks, webinars and posts on our intranet site, which have received good feedback from colleagues outside of the groups. I am very much looking forward to continuing to make an impact here and to see measurable results in the coming years.

OUR PEOPLE

Rosanne Ryott

Head of Compliance



OUR PEOPLE
Rosanne Ryott

Rosanne Ryott began working at CPI in 2008 in a project support role and has progressed to her current role as Head of Compliance.

What do you do at CPI?

Prior to joining CPI, I completed a degree in psychology, followed by a degree in law at Teesside University. During my studies I worked for the NHS in a clinical audit role, before moving to a law firm in Newcastle. In 2008 I was made redundant and during my search, I came across a temporary role at CPI, which gave me the opportunity to use my skills, training and qualifications I'd gained. However, the temporary role soon became permanent when I learned how incredibly fascinating and diverse the work was. When I joined, CPI was an SME and the change the company has gone through in the last 15 years has been incredible. As a curious person, I enjoy learning and I thrive in an ever-changing environment, so CPI has been the ideal place for me.

As the organisation has grown, and our project portfolio has expanded, I've also had the opportunity to develop myself in what is quite a niche role. I've been fortunate to have sponsorship from CPI to undertake more qualifications and I've completed my Legal Practice Certificate, Member of the Chartered Institute of Procurement and Supply (MCIPS) certificate and I'm currently working towards a qualification with the Chartered Institute of Internal Auditors.

The thing that makes CPI so attractive to me is that the work we do aligns with my own moral compass. I'm invested in the good that we do and I'm passionate about helping small businesses, who have a huge societal impact. I'm very proud to be a part of what we do here at CPI and feel lucky to work with such incredible people.

Tell us about your involvement in CPI's Women in CPI affinity group

I've recently joined the women in CPI affinity group because I am incredibly passionate about equality in the workplace, and I wanted to share my experience with colleagues to benefit them directly and to help shape the wider culture. It's great that we have the opportunity to develop the group, which works to support women at CPI, both directly and indirectly. Since working at CPI, I've had two periods of maternity leave and I work flexibly, around my parenting commitments. I've worked really hard to get where I am, but I am also very fortunate for and grateful of the support that I've had and I want to pay it forward by supporting the next generation.

Statement of accuracy

I confirm that the information included in this report is accurate to the best of my knowledge and belief.

Signed,



Frank Millar

Chief Executive Officer

CPI Group of Companies
October 2023



