



# Pay Gap Report

2025/2026

This data has been taken from 5 April 2025







## Frank Millar, Chief Executive Officer at 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 600 exceptional individuals.

This year, CPI's gender pay gap continues to show a positive picture with a mean gap of 12.58%. While our mean pay gap has risen very slightly compared to last year, we are encouraged by a significant reduction in the median gap, showing that men and women at the middle of our pay scale are now earning more equally than in previous years.

Female representation in the business is at an all-time high of 43.55% compared to 42.4% last year. This reflects our efforts to enhance our recruitment and hiring processes.

Of course, there is still work to be done to bring our pay gap down but as ever, I'm confident 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 to build a more sustainable future.







## CPI Gender Pay Gap

At CPI, we are a community of over 600 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.

Despite our mean gender pay gap being slightly higher, we have continued to work towards gender pay parity this year. We have improved female representation at CPI, our median gender pay gap has decreased significantly, and we continue to demonstrate a number of pledges that are part of our commitment as an inclusive employer.

This year, the mean gender pay gap has increased slightly from 12.04% to 12.58%. During the year, CPI experienced more colleagues leaving than joining, with a proportion of female leavers concentrated in business support roles, including at senior level. As a result, the average salary of women joining CPI was lower than that of those leaving, which influenced the slight increase in our mean gender pay gap. While this movement has had an impact on our figures, it reflects the natural changes in workforce composition, and we remain committed to attracting, supporting, and progressing talented women across all areas of the organisation. It is also worth noting that our mean gender pay gap remains lower than the UK national average which is 13.1%.

CPI's ethnicity mean and median pay gaps are notably lower than the UK national average, indicating a more balanced pay structure across different ethnic groups within the organisation.

Whilst our disability pay gap is positive (-23.69%), one of our primary objectives for this year is to continue to improve disclosure rates in order to more accurately report on both disability and ethnicity pay gaps. 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

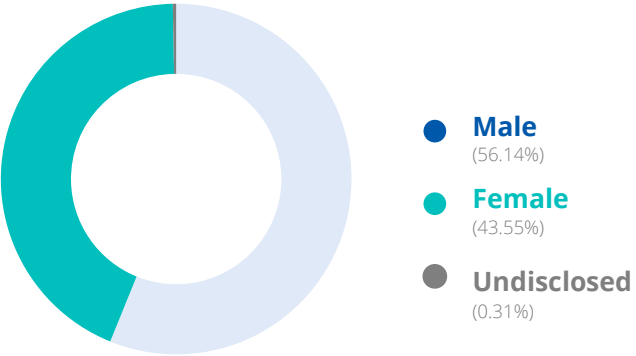
Mean gender pay gap	12.58%
Median gender pay gap	8.97%
Mean bonus gender pay gap	41.73%
Median bonus gender pay gap	0.0%
Proportion of males receiving a bonus payment	25.75%
Proportion of females receiving a bonus payment	38.87%

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.

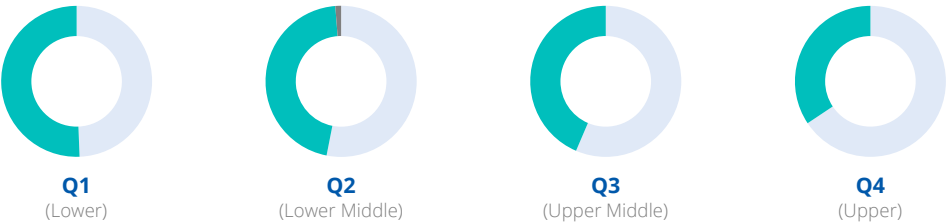
### Definitions

- 1. **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.
- 2. **Mean** – The mean is the sum of the hourly rates of pay for all employees divided by the total number of employees.
- 3. **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

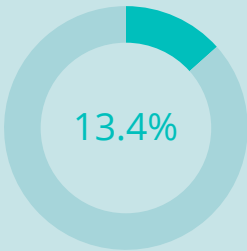


Male:	49.38%	53.09%	56.44%	65.64%
Female:	50.62%	45.68%	43.56%	34.36%
Undisclosed:		1.23%		

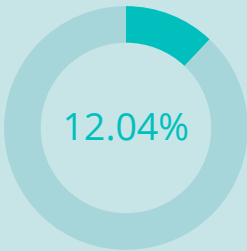
# CPI Gender Pay Gap

## Mean

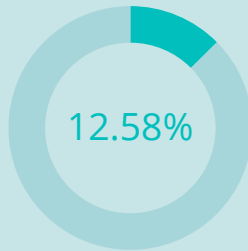
The mean is the sum of the hourly rates of pay for all employees divided by the total number of employees..



2023/24



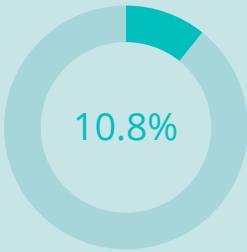
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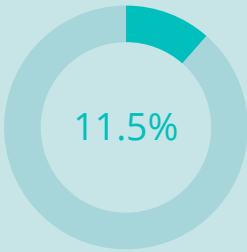
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## Median

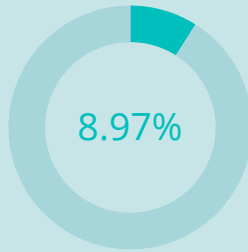
The median is the middle point of the hourly rates of pay for all employees in order from highest to lowest..



2023/24



2024/25

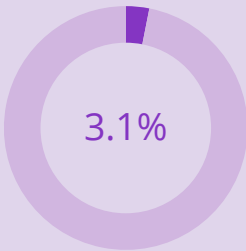


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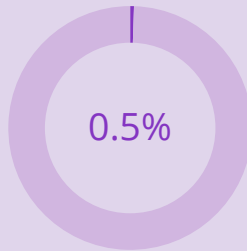
# CPI Bonus Pay Gap

## Mean

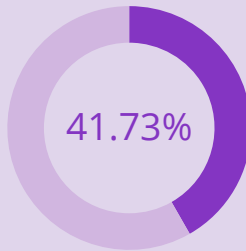
The mean is the sum of bonus payments for all employees divided by the total number of employees.



2023/24



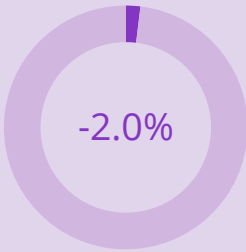
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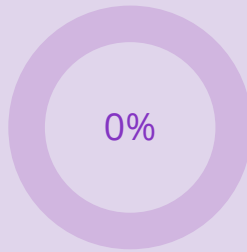
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## Median

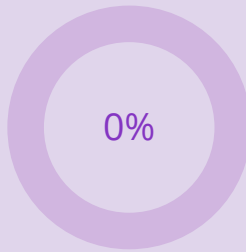
The median is the middle point of bonus payments for all employees in order from highest to lowest.



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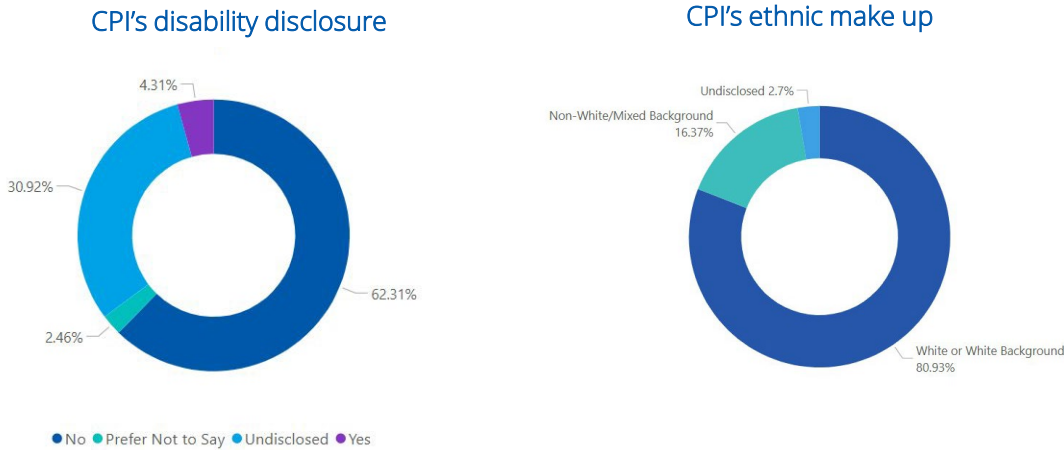
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The data above shows the difference in CPI's gender pay gap and bonus pay gap over the last 3 years.

# 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	4.68%
Median Ethnicity pay gap	2.26%
Mean bonus Ethnicity pay gap	-6.69%
Median bonus Ethnicity pay gap	-100%
Proportion of white employees receiving a bonus payment	33.08%
Proportion of ethnically diverse employees receiving a bonus payment	24.37%
Mean Disability pay gap	-23.69%
Median Disability pay gap	-24.08%
Mean bonus Disability pay gap	-165.44%
Median bonus Disability pay gap	-200%
Proportion of non- disabled employees receiving a bonus payment	22.23%
Proportion of disabled employees receiving a bonus payment	35.71%





## Our commitment to ED&I

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

We currently hold a silver award from Inclusive Employers, which we are hoping to solidify further in 2025/26.

We have agreed to multiple pledges since we rolled out our ED&I roadmap in 2022 which are listed below. For 2025/26 we are working towards the Good Work pledge and the Dying to Work pledge.

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

Our ED&I affinity groups are continuing to thrive. They are a safe space for our people to discuss and share experiences. Members are committed to making our work environment as inclusive as possible and are currently focused on four areas:

- Gender
- LGBTQ+
- Race, religion, culture and ethnicity
- Disability, hidden conditions and carers



## OUR PEOPLE

# Juliana Haggerty

## Head of Centre of Excellence



### Why did you choose CPI as a workplace

I was doing an engineering doctorate as a mature student, having been in work for 8 years. I had been to visit the CPI facilities at Wilton and had support from CPI on patent landscaping during my doctorate. However, what really got my attention was the announcement about the new National Biologics Manufacturing Centre that CPI were building. A few of my old bosses and mentors had mentioned it, which then led me to apply for a public/private project manager role that was available.

### What would you say has been your biggest career challenge to-date?

I'd say my most difficult challenge was taking the leap between being the Bid Writer in the Biologics team, to setting up the wider Bids Function across the company. It included the development and introduction of new processes and systems, and I came up against some internal resistance at times. I suddenly had a lot of direct reports and found it challenging trying to manage all the different internal and external stakeholders. I learned more about myself and the organisation during that time than at any other time in my career, through having so much interaction with different people across the breadth of the company.

### What has been your career highlight?

Securing the funding for the Intracellular Drug Delivery Centre (IDDC), which came out of the work that we did during the pandemic. It took an awful lot of perseverance, going back to different government departments over two years to secure the money, and I've particularly enjoyed overseeing the delivery. In the past I had always handed things over at the point of securing funding, so it's been great to oversee the full process on this one. Also, the team and the cutting-edge technology that we're working with right now makes it even more enjoyable and exciting.

### Do you feel successful in your career?

Yes, I do. I'm proud of where I am and what I have achieved. Sometimes I've had to build up my assertiveness and confidence, but I'm happy with where I've got to. It hasn't particularly been a planned career route, but I've made the most of the opportunities that have presented themselves. There have been times where I've had reservations about applying for roles because I didn't feel that I met all of the criteria, but you have to apply and have the confidence that your other experience and qualities may make up for the fact that you may not tick every box on the advert.

## OUR PEOPLE

## Delivering the incredible.

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)





