



2024 CEUK GENDER PAY GAP REPORT

March 2025

Table of Contents

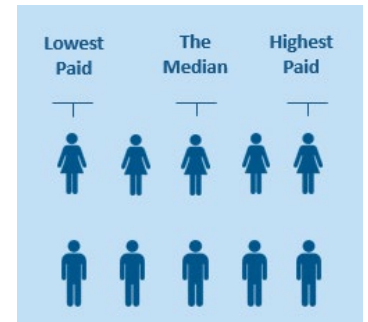
INTRODUCTION	3
GENDER PAY GAP AND EQUAL PAY	3
GENDER PAY GAP ANALYSIS	3
GENDER PAY GAP FINDINGS	4
WORKFORCE AND LEADERSHIP PROFILE	4
ORGANISATIONAL CULTURE AND PROGRESSION BARRIERS	4
PROPORTION OF MALES & FEMALES IN EACH PAY QUARTILE	5
CONTRIBUTION OF EACH QUARTILE TO THE PAY GAP	6
GENDER BONUS PAY GAP	7
PERCENTAGE OF STAFF AWARDED A BONUS	7
WHAT ARE WE DOING HERE AT CEUK TO ADDRESS OUR GENDER PAY GAP?	8
Fair and Inclusive Recruitment Practices	8
Employee Engagement and Feedback Mechanisms	8
Diversity Awareness and Training	8
Leadership Development and Career Progression	8
Fair Compensation and Pay Equity	8
Family-Friendly and Parental Support Policies	8
Education, Training and Career Development	9
STEM Outreach and Community Engagement	9
Policy Reviews and Gender Diversity Support	9
Industry Partnership and Advocacy	9
Menopause Specialist Support Services	9
Declaration	10

INTRODUCTION

Under gender pay reporting legislation, employers with 250 or more employees are required to publish annual statutory calculations demonstrating the pay gap between male and female employees. This involves conducting six key calculations that illustrate differences in average earnings between men and women within the organisation.

These results enable us to assess:

- The representation of male and female employees across different organisational levels.
- The effectiveness of talent management and reward structures across the company.



GENDER PAY GAP AND EQUAL PAY

Unequal pay

Paying men and women differently for the same job



Illegal in the UK



Gender Pay Gap

Looking at the sectors women tend to enter and the levels of seniority they progress to



We want to close this in a generation

#GenderPayGap

It is important to distinguish gender pay gap reporting from equal pay. The gender pay gap is a broader measure of pay variance, reflecting the average earnings of men and women within an organisation, regardless of role or seniority. In contrast, equal pay legislation ensures that men and women receive equal remuneration for performing the same or similar work. As a result, an organisation may have a gender pay gap while still adhering to equal pay principles.

GENDER PAY GAP ANALYSIS

Our gender pay gap is influenced by workforce composition rather than unequal compensation for equivalent work. We are confident that our gender pay gap is not attributable to unequal pay practices, as our recruitment and remuneration processes are designed to be gender neutral. Our commitment to fair pay is underpinned by our 'real' Living Wage accreditation and adherence to the Fair Work principles established by the Scottish Government ensuring transparency, objectivity, and inclusivity in our hiring processes. All vacancies are advertised with clear remuneration structures, and we benchmark salaries externally to maintain competitive and impartial compensation.

GENDER PAY GAP FINDINGS

The table outlines our overall median and mean gender pay gap based on rates of pay as of the snapshot date (5 April 2024). Notably, both the median and mean gender pay gaps have significantly decreased compared to the previous reporting period, with the mean gap reducing by over three percentage points from **23.45%** to **20.22%**, and the median gap declining almost six percentage points from **23.08%** to **17.43%**. Our continuous efforts to close the gender pay gap have yielded positive progress, as demonstrated by the ongoing reduction in both mean and median pay disparities. However, our analysis still indicates that the primary driver of the pay gap is the gender composition of our workforce, which currently consists of **72%** men and **28%** women. This imbalance reflects our historical presence in a male-dominated sector, where middle and senior management positions have traditionally been held by men.

	Median	Mean
Gender Pay Gap	17.43%	20.22%

WORKFORCE AND LEADERSHIP PROFILE

A deeper analysis of our structure provides further insights into the gender pay gap. When male employees in senior management and leadership positions are excluded from the dataset, the mean pay gap reduces by approximately 8.5 percentage points. This highlights the impact of a small number of male high earners within the organisation.

Traditional societal norms and caregiving responsibilities have historically limited women’s access to higher-paid leadership positions. Recognising this, we are committed to enhancing flexible working opportunities to support career progression while accommodating caregiving responsibilities. Our participation at sessions facilitated by Close the Gap, an organisation who works in Scotland on women’s participation in the labour market, have provided valuable insights into barriers to flexible working, including cultural resistance, managerial discretion, operational constraints, and limited awareness of practical implementations. Moving forward, we aim to further expand alternative work schedules for senior roles and foster an inclusive workplace that supports diverse working arrangements.

It is also important to note that retention rates among senior management and leadership remain stable, highlighting the complexities involved in adjusting gender representation at higher levels. We do recognise that while meaningful progress is being made, achieving a balanced gender composition within leadership requires a long-term, sustained approach.

ORGANISATIONAL CULTURE AND PROGRESSION BARRIERS

We acknowledge that workplace culture can contribute to gender gaps in senior positions. Gender-based assumptions regarding leadership capabilities can perpetuate the "glass ceiling," leading to a misconception that management roles are more suited to men. Furthermore, biases regarding women’s career aspirations post-parenthood may hinder progression opportunities.

To address these challenges, we are actively working to challenge unconscious biases and educate our workforce through targeted initiatives. These efforts are outlined in the final section of this report, detailing our ongoing commitment to diversity and inclusion.

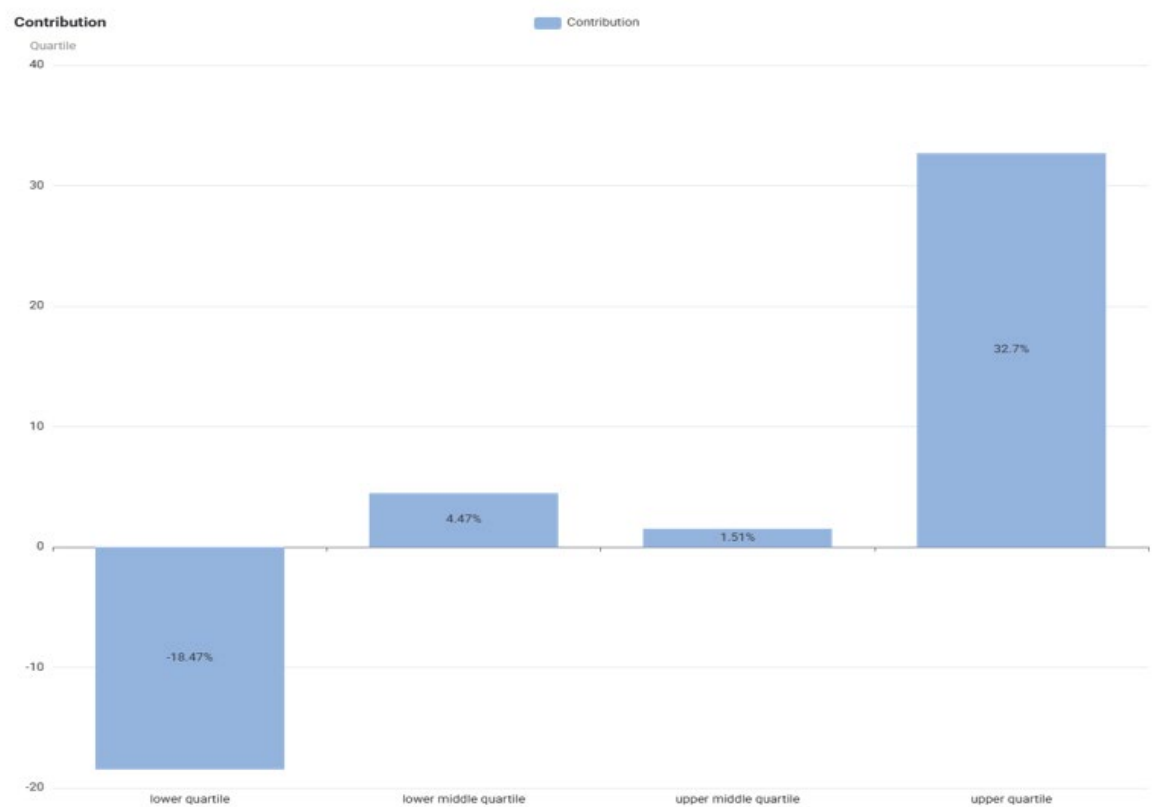
PROPORTION OF MALES & FEMALES IN EACH PAY QUARTILE



The graph above presents employee pay distribution across four equally sized quartiles, ranging from the lowest to the highest-paid employees. It illustrates both the actual headcount figures and the percentage representation of employees within each quartile.

Currently, women constitute **28%** of the total workforce, which aligns with the overall workforce profile. This disparity is particularly evident in the middle and upper pay quartiles, where male employees hold a greater proportion of senior, higher-paying roles. However, compared to the previous year’s report, the data indicates that while the female headcount within the upper-middle and upper quartiles has remained stable, the contribution of these categories to the overall mean pay gap has decreased by more than **4.5%**. In contrast, the proportion of female employees in the lower-middle quartile has declined by approximately two percentage points, while the male representation in the lower quartile has increased by around four percentage points during this reporting period.

CONTRIBUTION OF EACH QUARTILE TO THE PAY GAP



The above graph shows an assessment of each quartile’s contribution to the overall mean pay gap of **20.22%** and reveals the following:

- The upper quartile accounts for **32.7%** of the total pay gap, reflecting a decrease of **2.77%** compared to the previous year.
- The lower, lower-middle, and upper-middle quartiles contribute **-18.47%** (a decrease of **0.36%**), **4.47%** (an increase of **0.99%**), and **1.51%** (a decrease of **1.82%**), respectively.

We remain confident that our ongoing initiatives—detailed in the report’s conclusion—to enhance the recruitment of diverse candidates into senior roles will drive meaningful change in upper-quartile representation in future reports.

GENDER BONUS PAY GAP

This table captures the median and mean difference between bonuses paid to men and women at CEUK.

	Median	Mean
Bonus Gender Pay Gap	0.88%	40.05%

During the current reporting period, the mean bonus gender pay gap has decreased by just under **21%** compared to the previous year. However, the median bonus gender pay gap has increased slightly, rising from **0%** to **0.88%**. Our bonus scheme is gender-neutral, and the reported bonus gap reflects various types of payments, including one-off and performance-related bonuses, as well as long service awards. The composition of our workforce continues to influence the mean bonus gap in a manner similar to its impact on the overall gender pay gap.

As in previous years, it is essential to consider the business leadership team, which is represented by a gender ratio of 6:1 in favour of men. In line with our approach to analysing the mean gender pay gap, we conducted a deeper analysis by excluding this group from the dataset. This adjustment resulted in a revised mean bonus gap of **4.99%**, reflecting a reduction of over **35%**. Similar to the mean gender pay gap, the bonus gap highlights the significant influence of a male cohort of high earners on the overall figures. Again, this trend is directly linked to workforce composition, particularly the overrepresentation of men in senior and higher-paid roles in CEUK.

PERCENTAGE OF STAFF AWARDED A BONUS



97.67%*



91.56%*

***As in previous years 100% of eligible women and men received a bonus**

The above shows just over a **6%** difference between the number of women and men being paid a bonus in 2023. Not all employees were eligible for a bonus in this reporting year, namely, all new joiners who did not meet the eligibility criteria.

WHAT ARE WE DOING HERE AT CEUK TO ADDRESS OUR GENDER PAY GAP?

Whilst our data reflects historical industry trends that have influenced our workforce composition, we hold confidence in the ongoing reduction of the gender pay gap here at CEUK and are committed to taking proactive steps to ensure that career progression opportunities are accessible to all employees, regardless of gender. Additionally, annual reporting enables us to explore the factors contributing to the gap and set meaningful targets for improvement.

Through the continuing adoption of the strategies outlined below we are dedicated to driving sustainable change across the organisation:

Fair and Inclusive Recruitment Practices

We prioritise fair, transparent, and bias-free recruitment processes. To uphold this standard, we incorporate gender-neutral and inclusive language in all job advertisements and implement anonymised CV screening to eliminate potential biases in hiring decisions.

Employee Engagement and Feedback Mechanisms

As part of our people strategy, we emphasise two-way engagement. In 2024, we introduced online surveys to facilitate participation in our biannual employee engagement survey, for which we received over **60%** response rate. This initiative enables employees to provide anonymous, real-time feedback, helping us to identify areas for continuous improvement.

Diversity Awareness and Training

Building on our DE&I awareness sessions, we have provided comprehensive training to all staff on fundamental diversity principles. Additionally, in 2024, we rolled out in-person site-wide training with integrated assessments focused on preventing sexual harassment in the workplace. These sessions clarify unacceptable behaviours and equip employees with the skills to 'call out' inappropriate actions or seek support when necessary.

Leadership Development and Career Progression

The company's internal training programmes are designed to always keep women's needs in focus, supporting career growth and leadership development. Via an external training facilitator, we are providing a 12-month leadership development and mentoring programme aimed at equipping employees with the necessary skills to advance into senior roles. The programme also offers the opportunity to pursue a CMI qualification for colleagues who choose to do so. Additionally, we are developing an internal competency level progression framework to facilitate structured career conversations and professional development planning.

Fair Compensation and Pay Equity

We are committed to maintaining fair and equitable compensation through the following initiatives:

- **Real Living Wage Accreditation:** We continue to uphold our accreditation, ensuring that wages reflect the real cost of living, irrespective of gender, thereby promoting equality and inclusivity.
- **Regular Pay Audits:** We conduct periodic pay audits using external benchmarking software to assess our pay structures, identify disparities, and address gender pay gaps.

Family-Friendly and Parental Support Policies

We actively promote our family-friendly policies to support a balanced work-life dynamic, noting that women often have disproportionate family-orientated responsibilities. These policies include:

- Flexible working arrangements, such as part-time roles, job sharing, and hybrid work options. We also provide flexible start and end times to the working day in areas where set shift patterns are not required.
- Enhanced shared parental leave, maternity, adoption, and paternity pay.
- Support for employees with caregiving responsibilities to encourage equitable participation in the workforce.

Education, Training and Career Development

We continue to invest in education and professional development through:

- The establishment of a Learning and Development team to provide training packages that enhance skills, bridge competency gaps, and enable employees to compete for higher-paying roles.
- The continuous enhancement of our Early Careers Programme, which supports graduates, trainees, and apprentices in developing essential professional skills within an inclusive workplace environment.

STEM Outreach and Community Engagement

We are committed to encouraging female participation in STEM careers through:

- School, college, and community initiatives led by our in-house team of STEM Ambassadors. Over the past 12 months, we have engaged with more than 10 local schools, bringing engineers into classrooms to inspire students through interactive projects and competitions.
- A STEM programme designed to challenge gendered career stereotypes and introduce students to diverse engineering career opportunities.

Policy Reviews and Gender Diversity Support

We regularly review and update our policies to ensure alignment with evolving societal norms and expectations. Additionally, our internal Women's Group fosters collaboration among colleagues within our workforce.

Industry Partnership and Advocacy

We continue to strengthen our industry relationships by participating in events and webinars that advocate for the representation of women in the engineering and manufacturing sectors. Our affiliation with Scottish Engineering further reinforces our commitment to promoting female participation and leadership in traditionally male-dominated industries.

Menopause Specialist Support Services

We are dedicated to raising awareness and providing support for our female employees experiencing perimenopause and menopause – a transition which can significantly impact physical, mental, and emotional health, affecting overall well-being and self-esteem.

To support our colleagues, in 2025, we have partnered with Menopause Health Matters at Ayrshire Private Healthcare, a specialist private menopause clinic based locally in Ayr to provide a fully funded personalised treatment plan, including consultations, follow-ups with menopause-specialist GPs, and hormonal blood profile tests for those colleagues who would like support during this period of their life. Additionally, we have hosted onsite awareness sessions for managers with the Clinic Director to educate our colleagues in supervisory roles on menopause symptoms, workplace impact, and how they can offer appropriate support. Separate information sessions have also been held for female employees to ensure they are aware of the resources and assistance available from both Menopause Health Matters and CEUK.

Through these comprehensive initiatives, we aim to foster a more inclusive, equitable, and diverse workplace, ensuring that all employees have equal opportunities to thrive and succeed at CEUK.

Declaration

I confirm that our data has been calculated according to the requirements for Gender Pay Reporting under the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022.

A handwritten signature in black ink, appearing to read 'Paula Cunningham', enclosed within a thin black rectangular border.

Paula Cunningham
People Director

A handwritten signature in black ink, appearing to read 'Brian Highet', enclosed within a thin black rectangular border.

Brian Highet
Managing Director