



Gender Pay Report 2025

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Gender Pay Report 2025

“Chemring Countermeasures (CCM) is delighted to report a continued reduction in both our mean and medium gender pay gap; demonstrating our ongoing commitment to taking action which seeks to reduce the gap”

Summary

Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. This involves carrying out six calculations that show the difference between the average earnings of men and women in our organisation.

We can use these results to assess:

- the balance of male and female employees at different levels
- how effectively talent is being maximised and rewarded across the organisation as a whole

In this period, we're delighted to see continued improvement in both our mean and median gender pay gap, which is reflected in a significant reduction in the gap from the previous reporting period.

Gender Pay Gap & Equal Pay

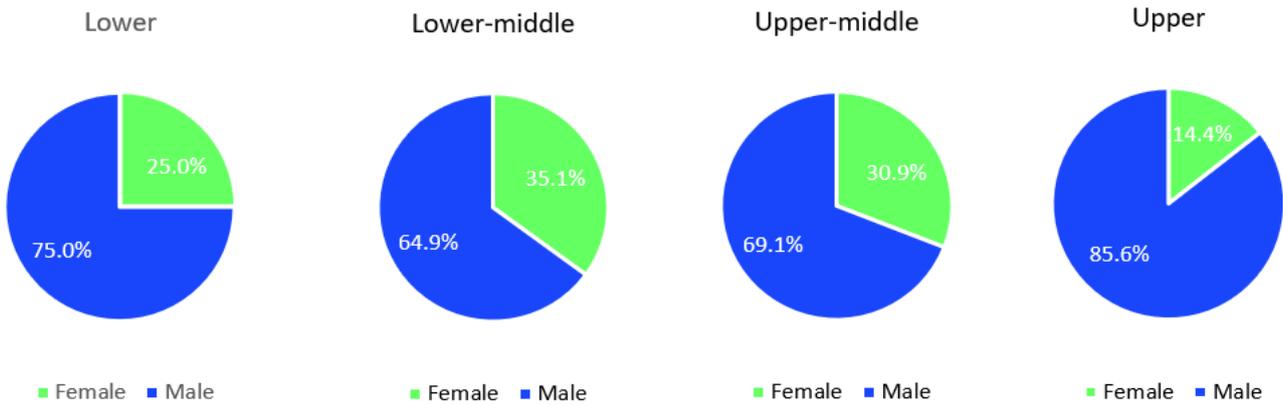
Gender pay reporting is different to equal pay. The gender pay gap is a measure that shows the variance between what men typically earn in a business compared to what women earn, regardless of their role or seniority. Equal pay examines the difference in male and female pay for carrying out the same or similar work. Therefore, it is feasible to have both a gender pay gap and to pay men and women fairly.

The gender pay gap is determined by taking all colleagues across an organisation and comparing the average pay between men and women. In contrast to equal pay, the gender pay gap is more reflective of the workforce profile rather than an issue of unequal rewards or pay for men and women doing the same job. The higher ratio of men to women in CCM (which is reflective of the manufacturing industry more widely) has a notable impact on our gender pay gap.

We are confident that CCM's gender pay gap is not a pay issue as our approach to recruitment and pay is gender neutral. We have a role evaluation system in place for graded positions, which assesses and grades the role based on objective criteria. The salary for the role will reflect the grade within the grading structure and is also benchmarked.

All other non-graded colleagues have their pay determined by collective bargaining - the output of the pay negotiations is applied generically to all roles within scope of the collective agreement and is not impacted by gender.

Proportion of Males & Females in Each Pay Quartile



The above charts illustrate the gender distribution across the four equally sized quartiles of CCM’s workforce, from lowest to highest paid.

The results are directly correlated to the profile of our workforce. The Women in UK Manufacturing 2025 research report, states women’s representation in the manufacturing workforce has reached 28.4%. However, manufacturing remains among the sectors with the lowest representation of women. In CCM women currently represent 26.5% of our workforce which is therefore reflective of the wider industry.

In previous reporting years, the highest proportion of women has been in the lower quartile however this has reduced to 25% with a 12.2% increase in women now in the lower middle quartile, reflecting a number of female promotions in the reporting period. There has also been a 1% increase in the number of women in the upper quartile. Due to the small number of roles within this quartile, a slight change in headcount can significantly impact the results. Our reported results are not inconsistent with the manufacturing sector generally, where there have been marginal gains in women occupying managerial roles, but a decline of women in professional occupations and machine operator roles.

Within the workplace here at CCM, we are actively seeking to challenge perceptions and assumptions of female and male roles in the workplace and at home, as well as improving our policies and benefits in this area to accommodate family life and employee aspirations. Over the past 12 months we’ve seen an increase in flexible working requests from both genders and strive to accommodate them where possible. In November 2025, we introduced further enhancements to our maternity, adoption and shared parental pay and are continuing to invest in these areas.

It is also commonly reported that menopause has an adverse effect on a woman’s career due to the management of health symptoms associated with the stages of menopause and/or a loss of confidence. We continue to increase awareness and education of the menopause within the workplace and encourage women to speak openly about their experiences and symptoms; in the knowledge they will be supported.

The Gender Pay Gap

This table shows our overall mean and median gender pay gap based on rates of pay:

	2024	2025
Mean	12%	9.3%
Median	5.4%	2.03%

The Women in UK Manufacturing 2025 Report published data that whilst the gender pay gap in manufacturing is narrowing, on average women still earn 14.9% less than men, CCM therefore has a 5.6% lower gender pay gap than the wider industry average. In comparison with our last gender pay report, we are pleased to report that our gender pay gap has improved, with the mean reducing from 12% to 9.3% and the median falling from 5.4% to 2.03%.

Our pay gap is driven by the gender split of our workforce, which is made up of 285 men and 102 women (26%). This gender imbalance is reflective of our long history of operating in a male-dominated sector; traditionally, heavy manufacturing and engineering have been male dominated environments. As most of our females are employed as Production Operatives or administration roles in the lower and lower middle pay quartile, this also compounds the gender pay gap within CCM.

We have put a lot of effort and focus into using female role models within CCM to attract women both internally and externally into higher-paid management, engineering and other roles that have been traditionally associated as male roles.

The Bonus Gender Pay Gap

This table captures the mean and median difference between bonuses paid to men and women at CCM. When compared with our previous gender pay report, our mean bonus gap has decreased from 52.5% to 40.7% which reflects the increase in women in the lower middle and upper pay quartile.

	2024	2025
Mean	52.5%	40.7%
Median	0%	0%

We operate two new gender-neutral bonus schemes for our entire workforce: one with defined bonus awards for all individuals within the relevant occupational grouping, and the other which is a percentage of salary as defined by the job role. The higher differential in the bonus gender pay gap reflects the fact that there are more men in the upper middle and upper pay quartiles who are eligible for bonuses as a percentage of salary. Furthermore, a small number of senior individuals participate in Chemring Group's (CCM's parent company) reward incentives, that are also included in this calculation.

The figure below shows the percentage of staff by gender who received any bonus payment. This reflects our commitment to operating gender-neutral bonus schemes.



86.3%



86.7%

Actions we're taking in CCM to tackle our Gender Pay Gap

We are confident that as a direct result of our efforts, the gender pay gap will reduce over time and we are committed to intensifying our efforts to narrow our gender pay gap further. Our annual year on year reduction in our gender pay gap is evidence that our actions are directly facilitating positive change.

CCM is always striving to attract the finest talent from all genders and aims to address its gender imbalance by pursuing the following strategies, namely:

- **Recruitment and Selection**

We work closely with our suppliers and within our internal resourcing team to try and ensure that our shortlist of candidates is gender balanced.

- **Role Evaluation**

All new and existing roles are evaluated and salary benchmarked through a role evaluation tool to ensure fairness and pay parity. To calibrate our role evaluations, our supplier independently evaluates a selection of roles and undertakes a market benchmarking report where there is uncertainty or disagreement over the evaluation that has been completed.

- **Training and awareness**

We have an ongoing programme of training and awareness for managers and colleagues. In November 2025 we launched a new Learning Management System which gives managers and colleagues access to a large range of inclusivity training packages. In 2026 we have plans to roll out a values and behaviours programme to all our colleagues, which will incorporate development activities to increase awareness on inclusive behaviours.

- **Engaging the workforce**

Our engagement survey which CCM carried out has given us invaluable insight on the sentiment from our different employee groupings. We will be regularly asking our workforce for more ideas on how we can continue to become a more inclusive place to work.

- **Menopause awareness**

Since implementing our Menopause Policy, we continue to raise awareness and educate line managers through menopause training. Our colleagues also have access to other resources and support through our Employee Assistance Programme.

- **Women Inclusivity Activities**

In collaboration with our female workforce, we continue to identify and implement actions to combat challenges faced by women working at CCM - particularly in relation to personal protective equipment (PPE) and workstation ergonomics. We work with our suppliers to find PPE that meets the requirements of all genders – particularly in relation to size and fit.

We continue to partner with Mondays for the provision of free vend dispensers of organic sanitary products across our site.

- **A fair approach to promotions**

We operate a clear structure and framework for all colleagues wishing to progress in their professional career in STEM. A cross-representative promotions panel considers applications for promotion, which is assessed on objective evidence criteria.

Apart from development and trainee roles, other roles are subject to an internal recruitment and selection process against an available vacancy.

- **Role models**

At CCM we have a number of women employed in senior positions and along with our female colleagues who work in STEM, we will continue to advocate and encourage our female employees to publicise their stories and experiences working in CCM, to attract more women into both CCM and the wider defence industry.

- **Providing family friendly policies**

Despite the challenges traditionally associated with manufacturing, we work hard to support flexible working requests and hybrid working for all genders and there are many examples of this within CCM.

As previously cited, we also want to help our colleagues balance their work and personal lives. We listened to what is important to our workforce and in November 2025, we implemented further improvements to maternity, adoption and shared parental leave entitlement.

- **Participating in more community and school initiatives and industry partnerships which are aimed at encouraging females to pursue careers in STEM roles**

We have been working closely with local schools and colleges and, where possible use female role models to support events and campaigns. We sponsor a local women's rugby team, encouraging and supporting extra-curricular activities and hobbies that are available to all.

I can confirm the data reported is accurate.



Andy Hogben
Managing Director



Steph Jones
HR Director