



2025 CEUK Gender Pay Gap Report

March 2026

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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 our organisation.

The findings provide us with the means to evaluate:

- Female and male employee distribution by organisational level.
- Talent management and reward systems' effectiveness companywide.



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 differentiate between gender pay gap reporting and equal pay. The gender pay gap serves as a comprehensive metric, representing the average earnings disparity between men and women across an organisation, irrespective of position or level. Conversely, equal pay legislation mandates that individuals performing the same or substantially similar work are compensated equally, regardless of gender. Consequently, an organisation can be compliant with equal pay requirements while still exhibiting a gender pay gap.

GENDER PAY GAP ANALYSIS

As with previous years, our gender pay gap is due to historic workforce composition, not unequal pay for equivalent roles. We ensure fair and gender-neutral recruitment and remuneration, supported by our 'real' Living Wage accreditation and the Scottish Government's Fair Work Framework. All job postings clearly state pay structures, and salaries are externally benchmarked for impartiality and competitiveness.

GENDER PAY GAP FINDINGS

The organisation's overall median and mean gender pay gaps are calculated on rates of pay as at the snapshot date of 5 April 2025. Both the median and mean gender pay gaps have decreased since the previous reporting period (5 April 2024), with the mean gender pay gap reducing by more than two percentage points from **20.22%** to **18.06%**. Similarly, the median gender pay gap reduced from **17.43%** to **16.73%**.

These results reflect the positive impact of our ongoing efforts to address pay disparities. The continued reduction in both mean and median pay gaps demonstrates that our initiatives are having a tangible effect. However, our analysis confirms that the main factor contributing to the gender pay gap remains the overall gender composition of our workforce. Currently, despite a two percent increase in the proportion of female employees compared to last year, men comprise **70%** of the workforce, while women account for **30%** of the total staff. This imbalance is largely attributable to our historical roots in a male-dominated sector, particularly in middle and senior management roles which have traditionally been occupied by men.

WORKFORCE AND LEADERSHIP PROFILE

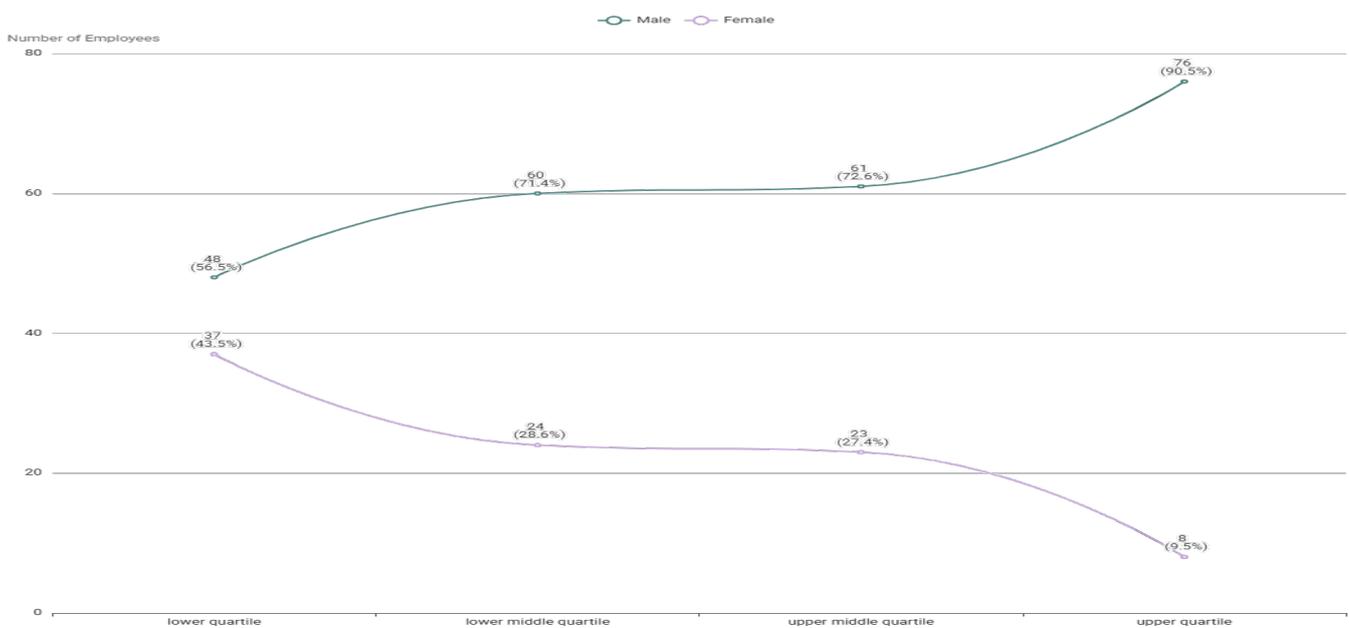
Deeper analysis of the statistics reveals that excluding our male senior leaders (being members of the organisation's Senior Management and Leadership Teams) reduces our mean gender pay gap by just under **7.5%**, demonstrating their disproportional impact on our figures. Societal norms and caregiving roles have historically limited women's access to such higher-paid positions. We are therefore committed to expanding flexible work options to support career progression and caregiving needs enabling the removal of such hurdles. Insights from Close the Gap sessions highlighted barriers such as cultural resistance and lack of awareness. Our goal is to continue to broaden alternative work patterns for senior roles and foster an inclusive workplace. Retention rates among senior leadership and management remain stable, compounding the ongoing challenges associated with altering gender representation in these roles. Achieving a more equitable balance will necessitate continued awareness and perseverance. Presently, whilst these roles are predominantly held by males, existing vacancies in senior management roles represent an opportunity for qualified candidates to help reduce this disparity through merit-based selection.

WORKPLACE CULTURE AND ITS IMPACT ON GENDER REPRESENTATION

We recognise that workplace culture heavily influences gender representation in senior roles. Common assumptions about leadership often reinforce the "glass ceiling" and the idea that management is better suited for men, who may have been in the organisation for a longer period of time, restricting women's opportunities and perpetuating stereotypes. Biases about women's career ambitions, especially post-parenthood further limit advancement, regardless of qualifications held.

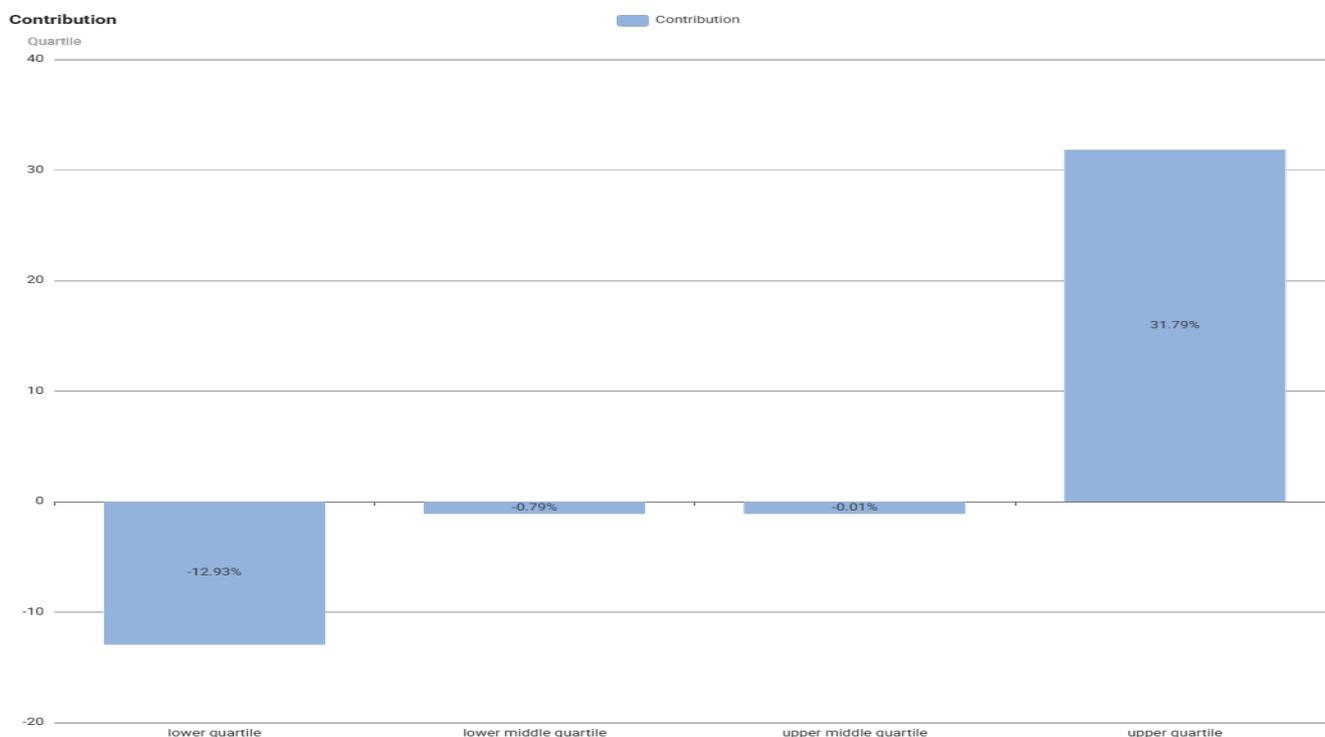
To address these challenges, the organisation has launched initiatives to challenge unconscious bias and promote diversity. The final section of this report outlines these efforts and highlights our commitment to an equitable and fair workplace.

PROPORTION OF MALES & FEMALES IN EACH PAY QUARTILE



The 2025 graph above presents distinct but related aspects of the organisation’s gender pay gap analysis. It illustrates the distribution of male and female employees across the four pay quartiles, showing both headcount and percentage representation. This chart highlights the ongoing gender imbalance, particularly in middle and upper quartiles, where men occupy a greater share of higher-paying roles. That said, whilst the overall proportion of women in the workforce has risen slightly from the previous report (by two percentage points), there has been a shift in the lower, lower middle and upper middle quartiles. Namely, the share of men in the lowest quartile has increased by approx. **7%**, with the headcount split now showing **56.5%** of men. The lower middle has seen the female representation increase by around **6%**, the upper middle quartile increasing by **0.7%** with the upper pay quartile remaining static for both genders. In summary, this graph focuses on gender representation within pay bands and reinforces that the under-representation of women in higher-paid roles remains the primary driver of CEUK’s gender pay gap, and that on-going progress in increasing female representation in senior positions is crucial for the continued reduction of the disparity.

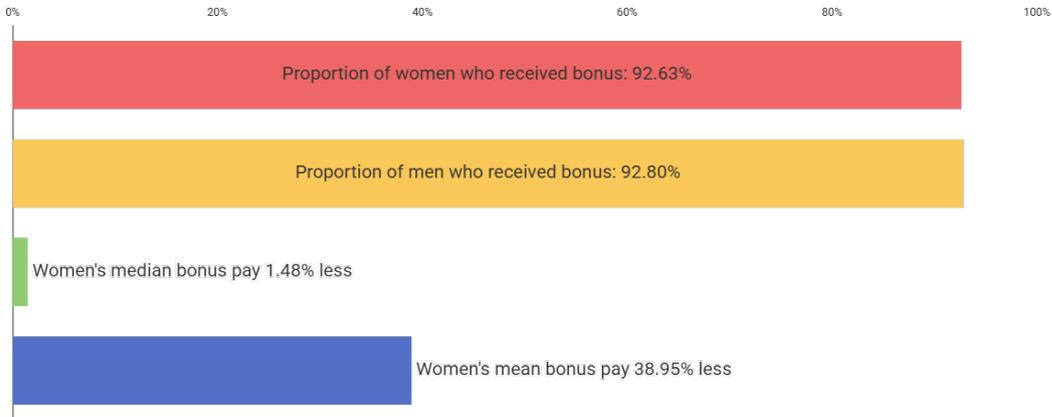
CONTRIBUTION OF EACH QUARTILE TO THE PAY GAP



The 2025 bar chart displayed above illustrates each quartile's impact on the overall mean pay gap, which stands at **18.06%**. Compared to the 2024 report, the upper quartile's impact declined to **31.79%**, marking a decrease of just under **1%** year-on-year. Notably, there has been a shift in the lower middle and upper middle quartiles, which are now reflected as negative percentages: the lower middle quartile fell by **3.68%** to **-0.79%**, while the upper middle quartile decreased by **1.5%** to **-0.01%**. Also, the lower quartile shifted from **-18.47%** to **-12.93%**, corresponding to a rise in the proportion of men within this quartile.

GENDER BONUS PAY GAP

The following chart presents the proportion of staff receiving bonuses at CEUK, as well as the median and mean differences in bonus amounts paid to male and female employees.



During this reporting period, the average gender bonus pay gap has narrowed by just over **1%** from the previous year. The median bonus pay gap saw a slight increase from **0.72%** to **1.48%**. Our bonus scheme is gender-neutral, but the reported gap results from different types of payments such as performance bonuses, one-off awards, and long service recognition. The makeup of our workforce continues to shape the mean bonus gap, much like it does with the overall gender pay gap.

As in previous years, it's important to note that the business senior leadership team maintains a 6:1 male-to-female ratio. This, paired with the trend seen in the mean gender pay gap, demonstrates how a predominance of high-earning men impacts our overall figures. The ongoing pattern is closely tied to workforce composition, specifically the prevalence of men in senior and higher-paid positions at CEUK.

Every eligible woman and man in the business received a bonus, just as in previous years. In 2024, there was a difference **0.17%** between the proportion of women and men paid a bonus. Not all staff qualified for a bonus during this period; for example, newly hired employees who did not meet the eligibility requirements were excluded.

HOW CEUK IS WORKING TO REDUCE OUR GENDER PAY GAP

Our data reflects historical industry trends that have shaped our workforce composition. At CEUK, we are confident in the continued narrowing of the gender pay gap and remain dedicated to implementing proactive measures to guarantee equitable career progression opportunities for all employees, irrespective of gender. Furthermore, annual reporting allows us to analyse the underlying factors contributing to the gap and to establish targeted objectives for further improvement.

By following the strategies below, we aim to achieve lasting change throughout the organisation:

Equitable and Inclusive Recruitment Procedures

By using gender-neutral language in job postings and anonymising CV reviews, CEUK ensures women have unbiased access to all roles, helping to remove barriers and improve representation at every level

Workforce Engagement and Structured Feedback Systems

The introduction of biannual employee surveys and anonymous feedback channels allows women to voice their experiences and highlight areas needing improvement, ensuring their perspectives are central to organisational change.

Understanding and Promoting Awareness Through Training

Comprehensive, site-wide awareness and harassment prevention training, plus refresher workshops, empower women with knowledge and confidence to address inappropriate behaviour and seek support, fostering a safer and more inclusive environment.

Advancing Leadership Skills and Professional Growth

Leadership and mentoring programmes, as well as initiatives like "Leading our People", support women transitioning into senior positions, tackling unconscious bias and enabling equal opportunities for advancement.

Equitable Remuneration and Pay Parity

Our organisation is dedicated to fostering fair and equitable compensation through the following measures:

- **Real Living Wage Accreditation:** We maintain our accreditation to ensure that wages accurately reflect the real cost of living for all employees, regardless of gender, thereby advancing equality and inclusivity.
- **Regular Pay Audits:** We systematically conduct pay audits utilising external benchmarking tools to evaluate our compensation structures, identify any disparities, and proactively address gender pay gaps.

Policies Supporting Families and Parental Responsibilities

We are committed to advancing our family-friendly policies to facilitate a balanced work-life environment, recognising that women may often assume a greater share of family-related responsibilities and therefore making career progression more accessible at CEUK.

We provide:

- Flexible working arrangements are available, including part-time positions, job sharing, and hybrid work models. Support staff are provided with a two-hour window in both the morning and evening to begin and end their workday flexibly.
- Enhanced provisions for shared parental leave, as well as maternity, adoption, and paternity pay.
- Support for employees with caregiving duties, promoting fair and equitable participation across the workforce.

Education, Training, and Career Development

Targeted training and our Early Careers Programme help women develop essential skills and advance within a culture that values inclusivity.

STEM Outreach and Community Engagement

By inspiring girls and young women through local school visits, career fairs, and participation in skill summits, CEUK encourages female interest and participation in science and engineering careers, laying foundations for future workplace diversity.

Industry Partnerships and Advocacy

Engagement with events, webinars, and collaborations with Scottish Engineering further demonstrates CEUK’s commitment to supporting women’s representation and leadership in traditionally male-dominated fields.

Menopause Specialist Support Services

We are committed to increasing awareness and offering assistance to female employees going through perimenopause and menopause periods that can greatly influence physical, mental, and emotional health, as well as overall well-being and confidence.

In 2025, we partnered with Menopause Health Matters at Ayrshire Private Healthcare to offer colleagues a fully funded, personalised menopause treatment plan including specialist consultations, follow-ups, and hormonal blood tests. We also ran onsite awareness sessions for managers to help them support affected staff and held information sessions for female employees about available resources from both Menopause Health Matters and CEUK.

Starting in 2026, our company funded healthcare benefit includes access to a menopause healthline for all employees who choose to enrol in this benefit. The healthline connects individuals with menopause trained nurses, offering support regarding expectations, nutrition, health and exercise during menopause, as well as advice on mental wellbeing concerns such as stress and anxiety. Employees can also receive guidance on next steps and further available resources.

SUMMARY

These actions collectively create a work environment where women are empowered to progress, access leadership opportunities, and thrive throughout their careers at CEUK at all levels of our organisation.

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.



Paula Cunningham

People Director



Brian Highet

Managing Director