

Annual Gender Pay Gap Report (snapshot date 5 April 2025)

Introduction

Our Gender Pay Gap Report summarises the percentage differences between average earnings for men and women in all jobs at Cepac. Employers with over 250 employees must publish their gender pay statistics every year.

We are confident that we pay men and women equal pay for doing the same or similar jobs and work to ensure our pay rates and grades are fair irrespective of gender. This report assesses broad data concerning pay for all men and all women irrespective of their job role.

The Gender Pay Gap Report for Cepac covers our four UK manufacturing sites at Darlington, Doncaster, Rawcliffe Bridge and Rotherham. We have a combined headcount of 449 of which 86% are men and 14% are women.

Gender Pay Gap Analysis at Cepac

Women's Hourly Rate Is.....

10.7% lower than men	7.9% lower than men
Mean	Median

Women's Bonus Pay Is.....

33.4% lower than men	10.4% lower than men
Mean	Median

Who Receives Bonus Pay.....

60.1%	50.8%
Men	Women

What percentage of Men & Women are in each quarter of the Cepac payroll.....

	Men	Women
Upper	85.9%	14.1%
Upper Middle	92.4%	7.6%
Lower Middle	87.0%	13.0%
Lower	78.5%	21.5%

Context & Causes of Gender Pay Gaps at Cepac

Our median gender pay gap is 7.9% (14.5% in 2024) which is a significant improvement and better than Manufacturing in the UK in 2025 at 15.9%.

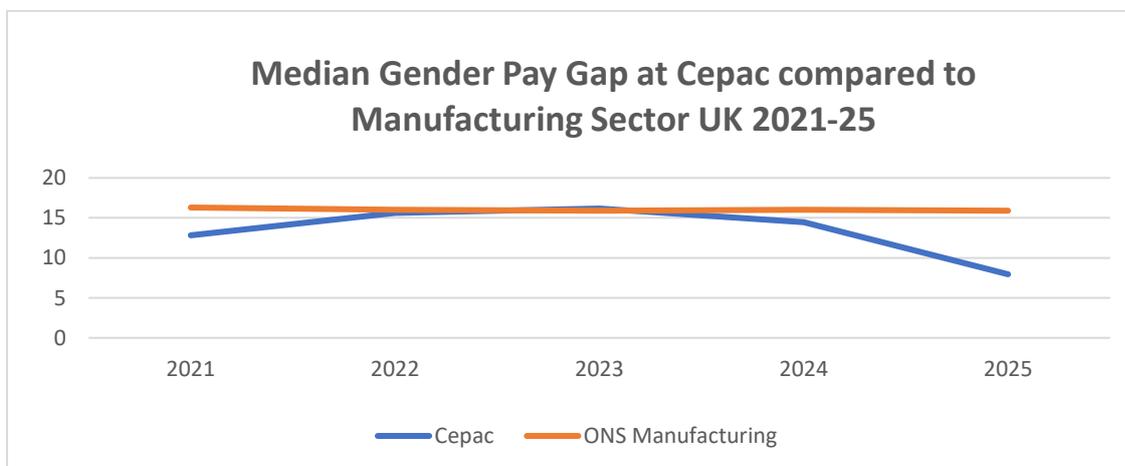
Cepac is a manufacturing business that employs a majority of men across all roles within the business which reflects the historical pattern in our industry and manufacturing in general. We also have many men with long service. This includes a majority of men in line manager and senior managerial roles where there is opportunity to earn a higher bonus. Despite this, the majority of both men and women earn bonus pay.

Recent and Future Actions to Address Gender Pay at Cepac

Cepac is committed to promoting gender diversity and closing the gender pay gap by doing the following.

- Supporting Working Parents with flexible working.
- Developing best practice guidelines in support of maternity, parental and other family leave.
- Introducing Enhanced Maternity Pay to attract, reward and retain female employees.
- Introducing psychometric testing during recruitment and promotion assessments.
- Working with schools, universities and our local communities to encourage men and women into manufacturing.
- In 2022, we appointed a director at Board level to champion HR issues affecting women.
- In 2023, we recruited women into three senior sales management roles across the Group.
- In 2024, we recruited women into two senior health & safety and quality management Group roles.
- In 2024, we set up the Cepac Senior Women's Forum which was attended by 18 senior women in managerial roles to discuss women's issues at work. This forum meets twice each year and is instrumental in developing policy to address women's issues at work including introducing a Menopause Support Policy and Enhanced Maternity Pay.
- In 2025, we introduced a 12-month Leadership Programme for men & women with eight women participating across the Cepac Group who also benefited from a Mentoring Programme or Executive Coaching.

These actions have started to have a material impact on our median gender pay gap as shown below.



I can confirm that the information and data reported is accurate.

Craig Mason
Group Resources Director (People & Services)
1 March 2026