

CBI GENDER AND ETHNICITY PAY GAP REPORT 2024



Contents

| | |
|----------------------------------|--------|
| Forward | Page 3 |
| Our Gender Pay Gap 2024 | Page 4 |
| Our Ethnicity Pay Gap 2024 | Page 6 |
| Progress on closing our pay gaps | Page 8 |

Foreword

We are committed to narrowing our pay gaps, and see a sustainable, long-term approach as the key to addressing our gender and ethnicity pay gaps. Through improved strategic workforce planning, our current [DEIB \(Diversity, Equity, Inclusion and Belonging\) strategy](#) (setting ambitions and educating leaders as well as considering the experiences of diverse colleagues in our retention work), our reviews of employee voice and recruitment and our regular processes around pay awards, we are confident that we will continue to make the CBI a place where colleagues from all backgrounds can thrive and do their best work.

We have seen a modest increase in our median gender pay gap while our mean gap has remained level, reflecting shifting workplace demographics, and while we are a majority-female led business we continue to work to ensure an even gender split across our pay quartiles – where we have seen some progress but still have work to do.

While we are pleased to have seen modest progress on our median ethnicity pay gap, this is not mirrored in the mean pay gap. We have seen some progress in the ethnicity split in some quartiles and I look forward to this increasing to include a broader split across all quartiles.

Reducing our gender and ethnicity pay gaps sits at the heart of our ambition to be a fair and equitable place to work, rooted in our values of respect, integrity, brilliance and courage.

Having recently launched our [DEIB strategy](#) for 2025-27, we continue to work to embed DEIB into our culture and all we do and look forward to building on our progress in all areas of the strategy over the coming years.



Rain Newton-Smith

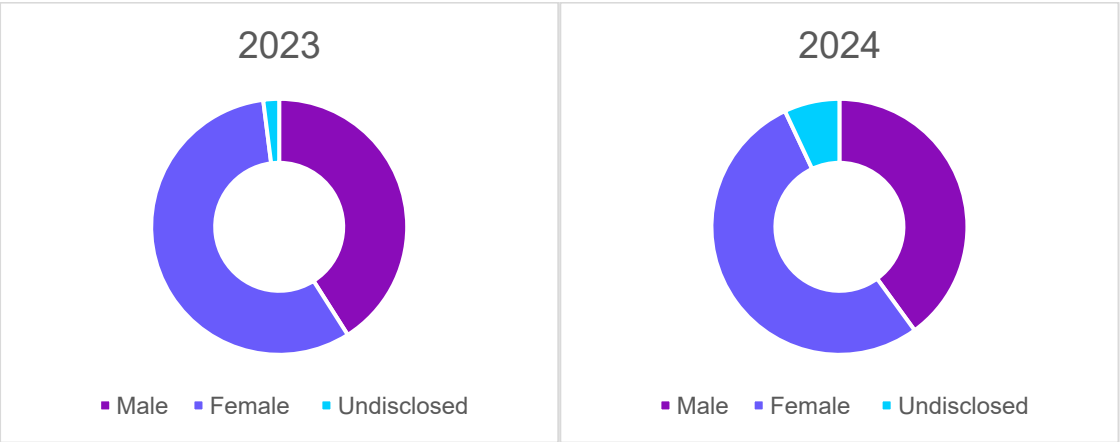
Chief Executive, CBI



Our Gender Pay Gap 2024

We have voluntarily reported on our gender pay gap data since the regulations were introduced in 2017 and this is therefore our eighth gender pay gap report. Our reporting follows the Government’s requirements.

On 5th April 2024 (the ‘snapshot’ date for reporting), the CBI had 163 UK based staff of whom 53% were female and 40% were male (7% undisclosed). This is a small change since April 2023 (when we employed 267 UK based staff) when the split was 57% female and 41% male (2% undisclosed).

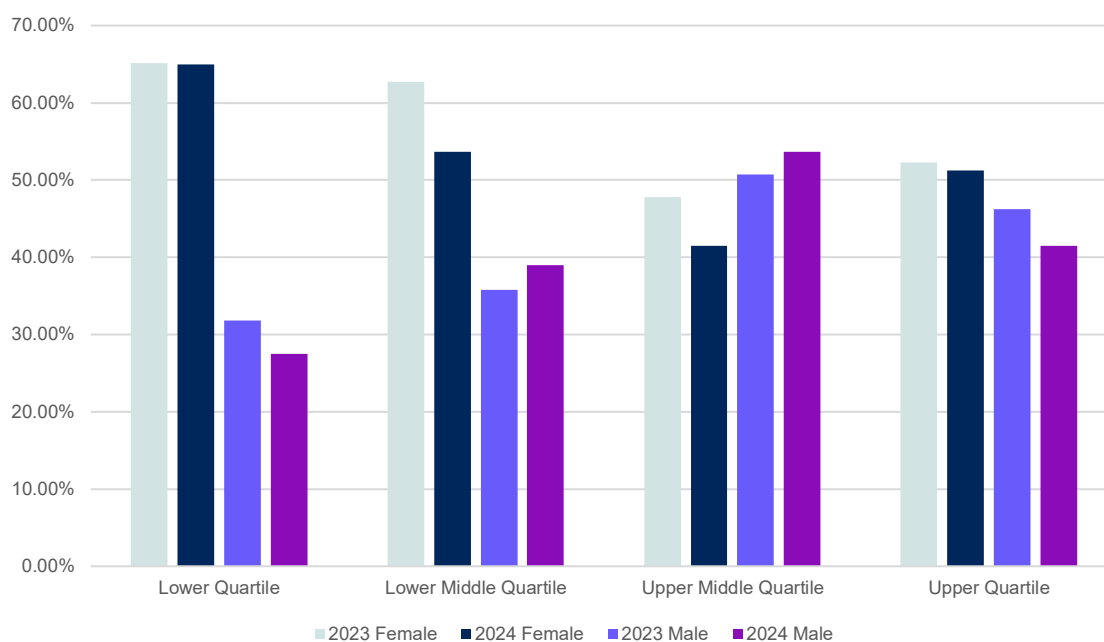


Average Gender Pay Gap

| Year | Mean | Median |
|------|------|--------|
| 2023 | 3.4% | 11.5% |
| 2024 | 3.4% | 16.1% |

Our mean Gender Pay Gap is 3.4%, remaining level with April 2023. Our median Gender Pay Gap is 16.1%, which is an increase of 4.6% since April 2023. This has occurred in the context of a significant reduction in team sizes at the CBI, which has influenced the overall figure. We did not pay a bonus or special contribution awards in 2024.

Pay quartiles



We have made progress in the gender balance within the lower middle pay quartile. However, there continues to be an over representation of women in lower banded roles compared to men. In the upper quartile female representation has increased relative to male representation.

In our 3-year workforce plan, we will include representation ambitions for several groups in line with our DEIB strategy, including the gender split, which are critical to fostering a diverse workforce. We aim to use this to help narrow the gender pay gap and achieve a better gender balance at all grades and functions.



Our Ethnicity Pay Gap 2024

Since 2018, we have published our ethnicity pay gap data and have consistently advocated for the introduction of mandatory reporting for employers with more than 250 employees. We believe that sharing this data demonstrates our commitment to the same practices we encourage our members to uphold.

For benchmarking purposes, we calculate our ethnicity pay gap using the Government measures specified in the gender pay gap regulations. We group ethnicity data into two broad classifications, White staff (including White Other) and Ethnic Minority staff. We recognise the limitations of such grouping in identifying and understanding how disparities play out across different ethnic groups. Although we collect ethnicity data against the ONS categories used in the UK Census we have not disaggregated the data for this report as to do so currently risks compromising anonymity due to the small numbers in each category.

In April 2024, 16% of staff were from Ethnic Minority groups and 75% of staff were White, while 9% did not disclose or preferred not to say.

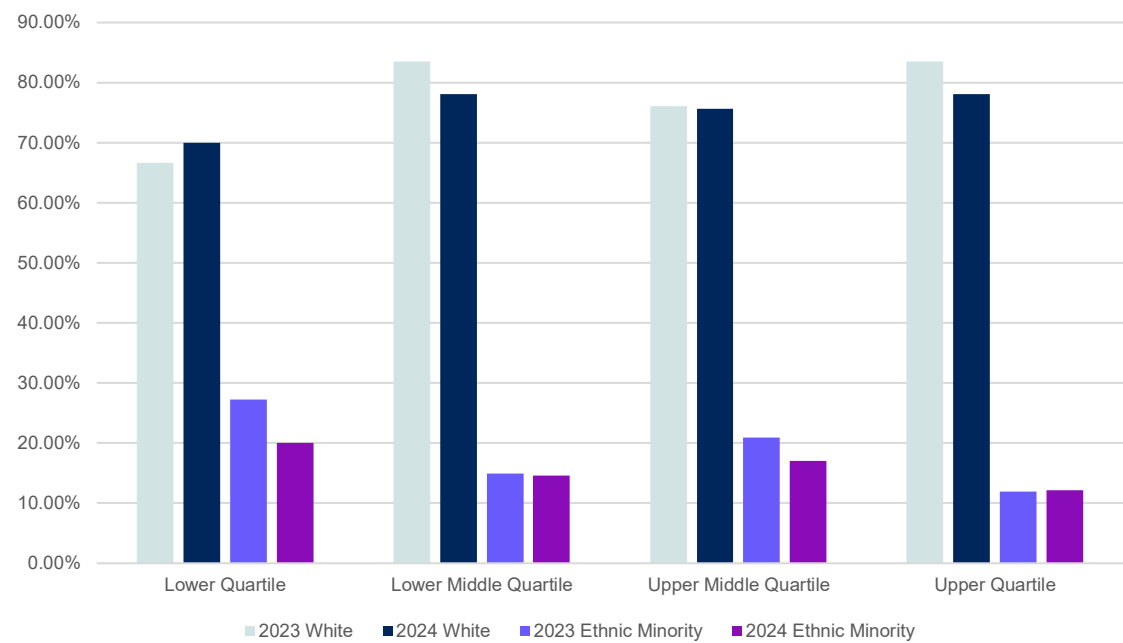
In April 2023, 19% of staff were from Ethnic Minority groups and 78% of staff were White, while 4% did not disclose or preferred not to say.

Average Ethnicity Pay Gap

| Year | Mean | Median |
|------|-------|--------|
| 2023 | 12.9% | 6.7% |
| 2024 | 13.5% | 5.7% |

Our mean Ethnicity Pay Gap is 13.5%, an increase of 0.6% since April 2023. Our median Ethnicity Pay Gap is 5.7%, a decrease of 1% since April 2023. Although these modest changes do not represent a statistically significant shift, the significant reduction in team sizes is likely to have influenced the overall figure here by reducing the data set. We did not pay a bonus or special contribution awards in 2024.

Pay quartiles



In the lower two pay quartiles, we have seen an improvement in the ethnicity balance. However there continues to be an over representation of ethnic minority colleagues in lower banded roles compared with the higher two pay quartiles, where we have seen a small improvement in the ethnicity balance in the upper quartile and a small decrease in the percentage of ethnic minority colleagues in the upper middle quartile.

In order to continue to narrow the ethnicity pay gap we aim to achieve a better ethnicity balance at all grades and functions within the CBI, supported by the monitoring of ethnicity splits across teams and grades within our workforce planning and in line with our DEIB strategy.



Progress on narrowing our Pay Gaps

Action to improve our pay gap through 2024 has focused in particular in the following areas:

Representation

Representation ambitions are being set in our recently launched [Diversity, Equity, Inclusion and Belonging \(DEIB\) strategy](#) to set directorate wide ambitions for 2025-27. We have built a diversity and inclusion data dashboard, refreshing our D&I data and enabling us to monitor the demographics of CBI employees in real time and help guide decisions around any necessary corrective action.

Strategic Workforce Planning

Diversity data has been incorporated into our 1-year workforce plan for 2024-25. This will be further developed in our 3-year workforce planning to consider this by bandings and directorates and including recommendations to help enhance the diversity of our teams.

Talent and progression

In 2024 we created a Talent Framework that sets out our approach for identifying, developing and retaining talent, at all levels of the organisation. The CBI's Talent Committee, comprising members of our Executive Committee and the People & Culture team, meets quarterly to review performance and talent data for all colleagues, to identify individuals ready for progression, to review the succession plan and agree L&D investment priorities. Gender and ethnicity data is provided to the Committee, to ensure that decisions reflect the diverse make up of our workforce, and support delivery of our DEIB strategy.

Colleague sentiment

In 2024, we started analysing the results of our quarterly pulse surveys by gender split, to help us understand differences in sentiment and where issues are have a disproportionate effect on colleagues from a particular gender. We use listening circles to facilitate deep-dives into issues that are surfaced in our surveys and analyse how this may impacts individual groups of employees.

We are reviewing our approach to quarterly and annual surveys and have committed to introducing an inclusion index, so we understand how we are tracking against inclusion and how we benchmark against other organisations and are able to surface issues affecting diverse groups of colleagues.

Pay Gap Reporting and Equal Pay

We have continued to undertake annual equal pay checks to ensure that our reward policies are fair and non-discriminatory. These have been aligned to our annual pay award and adjustments incorporated where appropriate.

May 2025

© Copyright CBI 2025

The content may not be copied,
distributed, reported or dealt with in
whole or in part without prior
consent of the CBI.