



CBI GENDER AND ETHNICITY PAY GAP REPORT 2025



Contents

Forward	Page 3
Our Gender Pay Gap 2025	Page 4
Our Ethnicity Pay Gap 2025	Page 6
Progress on closing our pay gaps	Page 8

Foreword

Publishing our pay gap data each year is an important act of accountability and transparency. It is a commitment to honesty about where we are and to the ongoing work of building an organisation where talent is recognised and opportunity is genuinely equal, regardless of background.

I am pleased that this year's report shows real progress on our gender pay gap. Female representation has increased across our workforce and become more evenly distributed across our pay structure, and the gap between male and female average earnings has narrowed meaningfully. This reflects the commitment of our people and the work we are doing to ensure that women at the CBI can progress, develop and reach their potential.

On ethnicity, we have not made the progress we had hoped for this year. While representation of Ethnic Minority colleagues has increased slightly, our ethnicity pay gap has widened, particularly at the median. We take this seriously. The results highlight that we have more to do to improve progression and ensure Ethnic Minority colleagues are represented across all levels of the organisation.

The work that matters most is often the least visible. The quality of a feedback conversation, the fairness of a promotion decision, the culture a leader creates in their team. Through our actions to drive inclusive leadership, strengthen our progression framework and our focus on succession, these are the commitments we are making so that our diverse colleagues don't just join us but belong here, grow here and stay.

We still have work to do. But I am confident we are focused on the right things.



Rain Newton-Smith

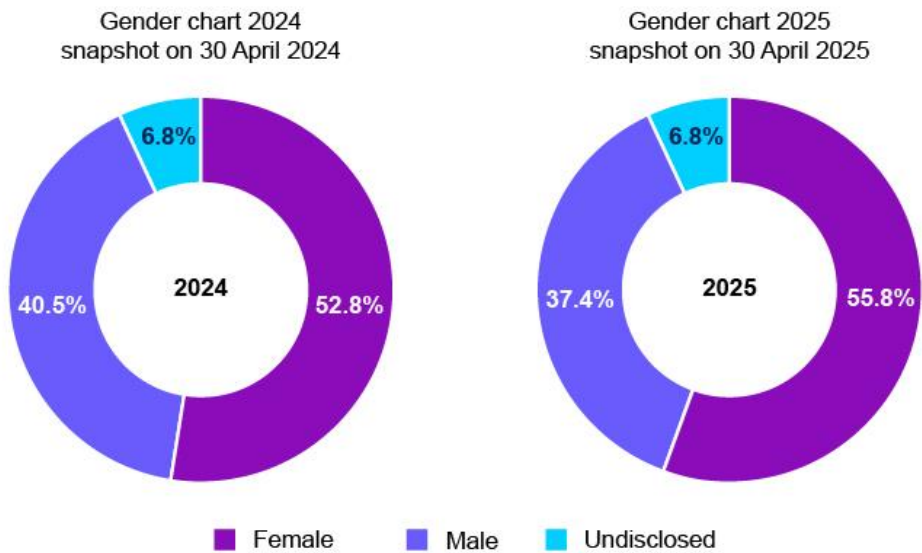
Chief Executive, CBI



Our Gender Pay Gap 2025

We have voluntarily reported on our gender pay gap data since the regulations were introduced in 2017 and this is therefore our ninth gender pay gap report.

On 5 April 2025, the CBI workforce comprised 55.8% female colleagues, 37.4% male colleagues and 6.8% who preferred not to disclose. This represents a small increase in female representation compared to April 2024, when the split was 52.8% female, 40.5% male and 6.8% undisclosed.



Average Gender Pay Gap

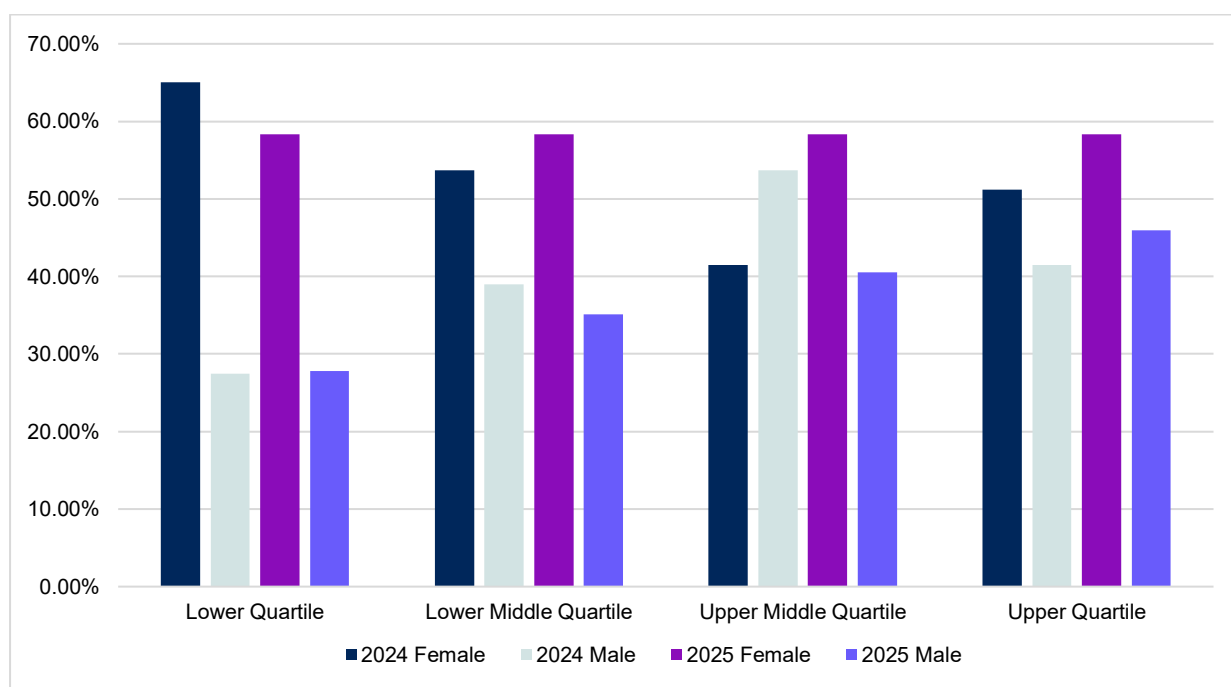
Year	Mean	Median
2024	3.40%	16.10%
2025	0.53%	15.15%

Our mean Gender Pay Gap is 0.53%, a decrease of 2.87 percentage points compared to April 2024. Our median Gender Pay Gap is 15.15%, a decrease of 0.95 percentage points.

Female representation has become more evenly distributed across the pay structure, with increased representation in the lower middle, upper middle and upper quartiles, and reduced concentration in the lower quartile. As a result, our mean gender pay gap reduced from 3.40% to 0.53%, effectively closing at the mean level and representing one of the strongest results we have recorded. This reduction reflects a more balanced gender distribution across the organisation, particularly within the upper middle and upper quartiles, bringing average female earnings closer to average male earnings.

We did not pay a bonus or special contribution awards in 2025.

Pay quartiles



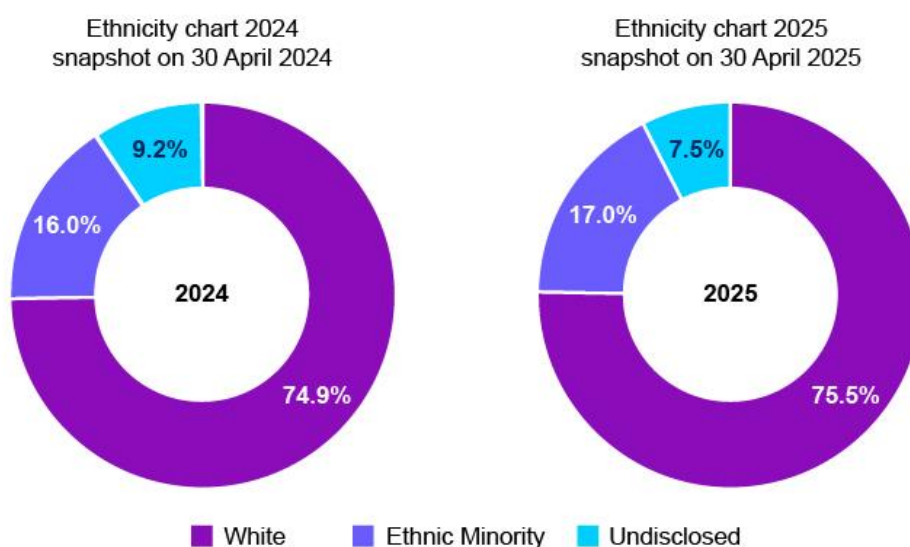
We are also pleased to see a modest improvement in our median gender pay gap, from 16.10% to 15.15%. Female representation in the lower quartile reduced from 65.0% to 58.3%, while representation increased across the lower middle, upper middle and upper quartiles.

Although women continue to represent a higher proportion of colleagues in lower pay bands, these changes indicate a more balanced distribution across the pay structure than in previous years. However, it is the continued concentration of women compared to men in lower paid roles that remains the primary driver of our median gender pay gap.

Our Ethnicity Pay Gap 2025

Since 2018, we have published our ethnicity pay gap data. 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.

On 5 April 2025, 75.5% of CBI colleagues identified as White, 17.0% as Ethnic Minority and 7.5% preferred not to disclose their ethnicity. This compares to April 2024, when 74.9% of colleagues identified as White, 16.0% as Ethnic Minority and 9.2% preferred not to disclose.



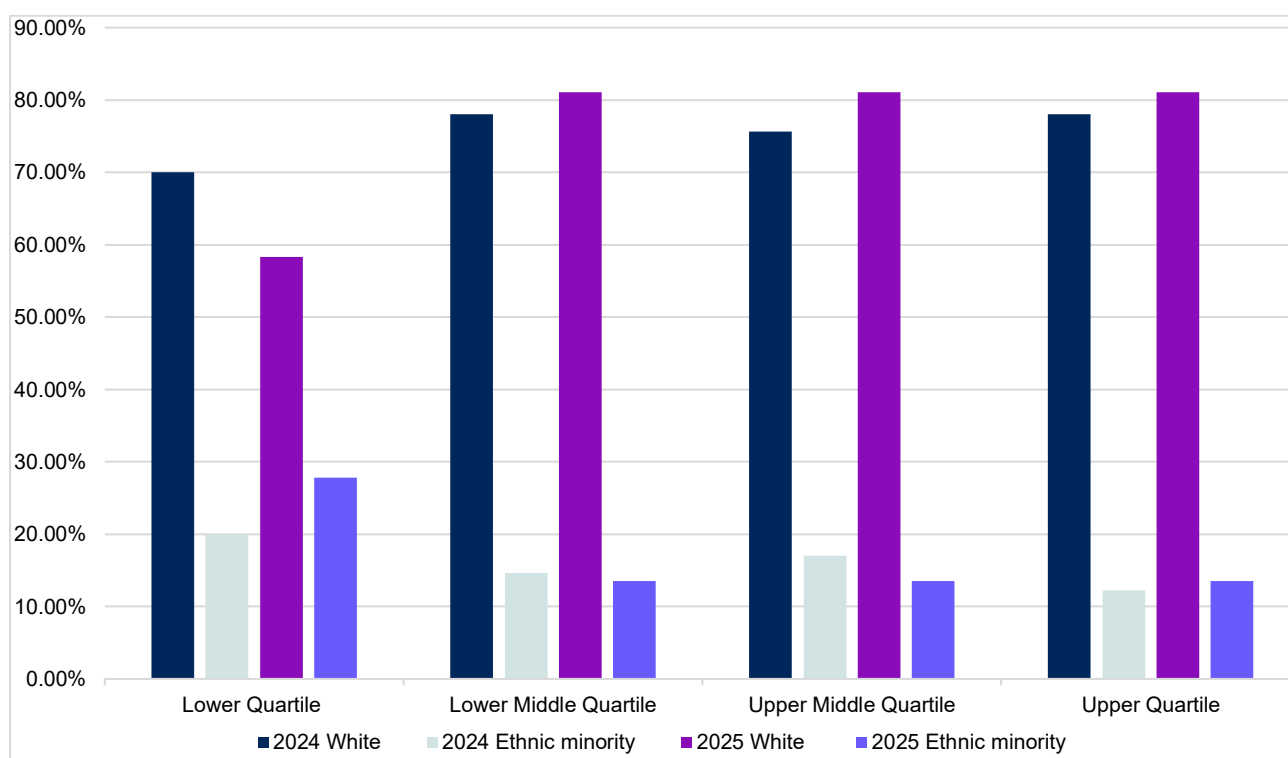
Average Ethnicity Pay Gap

Year	Mean	Median
2024	13.5%	5.7%
2025	15.21%	18.40%

The widening of the ethnicity pay gap in 2025 reflects changes in the distribution of Ethnic Minority colleagues across our pay structure during the reporting period. While the mean pay gap increased by 1.71 percentage points, the median pay gap increased by 12.7 percentage points, indicating a more pronounced shift in where Ethnic Minority colleagues are represented within the organisation.

We did not pay a bonus or special contribution awards in 2025.

Pay quartiles



Pay quartile analysis shows that Ethnic Minority representation increased in the lower quartile from 20.0% to 27.8%, while representation in the lower middle and upper middle quartiles reduced. This change has had a significant impact on the median pay gap because the median measure is particularly sensitive to where colleagues are concentrated within the pay structure.

Workforce movements during the year have contributed to this outcome. We experienced turnover among Ethnic Minority colleagues during the reporting period and recruitment activity did not fully offset the impact of turnover across all pay quartiles. As a result, representation became less evenly distributed across the organisation than in previous years.

Whilst increased representation at entry and junior levels strengthens the future talent pipeline, these results reinforce that recruitment alone will not close the pay gap, particularly in a moment when our overall recruitment is low. Sustainable improvement will require stronger progression into middle and senior level roles, alongside continued focus on attracting diverse talent into all levels of the organisation.



Progress on narrowing our Pay Gaps

Action to improve our pay gap through 2025 into 2026 has focused in particular in the following areas aligned to our **Diversity, Equity, Inclusion and Belonging (DEIB) strategy**:

Strategic Workforce Planning

As part of our workforce planning, we are taking a more structured approach to understanding the composition, skills and capability of our workforce across all levels. Central to this is the development of a skills diagnostic to identify current capability, future workforce needs and skills gaps across the organisation. This will help us better understand the skills required for future roles and where investment in learning and development is needed to support colleagues to progress.

By combining skills, capability and representation data, we will be better able to identify colleagues with the potential to progress and provide targeted development opportunities. This will help create clearer pathways into future roles, strengthen our internal talent pipeline and support more balanced representation across all levels of the organisation. Where skills gaps cannot be addressed through internal development, this insight will also inform our approach to recruitment, ensuring we continue to build a diverse workforce with the capability needed for the future.

Progression, Talent and Career Development

Our pay gap analysis points clearly to progression as the single most important lever for both gender and ethnicity. For gender, the upward shift in female representation across the lower middle, upper middle and upper quartiles in 2025 suggests our existing approach is beginning to work. For ethnicity, the concentration of Ethnic Minority colleagues in the lower quartile, combined with reduced representation in the lower middle and upper middle quartiles suggests that progression and retention remain key challenges and that the pathway into more senior roles needs to be clearer, fairer and better supported.

We are developing a skills-based, evidence-led and transparent progression framework, with the explicit aim of reducing the influence of bias in promotion and development decisions. Our Talent Committee process, which incorporate gender and ethnicity data in talent reviews, will be used to actively monitor who is being put forward for progression opportunities and ensure equitable outcomes in practice.

At senior level, we are focused on deliberate and personalised succession planning, offering stretch opportunities, shadow experiences and exposure to senior forums to colleagues identified as successors.

Leadership, Culture and Inclusion

We continue to embed our DEIB strategy through a focus on leadership capability and inclusive culture. A key area of focus is inclusive leadership, equipping our senior leaders with the skills, awareness and tools to lead inclusively, with particular emphasis on coaching and feedback. We recognise that how feedback is given can limit the progression and retention of Ethnic Minority colleagues and women at all levels, and we are committed to addressing this directly.

Investing in our leaders' development is central to driving the talent outcomes we are focused on, creating the conditions of belonging and high performance needed to retain and progress our diverse talent.

Data, Insight and Disclosure

We are continuing to enhance our people data and reporting capability. We recognise that the quality of our pay gap reporting depends on the completeness of our data, and that undisclosed ethnicity in particular can mask the true picture of representation across pay quartiles. We will therefore be running a targeted disclosure campaign to improve ethnicity data completeness, so that future reporting reflects as accurate a picture as possible of our workforce.



August 2026

© Copyright CBI 2026

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