



Gender Pay Gap Report

CPC Consultancy Limited



Snapshot Date: 5th April 2025 | Published: 16th April 2026 | Signed by: Brandon Stringer

This Gender Pay Gap Report has been prepared for CPC Consultancy Limited (CPC) - part of CPC Project Services Limited. It is in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and the statutory guidance issued by ACAS and the Government Equalities Office. The data is based on ordinary pay and bonus pay for relevant employees in scope on the snapshot date of 5th April 2025.

CPC is an award-winning consultancy with over 35 years of experience delivering infrastructure, property, and transformational change projects across the UK. As an Employee Ownership Trust since April 2024, our people are at the heart of everything we do — and that means our commitment to equality is not just a corporate obligation, it is a shared responsibility owned by every one of us.

We believe that by creating a more diverse and inclusive CPC, we build stronger, more productive relationships — both within our teams and with the clients we serve. We recognise that the industries in which we operate continue to face significant challenges in attracting and retaining diverse talent. We do not underestimate the scale of that challenge, but we are committed to being part of the solution. It is our collective duty to drive meaningful, lasting change.

Closing our gender pay gap is a key part of that journey. We are focused not only on reporting our figures transparently, but on understanding their causes and taking targeted action to address them. We will continue to invest in the development of our people, champion flexible and inclusive working practices, and hold ourselves accountable for progress year on year.

What is the Gender Pay Gap?

Our Gender Pay Gap Report gives us a clearer picture of how roles, seniority and gender representation are distributed across CPC Consultancy Limited.

It does not measure equal pay for equal work, but it does surface where organisational imbalances exist and where targeted action will make the biggest difference. We use these insights to shape our recruitment & inclusion strategies as well as inform how we plan and build our team, making sure the opportunities we create support fair progression for everyone.

All data reflects our business as of 5 April 2025, including bonuses paid in the 12 months prior to this date.

Equal Pay

As set out in the Equality Act 2010, it is a legal requirement that men and women in the same, performing work that is the same, similar, equivalent or of equal value, must receive equal pay.



Gender Pay Gap

A measure which shows the difference in average earnings between men and women across an organisation. The gender pay gap does not show differences in pay for comparable jobs.



Our figures at a glance



This year marks our first year of gender pay gap reporting.

Mean and median pay gaps are calculated using hourly pay rates. Pay quartiles are determined by ranking employees from lowest to highest hourly pay and dividing the workforce into four equal bands. No adjustments have been made beyond those required by the Regulations.

2.1 Pay Gap — Mean & Median Hourly Pay

Metric	Women's Pay	Men's Pay	Gap (%)
Mean hourly pay	£28.81	£41.58	30.73%
Median hourly pay	£26.27	£34.90	24.73%

(A positive percentage indicates that men earn more on average. A negative percentage would indicate women earn more on average).

2.2 Bonus Pay Gap

Metric	Women	Men	Gap (%)
Mean bonus pay	£2,032.96	£4,780.70	57.48%
Median bonus pay	£1,126.20	£1,416.75	20.51%
% receiving a bonus	69.44%	73.51%	—

2.3 Pay Quartiles

The table below shows the proportion of men and women in each hourly pay quartile band.

Quartile	Women (%)	Men (%)
Upper (highest paid)	14%	86%
Upper middle	16%	84%
Lower middle	42%	58%
Lower (lowest paid)	37%	63%

Understanding our gap



Understanding the root causes of our gender pay gap is essential to addressing it effectively. The key factors contributing to our gap are:

Representation: The report covers 257 employees, comprising 185 men (72%) and 72 women (28%). Men are disproportionately represented in senior and higher-paid roles within the organisation. This is reflected in the pay quartiles, with men making up 86% of the upper (highest paid) quartile and 84% of the upper-middle quartile. Women are more highly represented in the lower and lower-middle quartiles. The resulting gender pay gap is therefore driven by workforce composition and role distribution.

Occupational segregation: There is occupational segregation across the organisation. Women are employed in support and junior functions, which typically attract lower average rates of pay. Men are more prevalent in senior, technical, leadership and work-winning roles that command higher remuneration. This structural distribution across roles is a significant factor contributing to the gender pay gap.

Part-time working: Part-time and flexible working arrangements are more prevalent among female employees. While all roles are paid on an equivalent hourly-rate basis regardless of working pattern, the aggregation of part-time roles across the workforce reduces overall average female earnings and has an impact on both mean and median pay figures.

Bonus structure: Bonus payments are linked to seniority, performance and commercial or work-winning accountability. Men are more highly represented in senior and commercially focused roles, which results in higher average and median bonus payments for men. Bonus eligibility and assessment are not differentiated by gender, and bonus outcomes reflect role profile and level of responsibility.

Actions we are taking

We are committed to reducing our gender pay gap and have implemented the following initiatives:

4.1 Recruitment & Attraction

- Use gender-neutral job descriptions and advertising across all roles
- Set diversity targets for shortlists at senior levels

4.2 Career Development & Progression

- Mentoring programmes for women
- Transparent promotion criteria

4.3 Flexible & Inclusive Working

- Advertise roles as flexible where possible
- Review of parental leave policies to encourage uptake by all genders

4.4 Culture & Accountability

- Regular pay audits to identify and address unexplained differences
- Unconscious bias training for all people managers
- Gender pay gap progress reviewed at Board level bi annually

Declaration

I confirm that the information in this report is accurate and has been prepared in accordance with The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed:

Brandon Stringer
Partner (Finance)

A handwritten signature in black ink, appearing to read 'B. Stringer', written over a horizontal line.

Date: 16th April 2026

Organisation:

CPC Consultancy Limited
Companies House No: 1923145

Notes on methodology

This report has been prepared in line with the statutory guidance published by Acas and the Government Equalities Office.

Key definitions:

Mean pay gap: The difference in the average hourly pay of all men and all women.

Median pay gap: The difference in the midpoint hourly pay between men and women when pay is ranked from lowest to highest.

Pay quartiles: The workforce divided into four equal groups based on hourly pay, from the lowest to the highest.

Bonus pay: Any payment that is not basic pay, including performance-related pay, profit share, and commission.

The figures are based on the pay period including the snapshot date of 5 April 2025.

The data covers 257 relevant employees as defined by the Regulations.

people who perform, principles that deliver

GENDER PAY GAP REPORT

CPC Consultancy Limited

Part of the CPC Project Services Limited Group of Companies

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