

Gender Pay Gap Report as at the 26th June 2025

Carbon Group specialises in the manufacture of chemicals for the pharmaceutical, chemical, and food sectors, as well as the distribution of chemicals, food ingredients, and paint & coatings technologies. These industries traditionally have male-dominated workforces, a trend reflected in our Gender Pay Gap Report, where men are more likely to hold senior positions and hold sales or production-related roles.

At Carbon Group, we are committed to creating a workplace where diversity is not only valued but recognised as essential to our continued success.

Gender Pay Gap	Mean <i>(Average)</i>	Median <i>(Middle)</i>	
All Employees Hourly Pay Gap	31.7%	(9.9%)	The mean gender pay gap of 31.7% indicates that, on average, hourly pay within Carbon Group is higher for men. This trend aligns with industry norms, where workforces are typically male dominated. Conversely, the median pay gap of (9.9%) shows that, on average, women earn more than men within the middle tiers of the organisation.
All Employees Bonus Pay Gap	94.4%	6.9%	The mean gender pay gap of 94.4% highlights differences in role distribution within our team and reflects the impact of male-dominated workforces in our industry, where men typically occupy senior and sales-focused positions. In contrast, the median pay gap of 6.9% demonstrates our commitment to ensuring pay equity for both genders performing similar roles.
Part-Time Employees Hourly Pay Gap	(24.9%)	(30.4%)	Carbon Group is committed to building an inclusive and equitable workplace. The observed gap highlights the importance of offering flexible working arrangements to attract and retain a more diverse team. By providing adaptable options for roles across the organisation, we aim to remove barriers to participation and ensure that diversity remains a key driver of our success.

Action Plan to address the Gender Pay Gap

Recruitment and Talent Attraction: Continued recruitment strategies to attract candidates from underrepresented groups at each level of the organisation, whilst ensuring equitable hiring practices. Review selection criteria to ensure transparency and fairness.

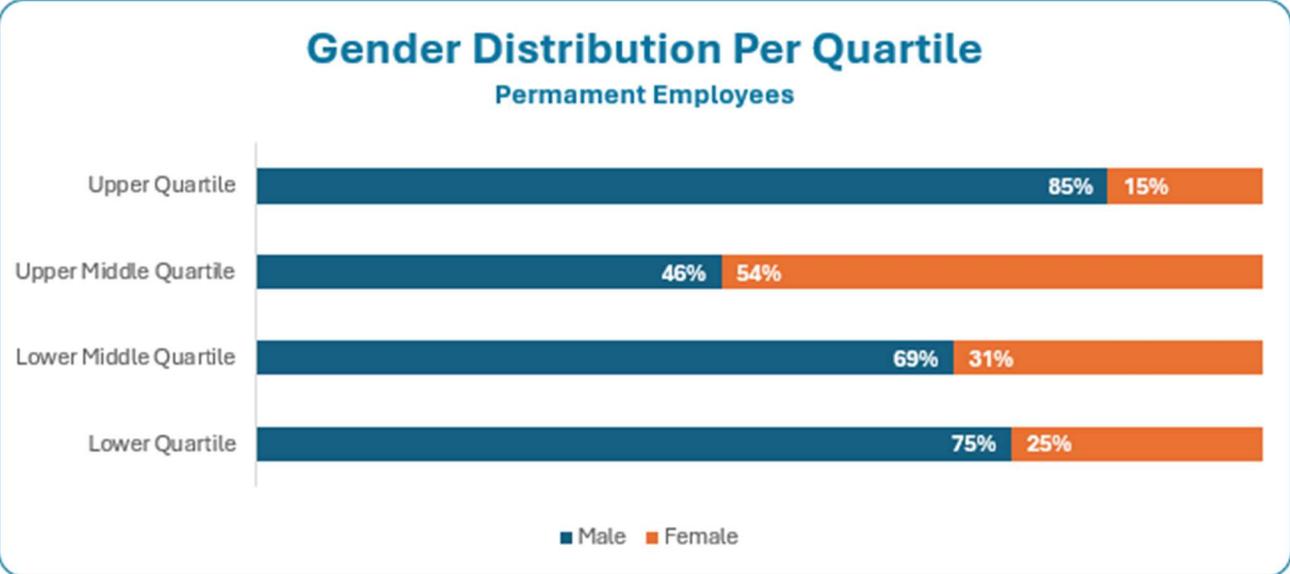
Career Development and Progression: Provide leadership development opportunities to promote diversity at senior levels.

Pay and Benefits Review: Conduct pay audits to monitor gaps and ensure equity amongst similar roles.

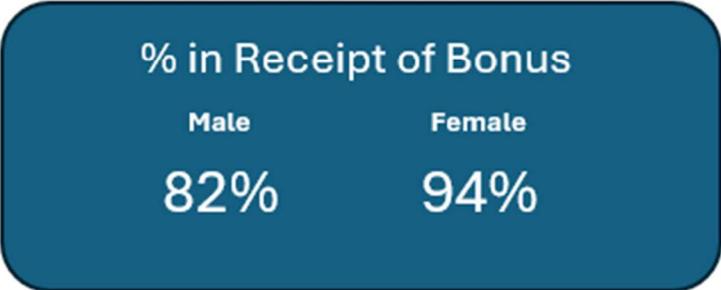
Culture and Awareness: Communicate organisational commitment to diversity at all levels in the organisation.

Monitoring and Accountability: Publish annual Gender Pay Gap reports and utilise the data to identify trends and adjust strategies accordingly.

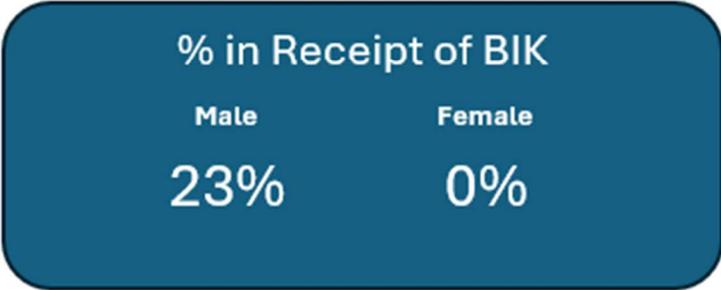
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We recognise that there is currently an imbalance in gender representation at senior levels within our organisation. While this reflects a broader trend across our industry, we are committed to improving diversity at these levels. To achieve this, we actively promote inclusive hiring practices aimed at attracting and retaining talent. Diversity within our upper and lower middle quartiles demonstrates Carbon's ongoing commitment to building an equitable and inclusive workplace.



Carbon Group is committed to maintaining fair bonus practices for equal roles.



The lack of representation of females receiving Benefit in Kind (BIK's) reflects the predominance of men in senior and sales related positions in our organisation.

At the reporting date, all temporary staff were male. As a result, a gender pay gap analysis for this category cannot be provided due to the absence of comparative data.