

Gender Pay Gap Report 2025



Introduction

This Gender Pay Gap Report outlines the difference in average pay between men and women across our organisation. It provides a transparent overview of how we reward employees and highlights any structural disparities that may exist. While the gender pay gap is not a measure of equal pay for equal work, it is an important indicator of representation, progression patterns, and potential barriers within the workforce.

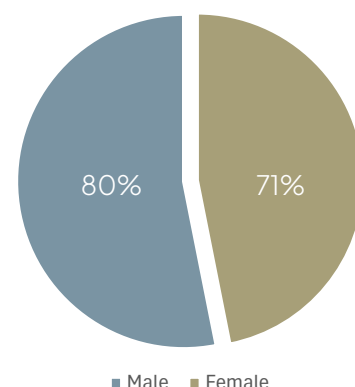
As an organisation operating within sectors that have traditionally been male-dominated — including manufacturing, site-based operations and other technical fields — our workforce profile reflects these broader industry trends. These areas typically attract a higher proportion of male employees, particularly in operational and frontline roles. This context is an important factor in understanding our gender pay gap figures, as the distribution of men and women across different functions and levels influences overall pay outcomes.

By analysing this data, we can better understand the underlying factors influencing pay dynamics within our organisation and identify targeted actions to support fairness, pay equity, and strengthen gender balance across all areas of the business. Publishing our gender pay gap data is an essential step toward accountability, transparency, and continuous improvement. It enables us to measure our progress over time, benchmark our performance against national trends, and demonstrate our commitment to fostering an inclusive workplace. Visibility of these metrics encourages proactive decision-making, strengthens trust among employees and stakeholders, and reinforces our responsibility to create equitable opportunities for all.

Bonus Amounts

For the reference period; Camfil has a significantly higher number of male employees (60) compared with female employees (17), which influences overall pay and bonus comparisons. While 100% of employees receive salary, bonus participation differs between genders: 80% of men receive a bonus versus 71% of women. This lower bonus-receipt rate among female employees, combined with the smaller female population, contributes to differences seen in the gender pay and bonus gap results.

Employee Bonus Distribution



Gender Pay Gap Report 2025

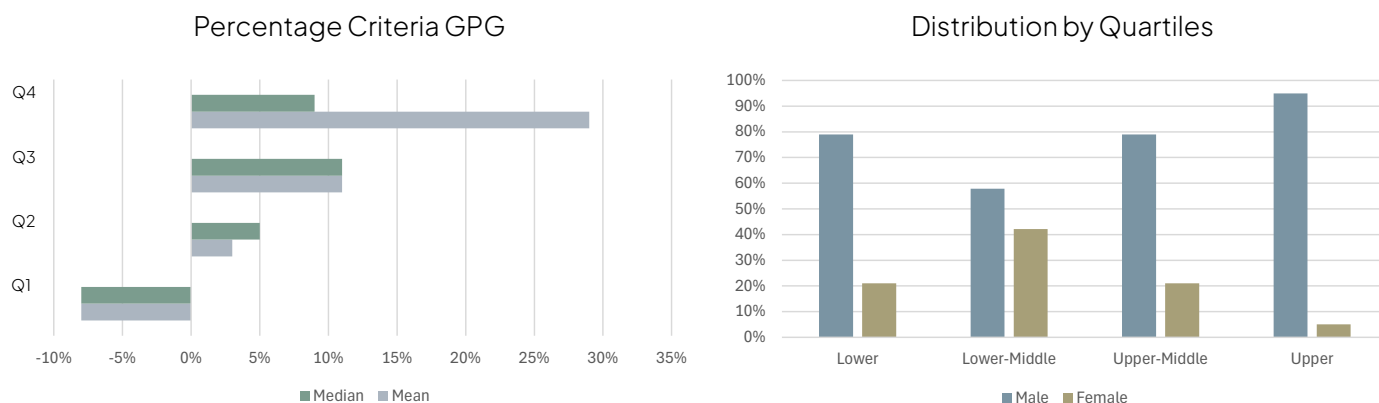


Quartiles

The data below refers to hourly rates of full-time employees. The quartile data shows that women are under-represented in the upper levels of the pay structure. Female representation is highest in the lower-middle quartile but falls sharply in the upper quartile, where men make up majority of employees. This distribution pattern indicates that women are more concentrated in lower-paid roles, while men are more represented in higher-paid roles.

Pay comparisons within each quartile highlight additional differences. In the lower quartile, women earn on average 8% more than men. In the lower-middle quartile, men earn slightly more. In the upper-middle quartile, the gap widens, with men earning more on both mean and median measures. The largest difference appears in the upper quartile, where men earn more on mean pay.

Overall, the combination of lower female representation in higher-paid quartiles and higher male pay within upper quartiles contributes significantly to the organisation's overall gender pay gap. The organisation reports an overall gender pay gap of 30%, with the distribution of employees across pay quartiles shown below to provide further context.



Concluding summary

Our gender pay gap increases progressively across the organisation, with a small gap in the lower and middle quartiles and a significantly larger gap in the upper quartile. This indicates that the majority of the overall gap is driven by the higher representation of men in senior or higher-paid roles, where the mean gap reaches 29%. The gender profile across Camfil shows that men represent a significantly larger share of the workforce for the period of analysis. These structural differences—particularly lower female representation in higher-paid quartiles and higher male pay in upper levels—drive the overall gender pay gap. As an equal opportunity employer operating in a field that is predominantly male-based, we remain committed to reducing our gender pay gap through regular pay audits, transparent salary frameworks, and fair recruitment and promotion practices. We support inclusive career development to ensure equal access to progression opportunities. Senior leaders remain accountable for monitoring progress and embedding a culture of fairness and inclusion across the organisation.

