



2024 UK GENDER PAY GAP REPORT

For the period ending 5th April 2024, Ecolab in the U.K. employed more than 1,400 people across four UK companies: Ecolab, Ecolab Manufacturing, Nalco and Nalco Manufacturing. Two of the companies, Ecolab and Ecolab Manufacturing employed more than 250 people, so are required to publish their gender pay gap data under U.K. law. However, for additional transparency, Ecolab is voluntarily publishing the data of Ecolab overall that includes four UK companies.

This report includes data for the period 6th April 2023 to 5th April 2024.



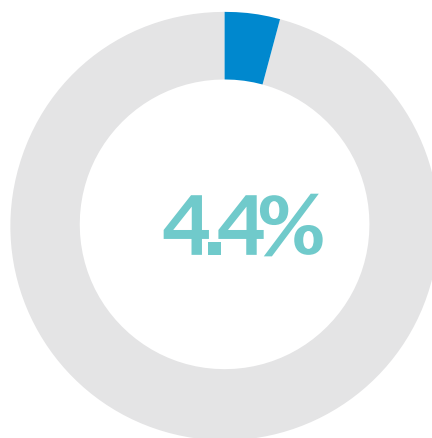
Our Commitment to Inclusion and Engagement



At Ecolab, we believe the best teams are inclusive and engaged, and we strive to create workplaces around the world where everyone is welcome, treated fairly and respectfully, and has an opportunity to grow and achieve their best. We're proud that we have achieved major strides in our efforts to provide greater opportunities for women leaders – and we are unrelenting in our focus on creating high-performing leaders.

The gender pay gap measures the difference in a company's average earnings for men and women across an organization. While it is mandatory that all U.K. organizations employing 250 or more people share this information, it's a requirement we wholeheartedly support.

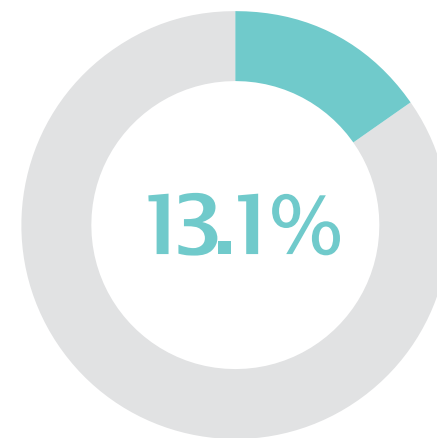
2024 Ecolab U.K. Mean Gender pay gap compared to April 2023 UK Average



Ecolab UK

(includes four entities: Ecolab, Ecolab Manufacturing, Nalco and Nalco Manufacturing)

▼
*as reported
by the UK Office
of National
Statistics



UK Average*



DEVELOPMENT

Ecolab's Employee Resource Groups (ERGs) provide insights and strategic direction to all associates who wish to participate in advancing a truly inclusive culture and delivering on our employment brand promise. The UK chapter of E3, an ERG that amplifies the voice of women leaders and allies to drive business growth, provides networking opportunities, a mentoring program and a series of presentations to increase understanding of career opportunities across the business divisions. Our ERGs (including E3) represent Ecolab's inclusive culture and provide opportunities for associates to develop professionally, share business insights, drive engagement and experience a sense of belonging.

In the UK, we have embedded engagement & inclusion content and guidance in our recruitment, leadership training, talent reviews and talent development programs. Specifically, in the UK the Manager Essentials Training encompasses a 50/50 split of male to female managers. We regularly review exit interview data, to provide actionable information on reasons for leaving, which provide rich data from women leavers on potential areas for focus and support our recruitment, onboarding and retention priorities. We operate a pan-European female mentoring programme and have developed a Female Forward leadership course which launched in summer 2024 in the UK.



COMMITMENTS

At Ecolab, we believe in high-performing teams that value diverse backgrounds, engagement, and finding the best person to serve our customers and goals. We have accelerated our efforts to ensure we are a place where all people are welcome, respected and can thrive. Leaders from across global businesses, functions and geographies have long worked to drive awareness among associates on our journey to more inclusive and engaged teams. We are committed to **maintaining pay equity** through regular audits with a UK audit taking place in 2024.

The North Cluster, including UK were 2024 winners of the Ecolab Diversity, Equity and Inclusion award for Europe. We are also a member of the **LEAD Network** (Leading Executives Advancing Diversity), in the EU and have achieved L4 Maturity Status, with the ambition for further progression to L5 in the next couple of years.



RECRUITMENT

At Ecolab, we believe that the best and highest-performing teams – those able to solve the most complex and difficult challenges we face as global citizens – are well positioned to understand and respond to the needs of our diverse customer base around the globe. In Europe, we are supporting the adoption and continuous practice of inclusive behaviours by launching the 'Winning through Inclusion' campaign. All leaders in sales now set a goal, focused on inclusive actions and execute on it every quarter. Recommended actions include mentoring associates with background and experiences different than their own, taking interview training course and/or refresher before interviewing and participate in at least one ERG event per year.

Ecolab has also introduced a Hybrid Work Model that seeks to increase workplace flexibility as one of its objectives; particularly offering traditional office-based roles greater flexibility in their work experience.

UK Gender Pay Gap Data 2023-2024

All data reported below are specific to the UK employee population

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	Ecolab UK (includes entities of Ecolab, Ecolab Manufacturing, Nalco and Nalco Manufacturing) 2023/2024	Ecolab Manufacturing 2023/2024	Ecolab (includes Pest, Ecolab Ltd and Ecolab Services) 2023/2024
Difference in mean hourly rate of pay %	4.4%	9.1%	-1.2%
Difference in median hourly rate of pay %	1.1%	0%	-4.0%
Difference in mean bonus pay %	46.0%	41.0%	18.8%
Difference in mean bonus pay %	38.0%	9.0%	24.5%

Employees by Quartile	Male	Female	Male	Female	Male	Female
Upper Quartile	72.3%	27.7%	74.6%	25.4%	72.5%	27.5%
Upper middle quartile	72.8%	27.2%	61.9%	38.1%	76.5%	23.5%
Lower middle quartile	71.1%	28.9%	61.9%	38.1%	82.9%	17.1%
Lower quartile	72.3%	27.7%	64.1%	35.9%	72.6%	27.4%
Percentage of employees receiving a bonus	92.1%	90.5%	93.8%	94.2%	90.8%	93.3%

Ecolab & Ecolab Manufacturing employees are responsible for carrying out the sales, service and manufacturing activities associated with the following businesses: Food & Beverage, Healthcare, Institutional, Kay Chemical, Life Sciences, Pest Elimination and Textile Care. This entity represents 83.2% of our UK population.

Employer's note

The figures noted here are an accurate reflection of our gender pay gap for 2023/24 for the Ecolab business in the U.K. We will continue to utilise these results to inform our employment policies and promote gender pay parity across our businesses.

