

## OUR COMMITMENTS TO DIVERSITY AND INCLUSION

At Ecolab, we believe the best teams are diverse and inclusive, 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 improving our performance.



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.

## PERCENT OF EMPLOYEES IN EACH UK-BASED ECOLAB COMPANY

67%	9%	24%
<p><b>Ecolab</b> employees are responsible for carrying out the sales and service activities associated with the following businesses: Food &amp; Beverage, Healthcare, Institutional, Kay Chemical, Life Sciences, Pest Elimination and Textile Care.</p>	<p><b>Nalco Manufacturing</b> employees are responsible for carrying out the production of products within a plant environment. While the majority of employees are focused on production, this company also includes office and production management roles.</p>	<p><b>Nalco</b> employees are responsible for carrying out the work of both Nalco Water and Energy Services businesses.</p>

### 2019 MEDIAN GENDER GAP PAY



The gender pay gap measures the difference in a company's average earnings for men and women across an organization.

# 2019 UK GENDER PAY GAP REPORT

For the period ending 5 April 2019, Ecolab in the U.K. employed over 1,800 people across three companies: Ecolab, Nalco and Nalco Manufacturing. Only two of the companies, Ecolab and Nalco had more than 250 employees, so they are required to publish their gender pay gap data under U.K. law. However, for transparency, Ecolab is voluntarily publishing the data of Nalco Manufacturing as well.

The data in this report are for the period 6 April 2018 to 5 April 2019.

## WHAT ARE WE DOING ABOUT IT?



### DEVELOPMENT

The UK chapter of E3, an Ecolab employee resource group (ERG) that strives to accelerate the advancement of women leaders to drive business growth, launched the **Accelerate Mentoring Programme**. The mission of this programme is to support, retain and cultivate potential leaders. Experienced advisors provide guidance, knowledge and support to help enhance career growth and development. Participants have the opportunity to increase their capacity to contribute toward their job, team, business unit and organization while attaining individual development goals. This programme is open to all Ecolab E3 members, male and female. Our 10 ERGs (including E3) represent Ecolab's diverse culture and provide opportunities for associates to develop professionally, share business insights, drive engagement and experience a sense of belonging. With nearly 6,500 members and 72 global chapters, our ERG membership grew by 16 percent in 2019. We have embedded diversity and inclusion content and guidance in our recruitment, leadership training and talent development programs. This year, more than 3,000 associates took new diversity and inclusion training as part of our Manager Essentials program. In addition, we launched a new Leader Coach training course, reinforcing the Manager Essentials diversity and inclusion training.



### COMMITMENTS

We believe that our workforce should reflect the gender and ethnic makeup of the relevant labor pools in markets around the world. To achieve this goal, in 2019 we took important steps in driving leadership accountability for diversity and inclusion - beginning with greater visibility to the diversity metrics of our growing team. We enhanced our talent scorecards and provided these to senior executives and business leaders, along with more-frequent, monthly reporting on our diversity representation metrics. Our Board of Directors (which is now 38% women and 15% people of color) continues its practice of formally reviewing our global representation metrics twice a year. Further, our Executive Diversity & Inclusion Council, established in 2017 and made up of leaders from across global businesses, functions and geographies, is accountable to drive awareness and influence action among leaders and associates companywide as we progress in our journey to a more diverse, inclusive Ecolab. We currently are working to establish diversity commitments, priorities and action plans. Late in 2019 we began the process of setting companywide 2030 D&I targets, which we will publish externally - and promote internally, with important context for associates - in 2020.



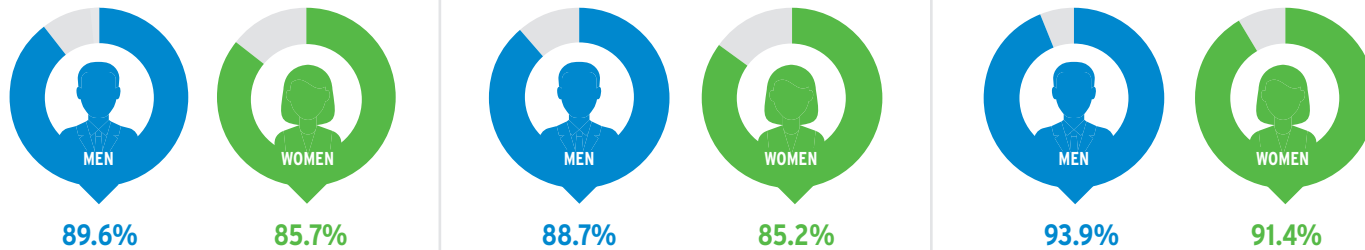
### RECRUITMENT

In 2019, we advanced our recruiting strategy to increase the diversity of our talent pool. We insist on diverse candidate shortlists to continue growing our talent pipelines and have begun to embed diversity and inclusion into all aspects of the employee experience. We also have begun to assess our talent processes to better understand how job descriptions, sourcing, referral programs, etc. may unintentionally impact the diversity of our labor pool. To aid in attracting and retaining diverse talent, we are actively benchmarking with the world's biggest brands. Our diversity and inclusion efforts have been recognized by Working Mother Media's Diversity Best Practices Top 10% Inclusion Index, Bloomberg's Gender-Equality Index and others.

# UK GENDER PAY GAP DATA 2018-2019

Ecolab			Nalco Manufacturing			Nalco		
MEAN AND MEDIAN PAY AND BONUS								
	MEAN	MEDIAN		MEAN	MEDIAN		MEAN	MEDIAN
Gender Pay Gap	7.2%	5.8%	Gender Pay Gap	1.0%	-7.0%	Gender Pay Gap	30.7%	56.2%
Gender Bonus Gap	48.3%	60.7%	Gender Bonus Gap	47.3%	4.4%	Gender Bonus Gap	65.8%	54.5%

## PROPORTION OF EMPLOYEES RECEIVING A BONUS



## PROPORTION OF EMPLOYEES IN EACH PAY QUARTILE

PAY QUARTILE	MEN	WOMEN	PAY QUARTILE	MEN	WOMEN	PAY QUARTILE	MEN	WOMEN
Upper	75.6%	24.4%	Upper	79.0%	21.0%	Upper	77.8%	22.2%
Upper Middle	81.7%	18.3%	Upper Middle	86.8%	13.2%	Upper Middle	70.9%	29.1%
Lower Middle	80.1%	19.9%	Lower Middle	79.5%	20.5%	Lower Middle	57.6%	42.4%
Lower	70.0%	30.0%	Lower	86.8%	13.2%	Lower	35.9%	64.1%

## EMPLOYER'S NOTE

The figures noted here are an accurate reflection of our gender pay gap for 2018/19 for the Ecolab, Nalco and Nalco Manufacturing businesses in the U.K., inclusive of Energy Services. We will continue to utilise these results to inform our employment policies and promote gender pay parity across our businesses.

**Paul Hey**  
SVP & Market Head, UK & Ireland