



2020 UK GENDER PAY GAP REPORT

For the period ending 5 April 2020, Ecolab in the U.K. employed over 1,300 people across three UK companies: Ecolab, Nalco and Nalco Manufacturing. Only one of the companies, Ecolab, 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 which is just under the 250 requirement. Ecolab is not publishing data for Nalco Manufacturing individually as it is less than 5% of the population. However, this data is included in the overall Ecolab median gender pay gap that is being reported.

The data in this report are for the period 5 April 2019 to 5 April 2020.

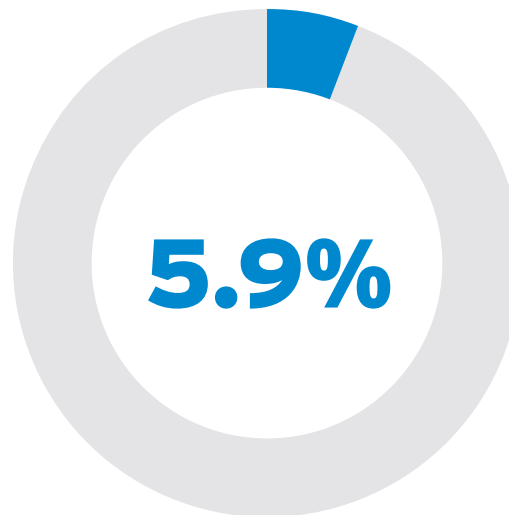
Our Commitments to Diversity and Inclusion

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.

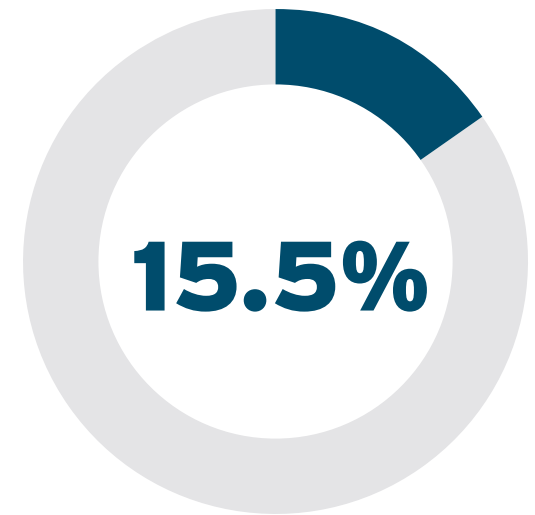


2020 Ecolab overall Median Gender pay gap compared to April 2020 UK Average



Ecolab Overall
(includes all three entities: Ecolab, Nalco and Nalco Manufacturing)

▼
*as reported by the UK Office of National Statistics



UK Average*



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, continues the **Accelerate Mentoring Programme**, with 32 associates participating. The objectives of the programme are improving career outcomes, building engagement and enhancing retention and inclusion. E3 also provides networking opportunities and a series of presentations to increase understanding of career opportunities across the business divisions. Our 11 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. We have embedded diversity & inclusion content and guidance in our recruitment, leadership training and talent development programs. By the end of 2021, we anticipate that we will have trained a cumulative total of more than 4,400 people managers globally on diversity and inclusion via our Manager Essentials program - 87% of our total manager population. Additionally, our Growth Leader training program for high-potential leaders now features content specific to inclusive leadership practices. In the UK, we also reviewed the exit interview process to provide more actionable information on reasons for leaving, which will provide rich data from women leavers on potential areas for focus.



COMMITMENTS

Our Ecolab 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 (D&I) 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 set companywide 2030 D&I targets, which include increasing **management level gender diversity to 35%** or more, with the ultimate goal of gender parity. We also committed to the **UN Sustainable Development Goal 5: Gender Equality for Women & Girls**; and committed to **maintaining Ecolab's pay equity** through regular audits. On 27th January 2021, Ecolab held a Global Day of Understanding focused on Women at Work, with the aim of building allyship and inclusion. President and CEO Christophe Beck and leaders from across the company spoke about the experiences of women in the workplace and talked about the actions we can take to help create a more equitable Ecolab.






RECRUITMENT

We believe that our workforce should reflect the gender and ethnic makeup of the relevant labor pools in markets around the world. We've taken important steps in driving leadership accountability for diversity and inclusion. Ecolab is now a **Silver Partner of the LEAD Network** (Leading Executives Advancing Diversity, which has a mission of attracting, retaining and advancing women through education, leadership and business development) and participates in **EmpowHer**, a gender equality program in Europe that aims to improve the gender diversity, accelerate the advancement of women in leadership and field sales roles and create a more inclusive environment in order to drive business growth. EmpowHer has three main pillars: Attract, Develop and Retain. In an effort to attract more female talent to the organisation, Ecolab UK has taken action to increase the presence of women on recruitment shortlists for senior roles and sales roles, revised recruitment literature and reviewed the imagery to attract female candidates.

UK Gender Pay Gap Data 2019-2020

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	Ecolab UK Overall (includes entities of Ecolab, Nalco and Nalco Manufacturing combined) 2019/2020		Ecolab 2019/2020		Nalco 2019/2020	
Difference in mean hourly rate of pay %	6.6%		4.3%		23.2%	
Difference in median hourly rate of pay %	5.9%		4.5%		22.5%	
Difference in mean bonus pay %	43.6%		40.9%		62.9%	
Difference in median bonus pay %	27.5%		34.4%		30.0%	
Percentage of employees receiving a bonus	 Male: 94.8% Female: 92.8%		 Male: 94.5% Female: 92.1%		 Male: 94.8% Female: 94.1%	
Employees by Quartile	Male	Female	Male	Female	Male	Female
Upper quartile	73.8%	26.2%	75.3%	24.7%	79.7%	20.3%
Upper middle quartile	79.8%	20.2%	81.0%	19.0%	65.0%	35.0%
Lower middle quartile	72.1%	27.9%	79.1%	20.9%	64.4%	35.6%
Lower quartile	74.5%	25.5%	71.6%	28.4%	48.3%	51.7%

Ecolab employees are responsible for carrying out the sales and service activities associated with the following businesses: Food & Beverage, Healthcare, Institutional, Kay Chemical, Life Sciences, Pest Elimination and Textile Care. This entity represents 78.4% of our UK population.

Nalco employees are responsible for carrying out the work of both Nalco Water and Downstream Energy businesses. This entity represents 17.5% of our UK population.

Employer's note

The figures noted here are an accurate reflection of our gender pay gap for 2019/20 for the Ecolab and Nalco businesses in the U.K. 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