



2021 UK GENDER PAY GAP REPORT

For the period ending 5 April 2021, Ecolab in the U.K. employed over 1,500 people across four UK companies: Ecolab, Nalco, Nalco Manufacturing and Bioquell. 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 additional transparency, Ecolab is voluntarily publishing the data of Ecolab overall that includes all four UK companies.

The data in this report are for the period 6 April 2020 to 5 April 2021.

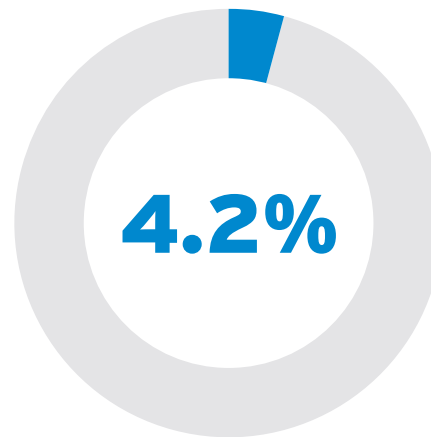
Our Commitments to Diversity and Inclusion



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.

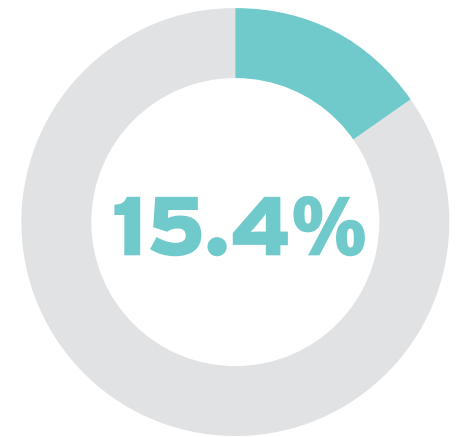
The gender pay gap measures the difference in a company's average earnings for men and women across an organization. While it is mandatory that all U.K. organizations employing 250 or more people share this information, it's a requirement we wholeheartedly support.

2021 Ecolab overall Mean Gender pay gap compared to October 2021 UK Average



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

▼
*as reported by the UK Office of National Statistics



UK Average*



DEVELOPMENT

Ecolab's Employee Resource Groups (ERGs) provide insights and strategic direction in service of advancing a truly inclusive culture and delivering on our employment brand promise. The UK chapter of E3, an ERG that strives to accelerate the advancement of women leaders to drive business growth, 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. Specifically, in the UK the Manager Essentials Training encompasses a 50/50 split of male to female managers. Also in the UK, we 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



At Ecolab, we believe in the imperative of diversity, equity and inclusion in business and in all facets of life. We have accelerated our efforts to ensure we are a place where all people are welcome, respected and can thrive. 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 company wide as we progress in our journey to a more diverse, inclusive Ecolab. We set company wide 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 pay equity** in the U.S. through regular audits and expanding outside the U.S.



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 as diverse as the communities and environments we live and operate in. 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 and accelerate the advancement of women, with special focus on leadership and front-line roles to create a more inclusive environment in order to drive business growth. Ecolab has 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 2020-2021

	Ecolab UK Overall (includes entities of Ecolab, Nalco, Nalco Manufacturing and Bioquell combined) 2020/2021		Ecolab 2020/2021	
Difference in mean hourly rate of pay %	4.2%		-0.7%	
Difference in median hourly rate of pay %	2.3%		-1.7%	
Difference in mean bonus pay %	35.5%		23.8%	
Difference in median bonus pay %	26.2%		39.3%	
Percentage of employees receiving a bonus				
Employees by Quartile	Male	Female	Male	Female
Upper quartile	72%	28%	71%	29%
Upper middle quartile	76%	24%	76%	24%
Lower middle quartile	72%	28%	78%	22%
Lower quartile	72%	28%	72%	28%

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 71.1% of our UK population.

Employer's note

The figures noted here are an accurate reflection of our gender pay gap for 2020/21 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.



Paul Hey, SVP & Market Head, UK & Ireland