



2025 UK GENDER PAY GAP REPORT

For the period ending 5th April 2025, Ecolab in the U.K. employed over 1,400 people across four UK companies: Ecolab Limited, Ecolab Manufacturing, Nalco and Nalco Manufacturing. Two of the companies, Ecolab Limited and Ecolab Manufacturing had more than 250 employees, so they are required to publish their gender pay gap data under U.K. law.

In the interests of transparency, Ecolab has chosen to voluntarily publish consolidated gender pay gap data covering all four UK companies.

The data in this report reflects the reporting period 6th April 2024 to 5th April 2025

Joanne Flitcroft
HR Director, UK & Ireland

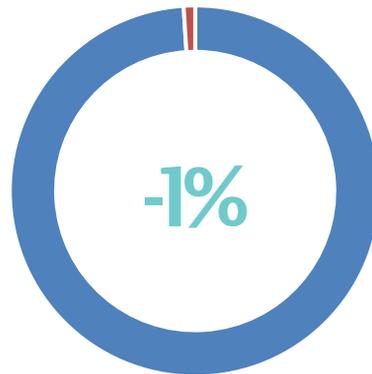
Our Approach to Diversity and Inclusion



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.

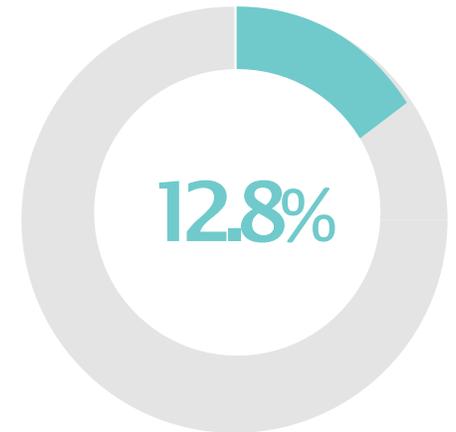
The gender pay gap measures the difference in a company's average earnings for men and women across an organization. While it is mandatory that all U.K. organizations employing 250 or more people share this information, it's a requirement we wholeheartedly support.

2025 Ecolab overall Mean Gender pay gap compared to April 2024 UK Average



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

▼
*as reported
by the UK Office
of National
Statistics



UK Average*

UK Gender Pay Gap Data 2024-2025

2024-25 UK GENDER PAY GAP REPORT

	Ecolab UK Overall (includes entities of Ecolab Limited, Ecolab Manufacturing, Nalco and Nalco Manufacturing) 2024 - 25	Ecolab Manufacturing 2024-25	Ecolab (includes Pest, Ecolab Ltd and Ecolab Services) 2024-25
Difference in mean hourly rate of pay %	-1.0%	6.75%	-7.6%
Difference in median hourly rate of pay %	-3.45%	-3.18%	-11.2%
Difference in mean bonus pay %	20.7%	33.3%	4.1%
Difference in median bonus pay %	30.2%	6.4%	24.1%

Percentage of employees receiving a bonus



94.1%



94.3%



96.8%



93.7%



94.1%



95.3%

Employees by Quartile	Male	Female	Male	Female	Male	Female
Upper quartile	69.1%	30.9%	73.7%	26.3%	70.1%	29.9%
Upper middle quartile	73.0%	27.0%	56.9%	43.1%	77.1%	22.9%
Lower middle quartile	74.4%	25.6%	69.0%	31.0%	83.7%	16.3%
Lower quartile	75.8%	24.2%	69.0%	31.0%	77.6%	22.4%

▶ **Ecolab Limited & Ecolab Manufacturing employees** are responsible for carrying out the sales, service and manufacturing activities associated with the following businesses: Food & Beverage, Healthcare, Institutional, Quick Service Restaurants, Food Retail Services, Life Sciences, Pest Elimination and Textile Care. These entities represents 65% of our UK population.

Employer's note

The figures noted here are an accurate reflection of our gender pay gap for 2024-25 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.

What are we doing about it?



DEVELOPMENT

Our employee resource groups (ERGs) — open to all associates — help to foster a sense of belonging and support our key talent outcomes such as engagement and retention. In the UK, associates can join E3, an ERG that supports female leaders and allies through networking, mentoring and learning opportunities that build understanding of career paths across the business. In 2026, UK E3 Chapters will launch #IAmRemarkable workshops, an initiative designed to encourage individuals to recognise their achievements build confidence in self-advocacy.

Across Ecolab, ERGs provide opportunities for associates to connect with colleagues, develop leadership and share insights that strengthen our business. In the UK, we embed inclusion across recruitment, leadership training, talent reviews and development programs. Our Manager Essentials Training supports people leaders by reinforcing consistent performance expectations, inclusive leadership behaviours, and effective people management practices. The programme includes balanced participation across genders. We regularly review exit interview insights to identify opportunities to strengthen recruitment, onboarding and retention.

Associates also have access to elective learning and mentoring opportunities that build empathy, understanding and allyship, alongside global programmes such as the Inclusion Workshop and Inclusive Leadership program. Together, these efforts reflect our focus on creating workplaces where all associates feel heard, respected and valued.



ACCOUNTABILITY

Our Board of Directors and senior leaders are focused on fostering an engaged and inclusive workforce and driving continuous improvement in this area. On a quarterly basis, Talent Councils review talent trends and high potentials across businesses, functions and regions, identify areas of progress and opportunity. The Talent centre of excellence lead and local HR Business Partners then work to advise and cascade action plans to strengthen development, create individualised learning paths for a broad range of talent, ensuring associates have access to growth opportunities.

In addition, we maintain pay practices that are fair and consistent, supported by regular audits—including a UK audit in 2025.

The North Cluster, including the UK, won Ecolab's 2024 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 reached L4 maturity status, with plans to progress to L5 in the next few years.



RETENTION

At Ecolab, we believe high-performing teams thrive on diverse perspectives and inclusive behaviours. In Europe, we launched the Winning Through Inclusion campaign to encourage leaders to set quarterly goals focused on inclusive actions, such as mentoring colleagues with different experiences, refreshing interview training and participating in ERG events. We also introduced a hybrid work model to provide more flexibility for office-based roles.