



## 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.

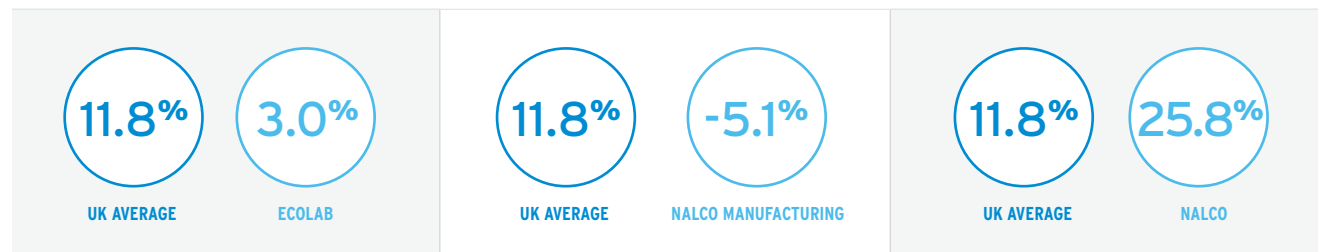


The gender pay gap measures the difference in a company's average earnings for men and women across an organization. While it is mandatory that all U.K. organizations employing 250 or more people share this information, it's a requirement we wholeheartedly support.

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

64%	9%	27%
<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. This company has a median gender pay gap of 3 percent, which is significantly below the U.K. average. For 2018, the median bonus gap is 61.1 percent.</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. Nalco Manufacturing has a median -5.1 percent gender pay gap and a -12.1 percent median gender bonus gap. The negative in both of these data points represent that women earn 5.1 percent and 12.1 percent more than men in these categories, respectively.</p>	<p><b>Nalco</b> employees are responsible for carrying out the work of both Nalco Water and Energy Services businesses. This company has a median gender pay gap of 25.8 percent. The gender bonus gap is 52.9 percent.</p>

### 2018 MEDIAN GENDER GAP PAY COMPARED TO 2016-17 UK AVERAGE



# 2018 UK GENDER PAY GAP REPORT

For the period ending 4 April 2018, Ecolab in the U.K. employed over 1,600 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 5 April 2017 to 4 April 2018.



# UK GENDER PAY GAP DATA 2017- 2018

## EMPLOYER'S NOTE

The figures noted here are an accurate reflection of our gender pay gap for 2017/18 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.



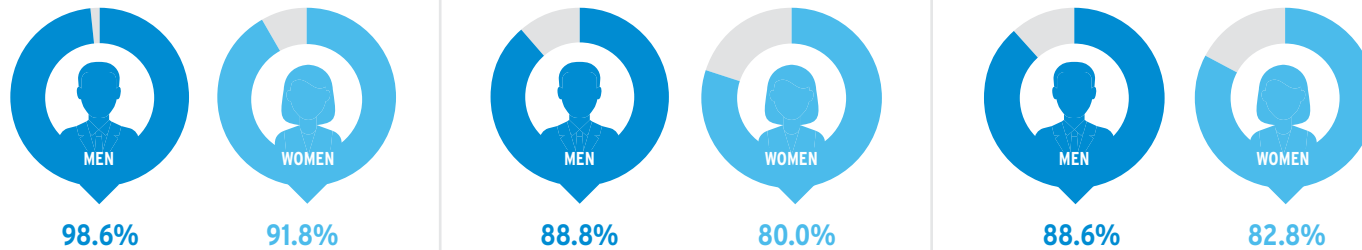
**Paul Hey**  
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Ecolab			Nalco Manufacturing			Nalco		
MEAN AND MEDIAN PAY AND BONUS								
	MEAN	MEDIAN		MEAN	MEDIAN		MEAN	MEDIAN
Gender Pay Gap	3.3%	3.0%	Gender Pay Gap	4.5%	-5.1%	Gender Pay Gap	24.8%	25.8%
Gender Bonus Gap	41.2%	61.1%	Gender Bonus Gap	17.3%	-12.1%	Gender Bonus Gap	64.0%	52.9%

### 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	73.6%	26.4%	Upper	80.6%	19.4%	Upper	81.0%	19.0%
Upper Middle	81.2%	18.8%	Upper Middle	83.8%	16.2%	Upper Middle	64.8%	35.2%
Lower Middle	78.7%	21.3%	Lower Middle	83.8%	16.2%	Lower Middle	55.7%	44.3%
Lower	72.5%	27.5%	Lower	83.8%	16.2%	Lower	44.6%	55.4%