



2025 Ireland GENDER PAY GAP REPORT

On the snapshot date Ecolab Limited, employed 109 associates in Ireland, all associates worked full time and none were on leave of any type.

The reporting period covers the 12 months from 26th June 2024 to 25th June 2025.

Our Approach to Diversity and Inclusion



At Ecolab, we are a global sustainability leader, delivering water, hygiene and infection prevention solutions and services that protect people and the resources vital to life.

We believe high performance is fueled by fostering a culture of belonging—in business and in all facets of life. We're proud of the progress we've made in supporting female leaders and creating workplaces where everyone has the opportunity to succeed. This commitment guides how we attract and develop talent, build respectful and inclusive environments, and work together with diverse perspectives to do what's right.

While it is mandatory that all organisations in Ireland employing 50 or more people share this information, it's a requirement we wholeheartedly support.

We are committed to creating a workplace where everyone is treated fairly and has the opportunity to succeed. This includes maintaining pay practices that are consistent and fair, and continuing to strengthen initiatives that support our people and drive high performance.

Ireland Gender Pay Gap Data 2024/2025

All data reported below are specific to Ecolab's Ireland employee population and are an accurate reflection of our gender pay gap for 2024/2025 for the Ecolab business in Ireland. We will continue to utilise these results to inform our employment policies and promote gender pay parity across our businesses.

Hourly & Bonus Pay	2024/2025	
Difference in mean hourly rate of pay %	-36.04%	Female employees earned an average hourly pay of 36.04% more than the average male employee.
Difference in median hourly rate of pay %	-44.60%	The middle ranking female employee was paid 44.6% more than the middle ranking male employee.
Difference in mean bonus pay %	-83.77%	Female employees received an average bonus 83.77% higher than the average male employee.
Difference in median bonus rate of pay %	-114.69%	The middle ranking female employee received a bonus 114.69% higher than the middle ranking male employee.

Bonuses & Benefits	Female	Male	
% of employees receiving a bonus	100%	97.98%	Most employees without a bonus were ineligible due to joining late in the scheme year; all new starters during the period were male. All employees can opt into employer-funded healthcare, but fewer men chose this benefit.
% of employees receiving benefits in kind	100%	78.79%	

Employees by Quartile	Female	Male	
Upper Quartile	17.86%	82.14%	Pay quartiles show the gender split for different pay levels within the organisation. Employee's hourly pay is ordered from lowest to highest and the list divided into four equal groups, each representing a quartile.
Upper Middle Quartile	3.70%	96.30%	
Lower Middle Quartile	14.81%	85.19%	The highest female representation was in the top quartile, where female employees were 17.86% of the workforce. There are opportunities to increase female representation across all pay levels.
Lower Quartile	0%	100%	

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 83.2% of Ecolab's Ireland population.

What are we doing about it?



DEVELOPMENT

Our employee resource groups (ERGs) — open to all employees — help associates feel a sense of belonging and drive key talent outcomes such as engagement and retention. In Ireland, associates can join E3, an ERG that supports female leaders and allies through networking opportunities, mentoring programs, and presentations that build understanding of career paths across business divisions. Across Ecolab, our multiple ERGs provide opportunities for associates to connect with colleagues, participate in career and leadership development, and share insights that strengthen our business.

In Ireland, we integrate inclusion into recruitment, leadership training, talent reviews and development programs. Our Manager Essentials Training includes an equal mix of male and female managers, and we regularly review exit interview data to identify actionable insights that strengthen recruitment, onboarding and retention. Associates also have access to elective learning programs that build empathy, understanding and allyship, including mentoring opportunities and leadership courses such as Female Forward, launched in 2024. These efforts, along with global initiatives like the Inclusion Workshop and Inclusive Leadership program, underscore our focus on creating workplaces where all team members are 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 center of excellence lead and local HR Business Partners then work to advise and cascade action plans to strengthen development, create individualized 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 an Ireland audit scheduled for 2025.

The North Cluster, including Ireland, 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.