

# Diversey Limited Gender Pay Gap Report – Reporting on April 2025

## Data

Under the UK Gender Pay Gap Regulations, it is mandatory for companies to report on their UK entities with a workforce of at least 250 employees. We are pleased to share that Diversey Limited falls within this criterion. The figures in this report represent only Diversey Limited. The gender pay gap essentially highlights the variations in pay between men and women, using a variety of statistical measures.

**In reporting year 2025, it's important to appreciate that the business made a significant divestiture of 400 employees from this entity and therefore this impacts the historical trends.**

## Gender pay vs equal pay

A gender pay gap is a measure of the difference between the average earnings of men and women, irrespective of roles or seniority. This is different to an equal pay review, which evaluates whether men and women receive equal compensation for performing tasks considered equally valuable. It is our legal obligation as an employer to give men and women equal pay for equal work.

The Gender Pay Gap Report must disclose:

- Mean and median gender pay gap (based on an hourly rate of pay on 5 April 2025),
- Mean and median bonus gender pay gap (based on bonus pay received in the 12 months leading up to 5 April 2025),
- Percentage of men and women receiving bonus (based on bonus pay received in the 12 months leading up to 5 April 2025),
- Distribution of men and women across pay quartiles (based on an hourly rate of pay on 5 April 2025).

## Mean and Median Explanation:

- Mean is the average value calculated by adding up all the values and then dividing by the total number of values.
- Median is the middle value in a data set when all values are arranged in order. It's the value that separates the higher half from the lower half of the data.

Both mean and median are important measures and should be considered together. While the mean can be affected by extreme values, the median provides a more reliable representation of a typical value.

The Regulations require us to report the gender gap by taking the women's value from the men's and



then dividing by the men's value. When the result is a positive number, men's pay is higher than women's and, when the result is a negative number, women's pay is higher than men.



## Gender Pay Gap figures

\*The 2025 Gender Pay Gap figures are based on a workforce that differs from prior years due to a significant divestiture in the reporting period. As such, historical trend comparisons should be viewed in this context.



The table below shows our median and mean gender hourly pay gap based on hourly rates of pay as the snapshot date of 5 April 2025, 2024 & 2023, and bonus pay gap based on the bonuses paid in the year to 5th April 2025, 2024 & 2023.

Year over Year comparison made based on 2025 vs 2024 data \* (please note significant change in headcount)

Hourly Pay Gap	2025	2024	2023	YoY
Mean	9.93%	7.85%	10.14%	 26.49%
Median	4.54%	7.39%	3.37%	 -38.54%

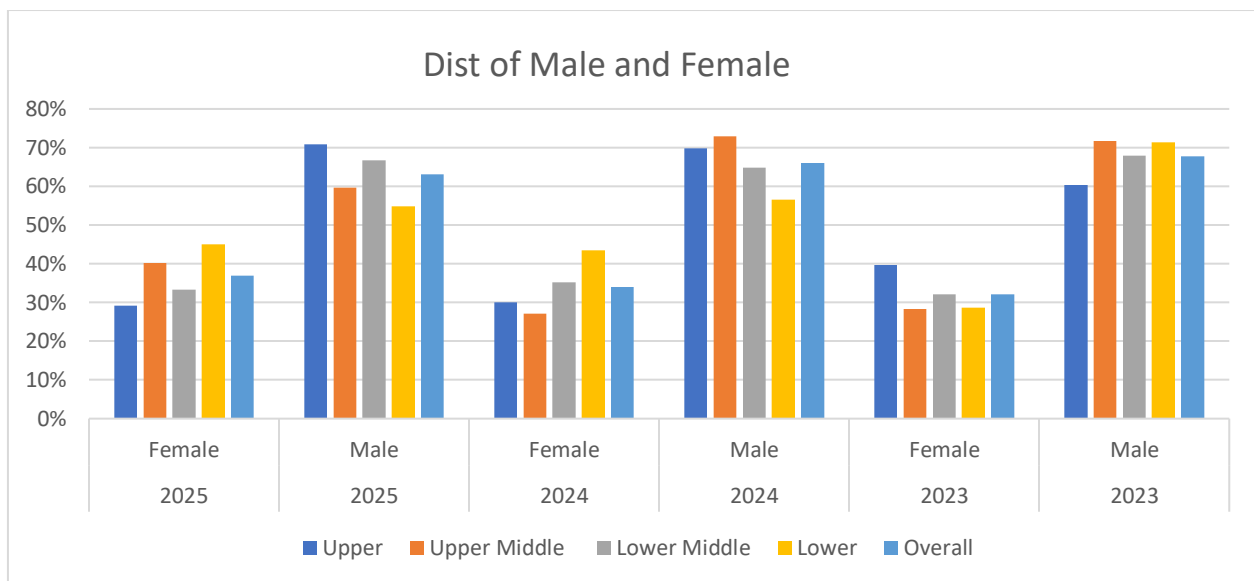
Bonus Pay Gap	2025	2024	2023	YoY
Mean	22.81%	20.18%	42.04%	 13.04%
Median	10.17%	14.22%	46.56%	 -28.49%

The table below shows the proportion of males and females receiving a bonus payment in 2025, 2024 & 2023. Year over Year comparison made based on 2025 vs 2024 data

Portion of men and women receiving bonus pay				
Gender	2025	2024	2023	YoY
Female	83.69%	87.75%	39.24%	 -4.63%
Male	82.90%	91.88%	30.43%	 -9.77%

The table and graph below show the proportion of males and females in each pay quartile band in 2025, 2024 & 2023.

Distribution of Men and Women across Pay Quartiles	2025		2024		2023	
	Female	Male	Female	Male	Female	Male
↓ Upper	29%	71%	30%	70%	40%	60%
↑ Upper Middle	40%	60%	27%	73%	28%	72%
↓ Lower Middle	33%	67%	35%	65%	32%	68%
↑ Lower	45%	55%	44%	56%	29%	71%
↑ Overall	37%	63%	34%	66%	32%	68%



Female representation is rising overall, with particularly strong gains in the upper-middle quartile.

## Understanding the Pay Gap data

\*Due to a divestiture in 2025, the size and structure of the workforce changed materially. This means year-on-year gender pay gap movements may be influenced by workforce composition changes, not only by changes in pay practices or gender equity actions.

### Hourly Pay Gap: A Mixed but Improving trend

Though the mean gap widened slightly in 2025, the **Hourly mean Pay gap has reduced** over last 3 years 2023 → 2024 → 2025: (10.14% → 7.85% → 9.93%).

The **Hourly median Pay gap shrank significantly** 2023 → 2024 → 2025: (3.37% → 7.39% → 4.54%): This means typical male and female employees are now paid more similarly. The median gap is the more reliable indicator of structural fairness.

The improvement is a **positive signal** that women and men are coming closer in terms of typical pay, even if some outliers pull the mean upward. The pay structure is becoming more equitable for most employees. It is a great improvement over the years.

#### Bonus Pay Gap: A positive Shift in Favour of Women

**Mean bonus gap: 42.04% (2023) → 20.18% (2024) → 22.81% (2025).** The mean gap widened slightly this year, indicating average male Bonus pay grew a bit more than female pay in 2025. However, the overall trend shows that the gap is reducing.

**Median bonus gap: 46.56% (2023) → 14.22% (2024) → 10.17% (2025).** The median Pay gap has improved a lot over the years.

#### Percentage of Men & Women receiving bonus – Slightly declining for Both Genders

**Female: 87.75% (2024) → 83.69% (2025) → (▼ - 4.63%)**

**Male: 91.88% (2024) → 82.90% (2025) → (▼ - 9.77%)**

Bonus coverage dipped for both genders in 2025 vs 2024, but more for men than women. This likely contributed to the bonus gap flipping (fewer men receiving bonuses than women). As these are variable pay out, most of it is dependent on various factors such as employee performance rating, Business scores, prorations due to being on leave etc. Performance Rating of the employee and the business score impact bonus payouts the most.

#### Gender Distribution Across Pay Quartiles - Women's Representation is Increasing Across Pay Quartiles.

Female representation is rising overall, with particularly strong gains in the upper-middle quartile. **2024: 34% female** improved to **2025: 37% female** representation

**Overall Female Representation since last 3 years: 2023 → 2024 → 2025: 32% → 34% → 37%.** It is a clear and steady increase across last three years. This shows a very strong upward trend. It shows a Clear and steady increase across last three years.

## Conclusion:

Company is demonstrating **consistent, measurable progress** in reducing structural pay inequities.

- Median hourly pay gap improving significantly showing men and women now earn much closer at the typical employee level.
- Bonus gaps shrinking (mean & median).
- Female representation growing steadily.

## Steps Taken to improve Gender Pay Gap issues:

**EU Pay Transparency methods:** At Diversey (now a part of Solenis), we are firmly committed to ensuring that individuals engaged in identical roles, as well as those in positions of equivalent value, receive compensation within the same salary range. This method helps to bring in equitable pay across all genders of employees.

**Compensation philosophy:** We have strong compensation guidelines and governance for managers and HRs to help them propose appropriate compensation during hiring and career progressions. This is consistently applied throughout all levels of our organization. We continuously monitor this matter to fulfill our legal and moral obligations.

**Diversity, Equity & Inclusion:** At Solenis, we've fueled the growth of our business by creating a culture that delivers a positive experience for every customer during every interaction.

Innovative solutions come from team members bringing their unique perspective to our customers' water and sustainability challenges. As we come together from a broad array of life experiences, we strengthen the value we deliver to customers every day. From diversity in recruiting outreach to leadership inclusivity training to global panels covering tough topics, we actively engage our team to create a workplace where people feel connected and respected.

Solenis is proud to promote a growing list of employee networks that help foster diversity and empower inclusion.

We commit to focus on the following areas this year to support our DE&I strategy:

- **Recruitment** – We already have mandatory diverse interview panels for all internal and external (where possible) vacancies to improve decision making. Our aim is to attract many more females into our entry level roles, that have traditionally been male dominated. We are taking a number of actions to achieve our aim, including engaging local community on STEM careers available to females and improving our selection process.
- **Women Empowerment programs** – Women's International Network of Solenis (WINS) is open to all Solenis employees. WINS was launched to grow a company culture that attracts, retains and empowers the industry's most talented women. The group develops a wide range of diversity and inclusion content and programming, such as virtual networking, learning and development programs and our annual celebration of International Women's Day.
- **Learning & Development** – Solenis provides a plethora of online courses, Webinars etc. to all employees across all genders. We are aiming to hold at least one leadership development course specifically aimed at aspiring females.