

Solenis UK 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 Solenis UK Industries Ltd, operating in Bradford and Grimsby, falls within this criterion. The figures in this report represent only Solenis UK Industries Ltd entity. The gender pay gap essentially highlights the variations in pay between men and women, using a variety of statistical measures.

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 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

Hourly Pay Gap	2025	2024	YoY
Mean	10.94%	10.66%	2.66%
Median	13.09%	15.21%	-13.92%
Bonus Pay Gap	2025	2024	YoY
Mean	-13.10%	-13.27%	-1.29%
Median	-40.50%	-49.89%	-18.83%

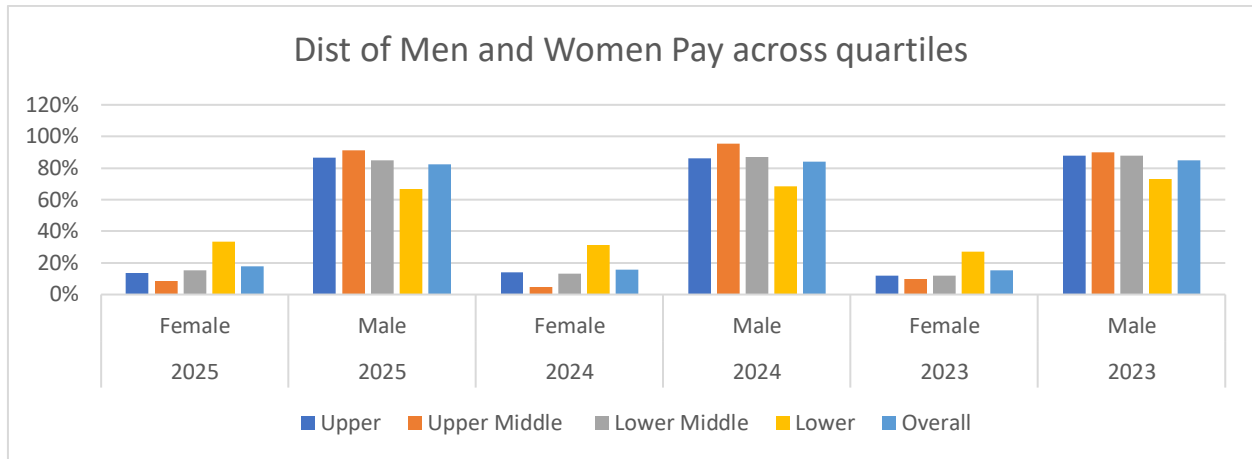
The table below shows the percentages of males and females receiving a bonus payment in 2025 & 2024. Year over Year comparison made based on 2025 vs 2024 data

Portion of men and women receiving bonus pay			
Gender	2025	2024	YoY
Female	93.98%	98.80%	-4.88%
Male	95.46%	98.46%	-3.04%

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

Distribution of Men and Women across Pay Quartiles	2025	2025	2024	2024	2023	2023
Quartile	Female	Male	Female	Male	Female	Male
Upper	13%	87%	14%	86%	12%	88%
Upper Middle	9%	91%	5%	95%	10%	90%
Lower Middle	15%	85%	13%	87%	12%	88%
Lower	33%	67%	31%	69%	27%	73%
Overall	18%	82%	16%	84%	15%	85%

Overall female representation is improving across the quartiles over the years 2023→2024→2025 : 15% → 16% → 18%.



Understanding the Pay Gap data

Hourly Pay Gap – Gradual but Real Progress

Hourly mean Pay gap stayed almost flat: 2024 → 2025: 10.66% → 10.94%

Structural factors (e.g., seniority distribution, legacy bands, M&A effects) continue to hold influence

Hourly Median Pay gap shows improvement. 2024 → 2025: 15.21% → 13.09%

Median hourly gap improved, narrowing from 2024 → 2025: 15.21% → 13.09% → progress for the typical employee's pay. It is a very positive movement. The typical employee is experiencing a narrowing gap — a sign that pay transparency practices and frameworks are working.

Bonus Pay Gap – Strong Improvements

Bonus Pay gap (mean/median): Both have improved and narrowed toward parity from 2024→2025

Mean bonus gap slightly improved toward parity: -13.27% → -13.10%.

Median bonus pay gap moved from -49.89% → -40.50%.

We are bringing in more entry-level females, which has been our goal over past few years. This approach has also contributed to a reduction in the median bonus pay gap, favoring females.

Bonus Eligibility – Slightly declining for Both Genders

Female: 98.80% (2024) → 93.98% (2025) → (▼ - 4.88%)

Male: 98.46% (2024) → 95.46% (2025) → (▼ - 3.04%)

Percentage of employees receiving a bonus fell for both genders slightly this fiscal year. It can be attributed to the fact that 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.

The willingness of male employees within our organization to allocate a significant portion of their bonuses toward their pension plans contributes further.

[Gender Distribution Across Pay Quartiles](#)

Overall Female Representation since last 3 years: 2023 → 2024 → 2025: 15% → 16% → 18%. It is a clear and steady increase across last three years. This shows a very strong upward trend.

Conclusion:

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

- Median hourly pay gap improving significantly.
- Bonus gaps shrinking (mean & median).
- Female representation growing steadily.
- Lower and lower-middle quartiles showing biggest gains — early-career and mid-level representation is strengthening.

Steps Taken to improve Gender Pay Gap issues:

EU Pay Transparency methods: At 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 a rule book of compensation guidelines for managers and HR 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 inclusive 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 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 several 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 genders. We are aiming to hold at least one leadership development course specifically aimed at aspiring females.