

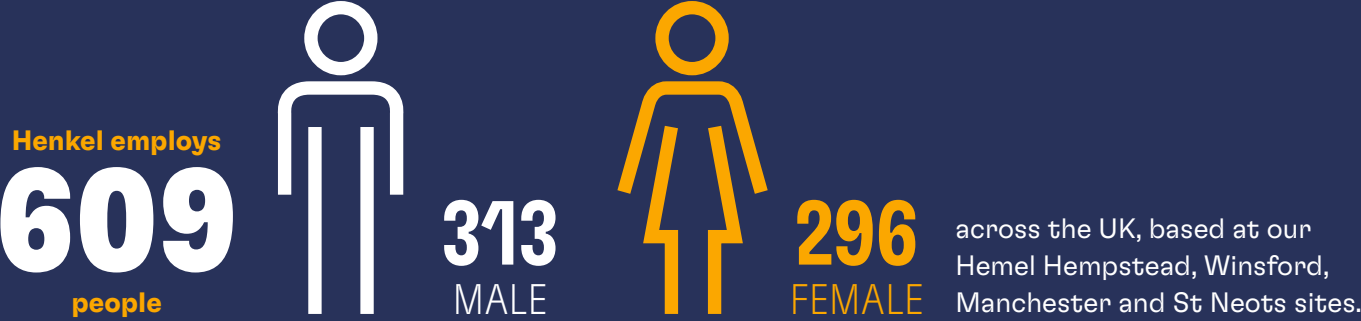


**HENKEL UK
GENDER PAY
GAP
REPORT
2025**



INTRODUCTION

Welcome to the ninth annual Henkel UK Gender Pay Gap Report, encompassing statistics for both Henkel Ltd and Henkel UK Operations Ltd combined.



Henkel’s combined UK businesses comprise of Adhesive Technologies and Consumer Brands, as well as corporate functions including finance, HR, corporate communications, infrastructure and governance, and legal.



GENDER PAY GAP

The gender pay gap is the difference between the average earnings of men and women across an entire organisation, typically caused by having more men than women in senior roles and more men than women in higher-paying job types.

By contrast, equal pay is the legal right of women and men in the same employment to be paid equally for performing the same role or work of equal value.

Our UK operations have a mean gender pay gap of 23.3%, meaning that average remuneration for women is 23.3% lower than for men, primarily reflecting a higher proportion of men in senior roles across the company. This marks a significant improvement from last year's mean gender pay gap of 30.3%, and we are encouraged by the progress made. This positive movement reflects our sustained efforts to improve the representation of women at all levels of the organisation.

While we recognise that a gender pay gap remains, this reduction demonstrates that our actions are having an impact. Henkel UK remains firmly committed to closing the gap and to building a more diverse, equitable and inclusive organisation, supported by clear ambitions and targeted initiatives to drive continued progress.



REASONS FOR OUR GAP

Addressing the gender pay gap remains a key priority for Henkel UK, and we are taking meaningful steps to increase the representation of women at all levels of the organisation and continue to close the gap.

Our industry has historically been male-dominated, which has contributed to imbalances across the business, including a higher proportion of men in senior roles. Henkel's Adhesive Technologies business accounts for 61% of employees in the UK, and long-standing challenges in attracting women to the industrial sectors in which it operates have influenced the gender imbalance we see today.

Given the number of people we employ, even small changes in workforce composition can result in fluctuations in our pay gap figures. We are proud of our strong retention rates and stable employee base, which reflect a positive working environment, although this can limit the number of vacancies available each year and affect the pace of change.

Nevertheless, we have a range of initiatives and actions in place that are already helping to strengthen gender equity at Henkel and support our continued progress in addressing the gender pay gap.



“Driving lasting change and closing the gender pay gap requires a clear, shared commitment to gender equity - led from the top, embedded across every function, and backed by genuine accountability. At Henkel, we are proud of the initiatives in place to support women throughout their careers, and we remain focused on doing more to strengthen equity and opportunity across our organisation.”

Rachael Rowland,
Head of HR for the UK, Ireland,
and Nordic Region



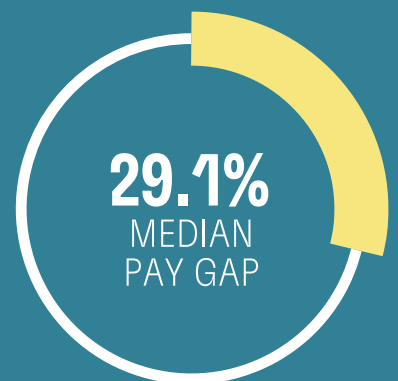
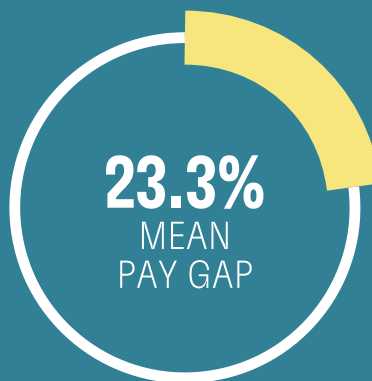


WHERE WE STAND

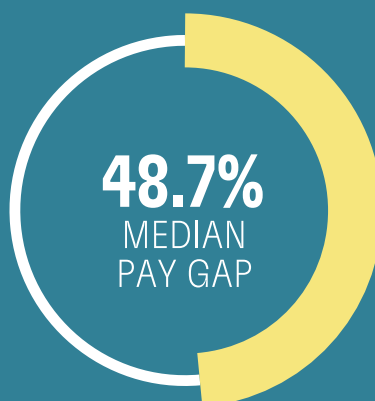
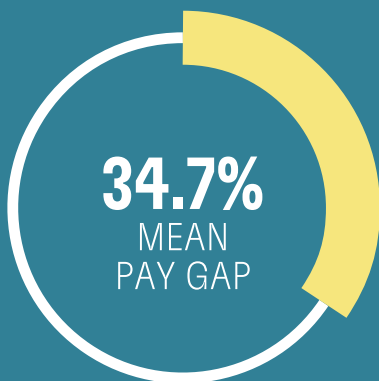
The information presented in this report is based on data collected on the 5th April, 2025.

HOURLY PAY

These figures reflect a higher proportion of men in senior roles at Henkel UK, which we are actively working to address.



BONUS PAY



94%

Percentage of men who received a bonus



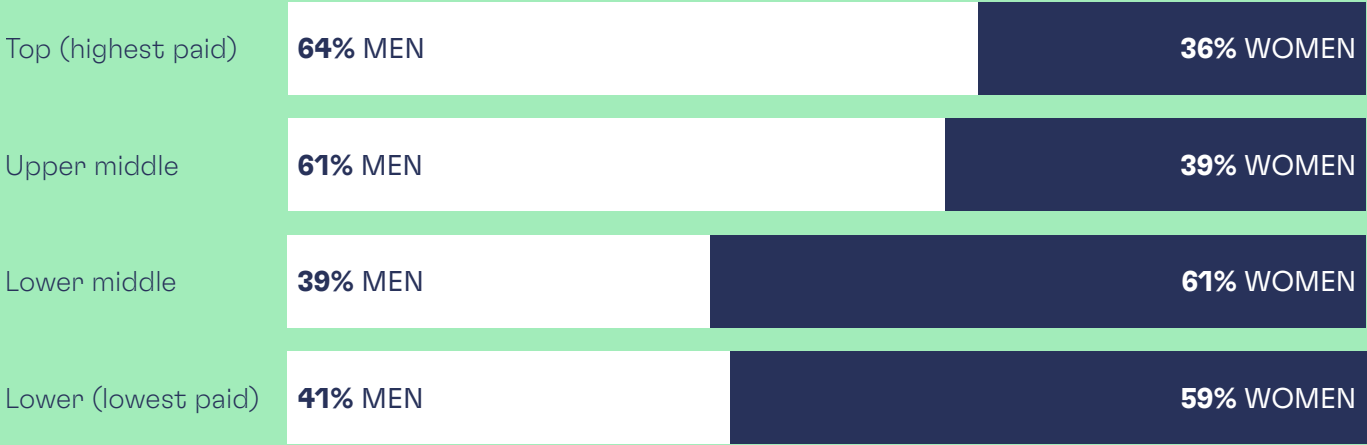
97%

Percentage of women who received a bonus

Henkel's bonus* pay gap reflects a greater representation of men in more senior positions with greater bonus potential. This year saw a significant rise in bonuses for all employees and Henkel is committed to improving gender representation at senior levels where bonuses play a bigger role in compensation structures.

*100% of men and women at Henkel are eligible to be paid a bonus – the percentages above reflect the number of staff qualifying by the reporting date of 5th April 2025.

PAY QUARTILES



Pay quartiles are calculated by splitting all employees in an organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile indicates the gender representation at different levels of the organisation.





HOW WE ARE CLOSING THE GAP

Henkel's markets and products are diverse, so we recognise that our people should be too.

At Henkel, we pursue a holistic DEI approach, with a particular focus on gender, ethnicity, LGBTQ+, disabilities, and generations.

Henkel has a clear commitment to a more diverse, equitable and inclusive organisation with concrete ambitions and actions.

We recognise that significant focus is required to address the gender imbalances represented by the gender pay gap and we are fully committed to making progress on this matter.

Some tangible actions taken across Henkel in the UK to improve gender equity include:

- **Talent Visibility & Mobility:** Local Executive Committee (ExCom) talent transfer discussions enhance cross-Business Unit and Function visibility, amplifying the local talent pool and encouraging career mobility.
- **Women in Leadership Programme:** A dedicated apprenticeship pilot is underway across all Business Units and Functions to develop and support female leaders.
- **Equitable Recruitment Practices:** Diverse interview panels and gender-balanced shortlists ensure fairer representation and more inclusive decision-making at hiring stages.
- **Inspiring Female Leadership:** The 'Truth or Dare' Female Leaders video series spotlights real leadership experiences, challenging viewers to drive meaningful change.
- **DEI-Led Awareness Initiatives:** The DEI Council leads key initiatives, including International Women's Day activations and 'World Café' workshops, where women collaborate on actionable equity-driven solutions.

A gender-neutral parental leave of minimum 8 weeks was also introduced globally from January 2024, to allow all parents a minimum paid standard of parental leave based on caregiver role and not on gender or biological parent status.

DECLARATION

We confirm that Henkel Limited's gender pay gap calculations are accurate and meet the requirements of The Equality Act 2010 (Gender Pay Gap Information).



SUTINDER BHANDAL

President UK & Ireland

RACHAEL ROWLAND

Head of HR for the UK, Ireland,
and Nordic Region



