

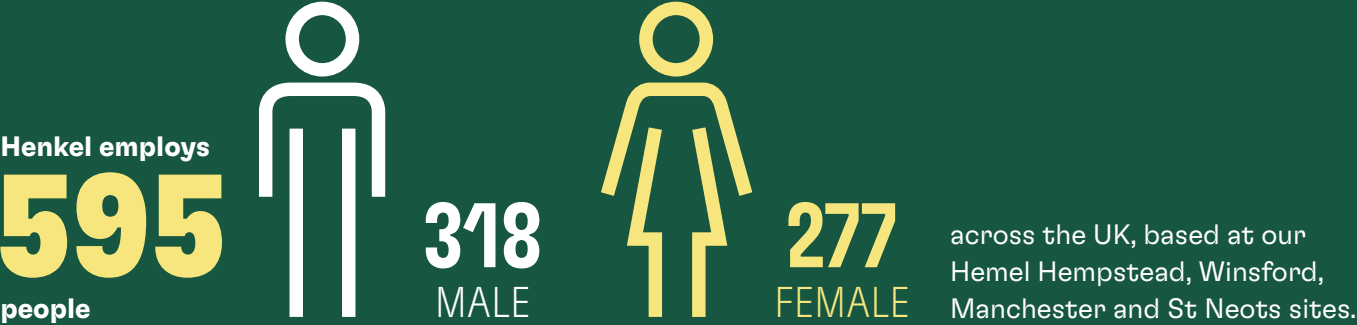


**HENKEL UK
GENDER PAY
GAP
REPORT
2024**



INTRODUCTION

Welcome to the eighth 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.



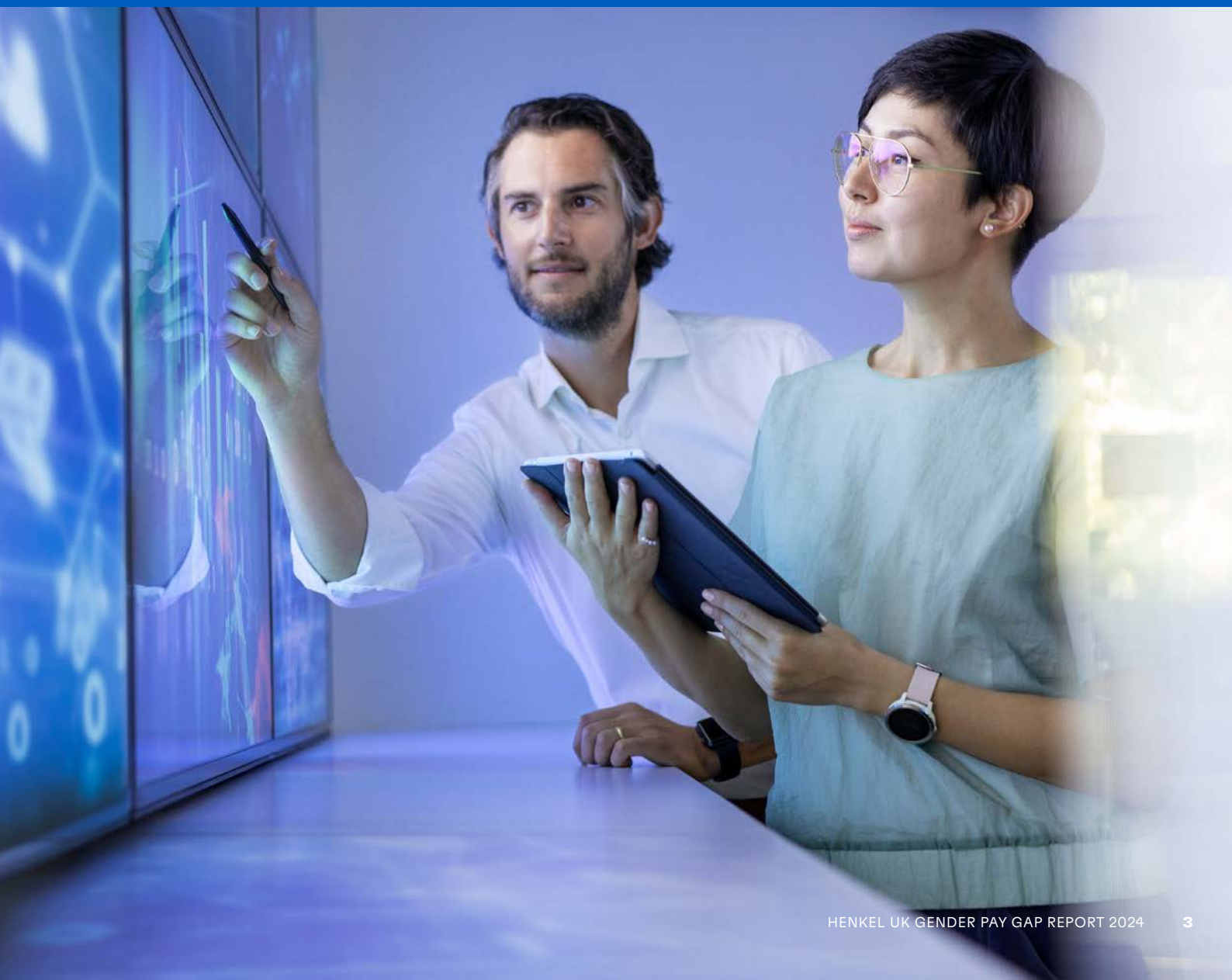
GENDER PAY GAP

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 30.3%, which means that remuneration for women was on average 30.3% lower than for men, reflecting a higher proportion of men in senior roles across the company. Disappointingly, this represents a regression on last year, when it was 23.8%, which we are fully committed to addressing. To close the gap at Henkel UK, we are working to improve the representation of women at all levels.

Globally, Henkel has set an ambition to reach gender parity across all management positions by 2025. This means the proportion of women is to be significantly increased at the top management levels as well as in junior and middle management. With this ambition, Henkel backs its clear commitment to a more diverse, equitable and inclusive organisation with concrete ambitions and actions.



REASONS FOR OUR GAP

Despite our ongoing commitment to reducing the gender pay gap in the UK, it continues to be a challenge.

Our industry has been traditionally dominated by men, and, over time, this has resulted in an imbalance across our business, including more men than women in senior roles.

Henkel's Adhesive Technologies business makes up 64% of employees in the UK and because of the challenges over many years of attracting women into industrial sectors within which we operate, it has compounded the structural gender imbalance in our Company.

Furthermore, given the number of people we employ, even small changes across the business can impact the overall numbers.

Although progress is affected by our relatively stable workforce, meaning we have a low number of open positions each year, we are fully committed to improving the representation of women at all levels across our business.



“The key to making change is understanding that striving for gender equity is not limited to a select few within the organisation - it is a deeply rooted commitment that spans our leadership, across all business units and functions. This commitment is taken seriously and driven with genuine intent.”

Alexandra Coleman
Regional CoE Head for
Talent Attraction &
DEI, Europe

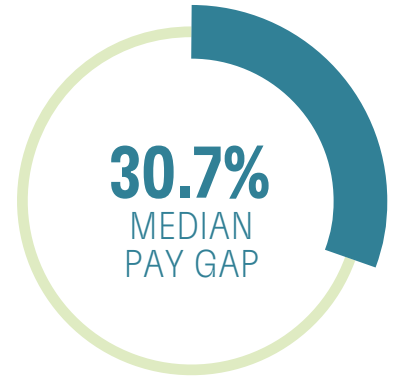
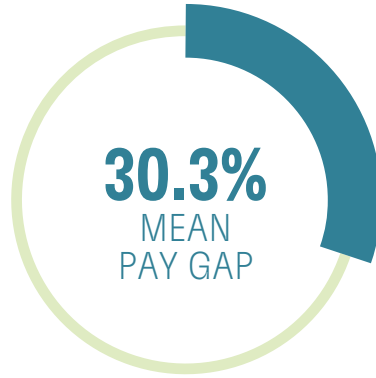


WHERE WE STAND

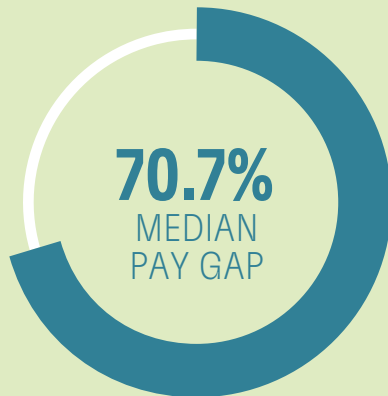
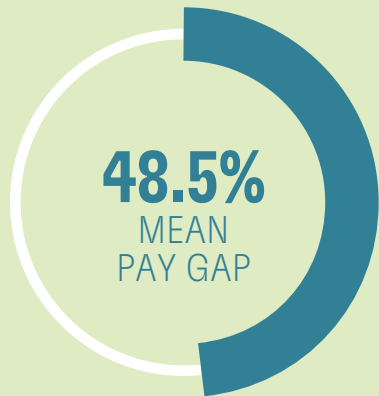
The information presented in this report is based on data collected on the 5th April 2024.

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



83%

Percentage of men who received a bonus



83.9%

Percentage of women who received a bonus

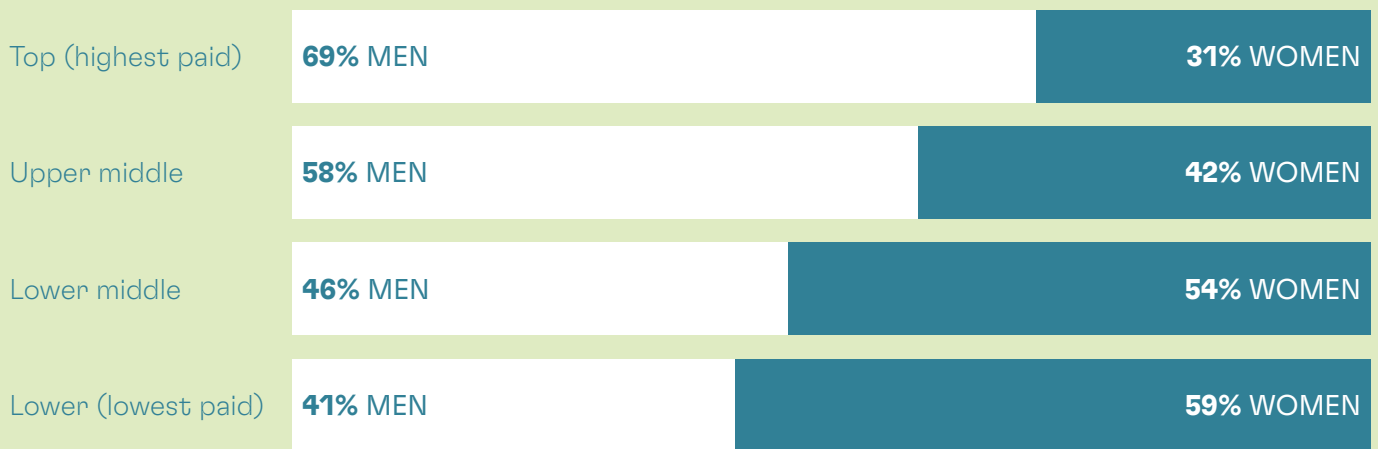
Henkel's bonus* pay gap reflects a greater representation of men in more senior positions with greater bonus potential. However, Henkel is committed to the promotion of females into the positions that will attract greater bonus potential.

**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 2024.*





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 set itself the ambition to reach gender parity across all management levels by 2025. With this ambition, Henkel backs its 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

SUTINDER BHANDAL
President UK & Ireland

A. Nagornyak

ALENA NAGORNYAK
Head of Human Resources UK,
Ireland, and the Nordic Region



