

UK Gender Pay Gap Report **2025**



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At Infineum, closing our gender pay gap is an important priority and a journey we are actively progressing. We are encouraged by the tangible steps we are taking and the momentum we are building, and we are seeing the impact of these actions over time. We remain fully committed to understanding the drivers of our gender pay gap, removing barriers and taking deliberate, sustained action to create lasting change.

Aldo Govi
CEO

Introduction

We take great pride in our highly skilled and dedicated colleagues, whose collective efforts support our vision to become a sustainable, world class speciality chemicals organisation. We recognise that our success is underpinned by the strength of a diverse workforce, where individual differences enrich collaboration and drive innovation.

In a continually evolving global environment, our commitment to creating opportunity for all through our inclusion principles remains steadfast.

This report sets out our ongoing initiatives to foster an inclusive culture for all colleagues, which is fundamental to the delivery of our long-term strategic objectives. We firmly believe that diverse perspectives not only enhance organisational performance but also contribute to the development of stronger, more engaged and resilient teams, empowering impact across our business.



Gender pay gap 2025

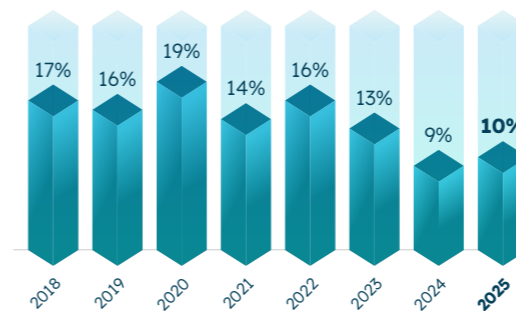
Our gender pay gap slightly increased in 2024 from 9% to 10% but remains lower than the previous six years. Our median figure is 2%. This is important because it offers a more stable and representative measure of the typical pay gap between genders than the mean measurement which is more sensitive to very high or very low salaries.

Our gender pay gap continues to be influenced by the greater number of men in senior positions which reflects the historic makeup of our industry. We are committed to changing this by creating opportunities that enable more women and colleagues from ethnic minority backgrounds to thrive and progress into senior roles.

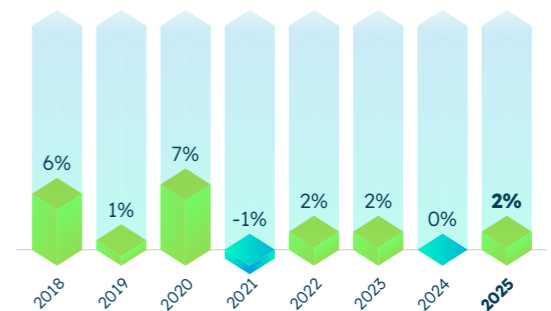
At the heart of our ambition is our belief in people: their potential, their perspectives, and the value they bring to our organisation. As a global and highly connected business, we know that attracting and nurturing diverse talent enriches our culture and strengthens our colleagues' experiences of the workplace.

The steps we are taking, both globally and here in the UK, are already making a difference. We are encouraged by the progress we have seen in reducing our gender pay gap trend over time, recognising there will be fluctuations year to year. We remain focused on building a workplace where everyone has the opportunity to grow and succeed.

Mean



Median

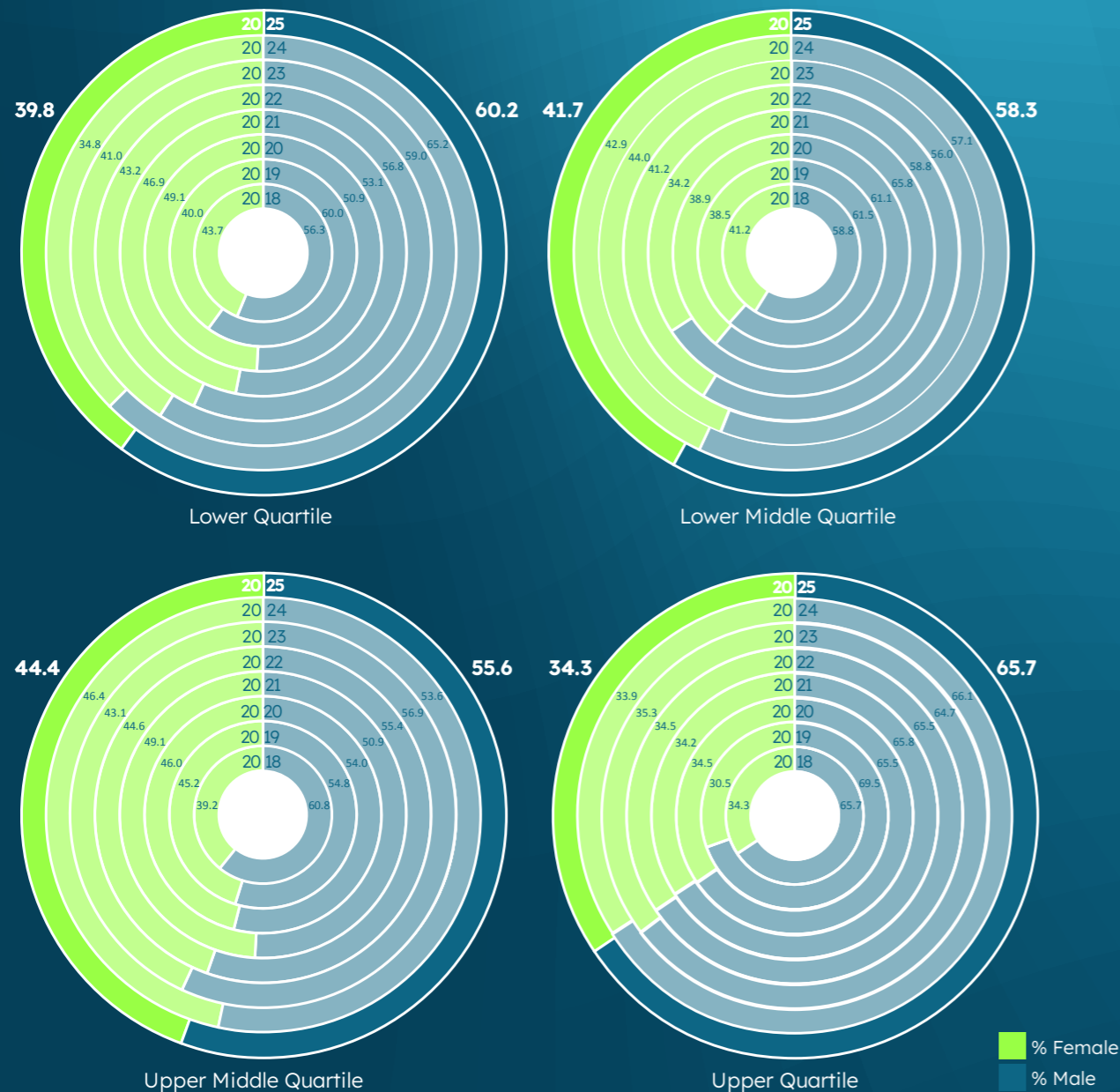


This is the difference in the pay and bonuses of all men and all women employed by Infineum UK Ltd on 5 April 2025. This is different to equal pay, which we regularly review to ensure men and women in comparable roles are paid equitably.

If we base the calculation on pay, excluding the annual bonus, our mean pay gap reduces to 7% and the median is 1%.

Proportion of males and females in each pay quartile

This shows the relative proportion of men and women throughout the organisation in each equally sized pay quartile once put in order of hourly earnings.



Infineum UK employs 436 employees, of which 40% are women. This year, the Quartile with the highest proportion of women has shifted from the Lower Middle Quartile to the Upper Middle Quartile. The number of women in senior roles increased slightly in comparison to the previous reporting year and female representation in senior roles within the UK is 40%. 100% of the promotions to senior leadership roles in the reporting year were female.

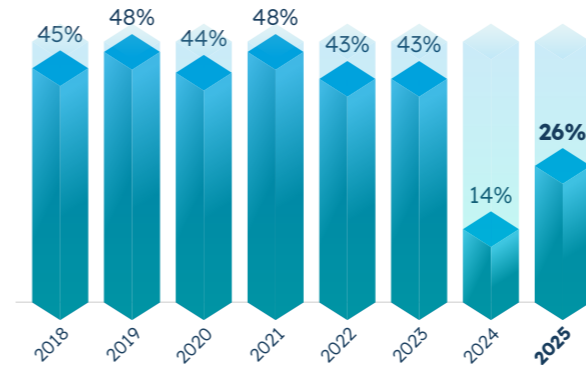
Our continued investment in developing our existing and future leaders is enabling more diversity in our senior leadership.

Infineum UK is the base for most of our Corporate Leadership Team members, of whom 43% are female. We continue to be committed to building a diverse and inclusive internal talent pipeline both in the UK and globally.

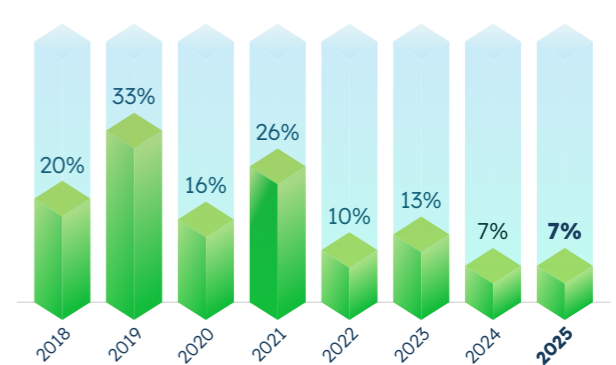
Bonus pay gap

This is the difference in the bonus paid to all men and all women employed by Infineum UK Ltd on 5 April 2025.

Mean gender bonus gap



Median gender bonus gap



Our bonus gap is largely dictated by the number of men in senior roles as those positions command higher bonuses. This year's figure reflects changes in the UK reporting population at senior levels. These shifts are a result of normal global role changes rather than any change in our policies or practices.

Excluding senior leadership positions, the mean bonus gap would be 13%.

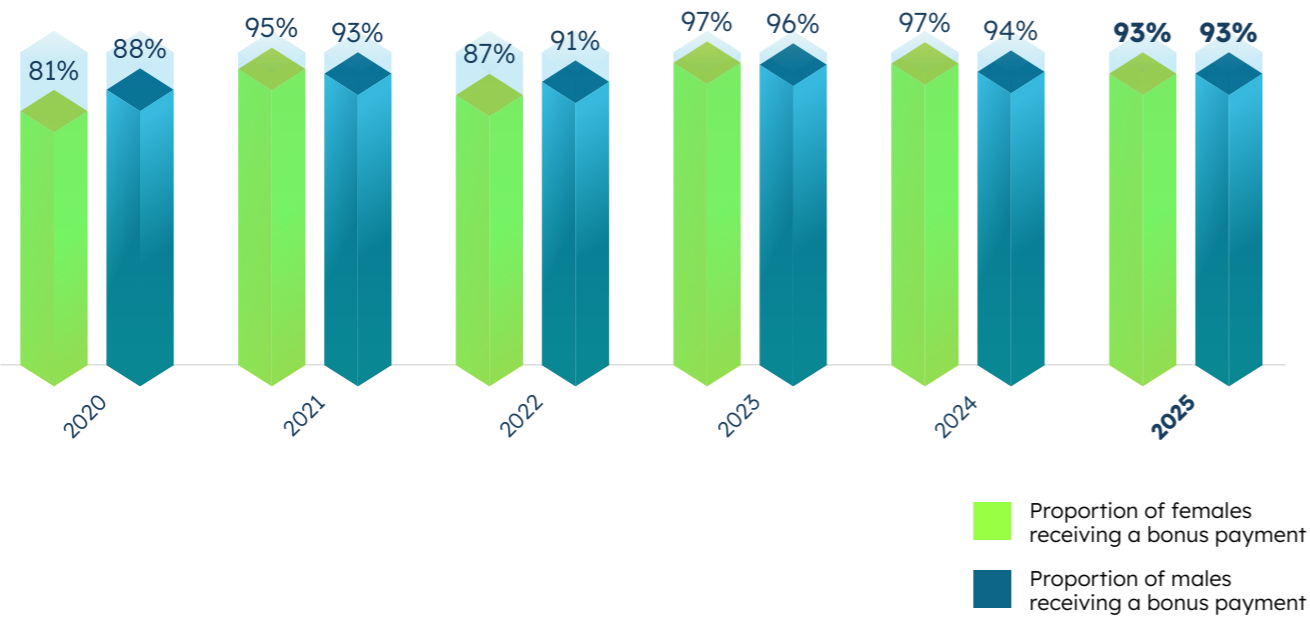
We are committed to supporting our colleagues in achieving a healthy work life balance. Because bonuses are pro-rated for those who work reduced hours, this naturally influences our gender pay gap.

At Infineum UK, 22% of women work part time, compared with 3% of men. In addition to offering part time arrangements, we also provide flexible working options that enable colleagues to manage their schedules in line with their family and personal commitments. Supporting flexibility remains an important part of how we help our people thrive both inside and outside of work.

All permanent colleagues are eligible to receive an annual bonus paid in April for the prior year's performance, which makes new joiners in the first quarter ineligible due to having not worked in that year.



Proportion of males and females receiving a bonus payment



How are we addressing the gender pay gap?

Infineum is firmly committed to addressing the gender pay gap. While we are pleased with the direction of progress, we recognise there is still more to do. We understand the complexities of changing a historically male-dominated industry will take time and are dedicated to making tangible progress. Our ongoing efforts aim to create a more inclusive and diverse workplace, ensuring fair and equitable treatment for all employees.



Inclusion at Infineum

We continue to build on our commitments to support gender equity and reducing the gender pay gap. During 2025, we undertook a comprehensive Inclusion Diagnostic Review to understand potential barriers that may be affecting women's representation, progression, and pay outcomes. This work provided clearer insight and actions are already being taken to better support women across the organisation.

As part of this, we also carried out our first Global Inclusion Survey to deepen our understanding of colleagues' views on inclusion, equity, belonging, and authenticity. With over 60% participation, the results offered meaningful insight into colleague experiences and have shaped the strategy that strengthens our inclusion foundations.

Inclusion remains an integral part of our approach. By ensuring women's perspectives are reflected in how we work, we strengthen our culture and create space for broader thinking and more effective decision making.

Our focus on equitable development opportunities, transparent progression, inclusive policies and working environment supports our ability to attract and retain talented women while reflecting the diversity of the customers and communities we serve.

Our organisational commitment to inclusion continues to be supported by our long standing Inclusion Champion network and active Affinity Groups, helping build a sense of belonging across all regions.

Looking ahead to 2030, we aim for gender equity and inclusion to be consistently embedded into everyday business and people processes. Through data informed insights, we will continue to identify potential barriers, support women's development, and promote fair and transparent pay and progression outcomes.



I am pleased to see the continued progress reflected in this year's report. Through targeted interventions, data driven insights, and a consistent commitment to equity, we have made further steps toward reducing disparities and strengthening inclusion across Infineum. Over the past year, we have continued to embed our inclusion principles into our culture and everyday processes, and it is encouraging to see this begin to show in key business measures, including the gender pay gap. Looking ahead, I remain committed to helping identify and remove any remaining barriers to equity and supporting the ongoing delivery of our inclusion strategy and action plan.

Carla Welsh
Inclusion Lead

Affinity groups

At Infineum our Affinity groups create structured spaces for connection, mentorship, and sponsorship. They support career progression and enable women to share knowledge, build confidence, and advocate collectively for fair policies and practices. Over time the recognition, support, and influence contribute to narrowing the gender pay gap by ensuring women are both seen and valued at levels that align with their contributions. Awards also play an important role in accelerating career growth, visibility, and equity at Infineum. Recognition through awards has helped to spotlight achievements strengthening credibility and opening doors to new opportunities, promotions, and leadership roles.

Infineum is proud to partner with the Women of the Future Programme which is a portfolio of initiatives designed to support, celebrate and connect talented women, particularly emerging female leaders. It brings together awards, networks, mentoring programmes, and global events to strengthen the female leadership pipeline. Some of the Women's Affinity Group attended the awards that celebrate young female trailblazers who are typically aged 35 and under, who are driving meaningful impact across a wide range of sectors.

The awards help to:

- Recognise innovative and ground breaking achievements
- Highlight women who are making a significant impact early in their careers
- Provide a platform for national visibility, development, and career progression

It was such an honour to attend this event and a real highlight of my year! I felt in awe of the amazing women that surrounded me and left feeling inspired and ready to take on whatever challenge was next for me.

Emily Mason
Technical Account Manager



Supporting our colleagues in the workplace

Infineum is committed to creating an inclusive and respectful working environment where all colleagues feel supported, valued, and able to thrive. As part of our continued focus on fairness and dignity at work, we strengthened our approach to preventing harassment in 2025. In the UK, we introduced an enhanced anti harassment policy, supported by mandatory Preventing Workplace Harassment training and Infineum core policies. These measures reinforce our zero-tolerance approach to harassment and bullying and ensure colleagues and leaders have clear expectations and guidance to maintain a safe and supportive workplace.

In 2024, we introduced menopause guidelines to improve awareness and support for colleagues experiencing menopausal symptoms. Over the past year, colleagues have shared lived experiences and personal reflections, helping to break down stigma and encourage open conversations. Normalising these discussions has strengthened psychological safety, improved understanding of workplace challenges related to menopause, and supported the development of practical adjustments. These efforts contribute to the retention and progression of women, helping to address long term systemic barriers linked to the gender pay gap.

During the second half of 2025, Infineum implemented clearer and more objective performance measurement guidelines. These updates set higher expectations for performance, emphasised measurable outcomes and support a consistent and transparent approach to assessment. Strengthened performance measurement plays an important role in gender equity by reducing subjectivity and ensuring colleagues are evaluated fairly and consistently.

By focusing on evidence-based outcomes rather than perceptions, the new guidelines promote fairer talent decisions, support more equitable identification of high performing colleagues, and help enable women's progression into higher paid and senior roles. Over time, these actions contribute to narrowing both the mean and median gender pay gaps by improving representation of women at higher organisational levels.

Outreach

Infineum remains strongly committed to our outreach programmes and to inspiring the next generation of talent. Our partnership with Warwick University enabled colleagues to take part in podcasts and careers fairs, where they shared their career journeys and offered guidance to students exploring future opportunities. We also supported two academic prizes: the Outstanding MChem Project Award and the Infineum Prize for Outstanding Overall Performance in MChem, both recognising exceptional scientific achievement and encouraging continued excellence in STEM.

Our STEM Group further extended its reach through initiatives aimed at primary and secondary school students. These included judging science competitions, supporting careers fairs, and hosting laboratory visits. Activities designed to spark curiosity and broaden awareness of STEM career pathways from an early age.

On International Migrants Day in 2025, Infineum celebrated the impact of the Migrant Leaders programme, a charity that supports young people from disadvantaged backgrounds, particularly first and second generation migrants. The programme equips participants with the knowledge, skills, and confidence needed to pursue and excel in leadership roles across both the private and public sectors. At Milton Hill, Infineum hosted a highly successful Migrant Leaders discovery placement, providing valuable workplace exposure and meaningful development opportunities. One participant shared that being mentored by Infineum colleagues gave them “a clearer understanding of what leadership looks like in industry,” motivating them to apply for competitive university courses. Feedback also highlighted how hands-on project work and career conversations helped participants build essential workplace skills and strengthen their professional networks. We are proud to support young people from migrant backgrounds to progress into higher skilled, higher paying roles in the future.



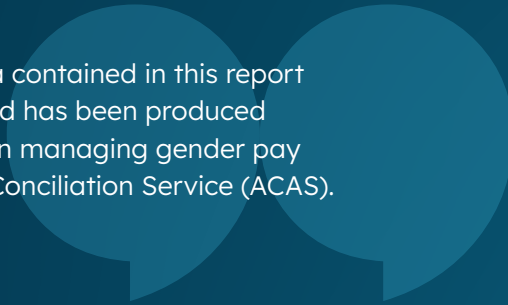
Through our continued engagement with the Migrant Leaders programme, Infineum is helping to widen early access to STEM and leadership careers. This work contributes to building a more diverse long term talent pipeline and plays an important strategic role in addressing the structural barriers that can contribute to gender pay gaps across industries.

Practices & procedures

In 2025, Infineum also began a global review of gender pay gaps across the 12 countries we operate in, to internally assess our pay and progression practices and where we need to focus greater inclusion efforts. This analysis is still in its early stages as we align to a consistent global methodology, which differs to the required UK reporting approach. Many of our sites outside of the UK are chemical plants, where manufacturing remains a male-dominated field, which results in low or even negative gender pay gaps due to a high volume of male plant workers in the lowest pay quartile, and higher female representation in the other three pay quartiles. Over the coming years we will continue to address gender pay gaps globally, applying learnings from UK gender pay reporting and action plans alongside broader global reviews of our job architecture, hiring practices, wellbeing and leave policies – aligned with our inclusion strategy.

We also hold ourselves accountable for reflecting the communities in which we operate, with recruitment practices designed to access diverse talent pools and minimise bias. We maintain an ambition to increase ethnic diversity within our leadership population.



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I confirm the gender pay gap data contained in this report for Infineum UK Ltd is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Service (ACAS).

Michelle Pye
Director

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