AkzoNobel

2025
ICI Gender Pay Report

A message from Kathryn Ledson

I'm delighted to have the opportunity to share AkzoNobel's Gender Pay Gap Report for 2025 which details the gender pay and bonus gap for Imperial Chemical Industries Limited (trading as ICI Paints AkzoNobel) (ICI).

With regards to the report, it's important to note the following in respect of the structure of the Corporate Entities across the UK: Each colleague is employed by a Corporate Entity and you can check your contract to see which entity you are employed by. We are not able to report on all individual entities as the numbers are too small to be statistically meaningful.

What is the gender pay gap?

The gender pay gap is the difference between the average hourly earnings of a company's male and female employees. It differs from equal pay, which is the right for men and women to be paid at the same rate of pay for work that is of equivalent value. As a result of the overall methodology, a company may have a gender pay gap if the majority of men are in senior roles, despite paying male and female employees the same amount for similar roles.

The report at a glance

The gender pay gap for ICI continues to be below zero which reflects the continued efforts to maintain a gender balanced approach to recruitment and career development.

Best wishes,

Kathryn Ledson

UK Country Custodian

GENDER PAY GAP

The difference in average earnings between the male and female workforce

What is the gender pay gap?

The gender pay gap is the difference between the average hourly earnings of a company's male and female employees. **It differs from equal pay, which is the right for men and women to be paid at the same rate of pay for work that is of equivalent value.** So a company may have a gender pay gap if a majority of men are in senior roles, despite paying male and female employees the same amount for similar roles.

If an organisation has, for example, a 7% gender pay gap it means that women earn an average of 7% less per hour (excluding overtime) than men. A negative 7% gender pay gap would mean women earned an average of 7% more than men per hour.

What's the difference between the mean and the median figures?

When talking about the gender pay gap most people are talking about the median figure rather than the mean. You can calculate the mean by adding the wages of colleagues in a company and dividing that number by the number of colleagues. This means the final number can be skewed by a small number of highly paid individuals. The median is the number that falls in the middle of a range when everyone's wages are lined up from smallest to largest and is more representative when there is a lot of variation in pay. The median is a typically more representative figure as the mean can be skewed by a handful of highly paid people.

What is the median bonus gender pay gap?

The median bonus gender pay gap is the difference between the median bonus pay of relevant female employees (taken as a single group) and the median bonus pay of relevant male employees (again taken as a single group), expressed as a percentage.

What is the mean bonus gender gap?

The mean bonus gender pay gap is the difference between the average bonus pay of relevant female employees (taken as a single group) and the average bonus pay of relevant male employees (again taken as a single group), expressed as a percentage.

The results

The data provided in this report is based upon the snapshot date of 5 April 2025, and the 12-month reference period up to 5 April 2025 for the purpose of bonus analysis. There is a report for each of these legal entities on our AkzoNobel website

Across ICI, both the mean and median gender pay gap remains below zero, which demonstrates the gender balance across most levels of the organisation.

GENDER PAY GAP

MEDIAN
-13.7%
2024: -9.0%

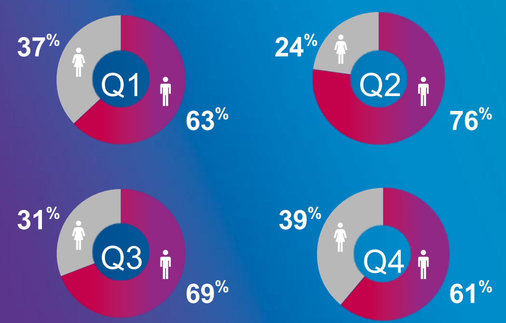
MEAN
-3.6%
2024: -4.04%

GENDER BONUS PAY GAP

MEDIAN
13.8%
2024: 17.9%

MEAN
6.3%
2024: 8.0%

PROPORTION OF EMPLOYEES WITHIN EACH PAY QUARTILE*



*Q4 reflects the highest hourly rates

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