

UK Gender Pay Gap 2025



Since 2017, employers in the UK with 250 or more employees have been mandated to publish annual calculations demonstrating the pay gap between male and female employees. This report outlines the differences in average earnings between male and female employees at Innospec Limited, based on payroll data from the 12 months preceding the snapshot date of April 5, 2025.



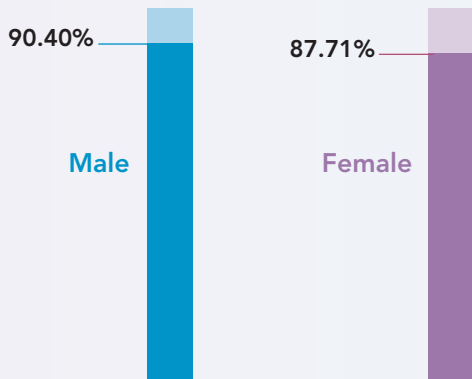
2025 Gender Pay Gap Analysis

Commitment to Fair Compensation

Innospec is committed to fair and competitive pay for all employees. We conduct annual external benchmarking to ensure our compensation aligns with industry standards and that people in comparable roles receive equitable pay, regardless of gender.

In 2025, our Mean Gender Pay Gap in Hourly Pay decreased from 24.07% to 22.48%, the lowest since we started recording in 2017. At the same time, we also improved our Median Gender Pay Gap in Hourly Pay, which was reduced from 29.77% to 28.90%, also the lowest since we started recording in 2017. Nevertheless, we recognise the ongoing gap in earnings between male and female employees.

Bonus participation remained high for both men and women, although decreased slightly compared to 2024. 90.40% of male employees and 87.71% of female employees received a bonus during the reporting period. The bonus scheme is accessible to all eligible individuals based on tenure and performance criteria.



Proportion of male and female employees receiving bonus pay

Difference in Mean Gender Pay Gap in Hourly Pay 2025

22.48%

Difference in Median Gender Pay Gap in Hourly Pay 2025

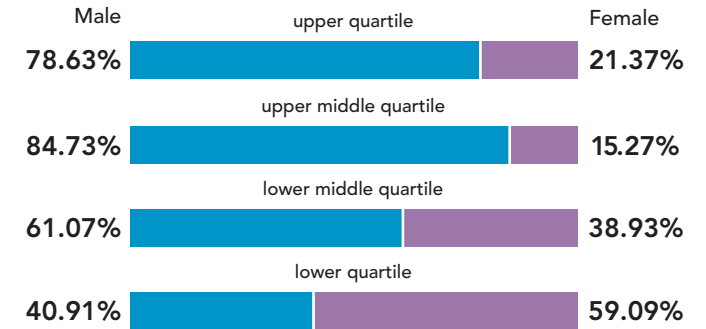
28.90%

Difference in Mean Bonus Pay 2025

67.65%

Difference in Median Bonus Pay 2025

28.80%



Proportion of male and female employees according to quartile pay bands

It is important to note that our UK-based executive team is predominantly male, which contributes to the higher Mean Bonus Pay Gap.

While our findings show a Gender Pay Gap among employees, we believe this mirrors broader trends within the manufacturing sector rather than indicative of bias within our organisation. Across all pay quartiles, female representation increased marginally compared to 2024. Innospec is committed to fostering fair and inclusive practices across all operations to ensure equality, irrespective of gender or other protected characteristics.



Aligning our policies and actions to our inclusive values

Our Commitment to Fairness and Equal Opportunity

Innospec is committed to maintaining a fair, respectful and inclusive workplace for all employees. This commitment is reflected in our Global HR Policies, including our Diversity and Equal Opportunities Policy, Resourcing Policy, Employee Development Policy, and Anti Harassment Policy. Together, these policies establish clear standards for equality, ensuring that all employment decisions are based on merit and ability and that colleagues are treated with dignity and respect throughout the employment lifecycle.

These policies ensure that all individuals regardless of gender, gender identity, sexual orientation, race, age, disability, or any other protected characteristic have equitable access to opportunities to join, develop, and progress within the organisation. In 2025, Innospec employees globally received over 139,000 hours of career development training, reflecting our commitment to helping our people grow and succeed.

Future Plans and Commitment

Innospec will continue to review and strengthen its policies, processes and working practices to ensure they reflect our commitment to fairness, equal opportunity, and an inclusive culture. This includes ongoing evaluation of our recruitment, development, and progression frameworks to identify and address any barriers that may contribute to gender imbalance.

While we do not expect immediate resolution of the gender pay gap, we remain committed to ongoing progress and to maintaining a workplace where all employees are treated with dignity, respect, and fairness.

Innospec Limited (UK)
Employed snapshot date of April 5 2025

533
individuals

66.42% men

33.58% women



Ian Cleminson
Executive Vice President
and Chief Financial Officer

Jo Catleugh
Head of HR - EMEA & AsPac

For and on behalf of Innospec Limited
April 2026

Company Overview

Innospec Inc employs **2469 people across 23 countries** with operational locations in the Americas, Europe, the Middle East, Africa, and the Asia Pacific region. In 2025, **54.4% of our employees have been with us for over five years, and 33.2% have been with the company for over ten years globally.**

