Gender Pay Gap Report April 2026

Summary

Essity UK Ltd is required to publish an annual Gender Pay Gap Report based on a snapshot date of 5 April 2026. The data shows that women at Essity UK earn more on average than men resulting in a **negative** gender pay gap.

This outcome reflects the composition of our workforce rather than differences in pay for comparable roles, as women are strongly represented in higher-paid professional, specialist and leadership roles, while a significant proportion of men work in operational and manufacturing positions that are more heavily represented in the lower pay quartiles.

Equal pay and pay equity remain fundamental principles at Essity, together with clear policies on equal opportunity and fair treatment for all employees, as well as Essity's global Code of Conduct. We are confident that our gender pay gap is not the result of unequal pay for equal work but rather the distribution of men and women across different occupations and levels within the organisation.

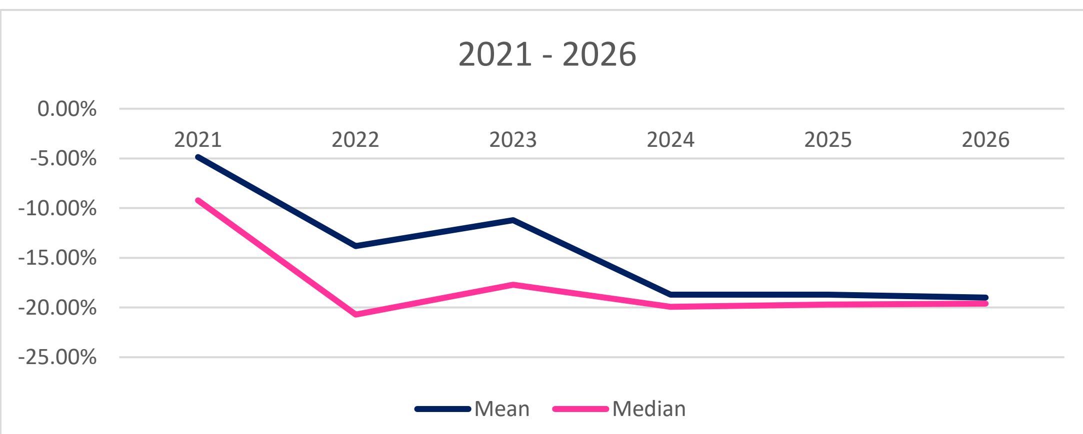
We continue to monitor pay practices, support inclusive recruitment, and develop diverse talent pipelines to ensure equitable opportunities for all employees. Regular pay reviews, job evaluation processes and governance controls support our commitment to equal pay for equal work.

Measures and past annual trends

Gender Pay Gap

	Men (hourly rate)	Women (hourly rate)	% Difference
Mean	£ 25.80	£ 30.70	-19.0%
Median	£ 21.80	£ 39.09	-19.6%

The figures set out above have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. The results show a negative gender pay gap meaning that on average women's gross hourly earnings are higher than those of men.

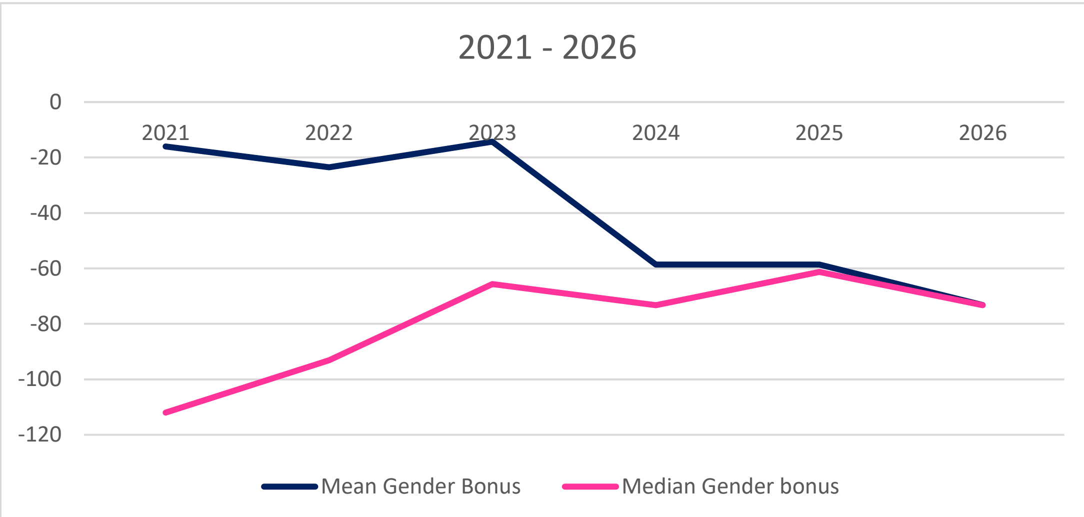


The trend shows relative stability in the mean hourly pay (and bonus gap) over recent years, showing the distribution of earnings is balanced across both men and women. There are no extreme outliers.

Gender Bonus Gap

	Men	Women	% Difference
Mean	£2,645.40	£4,583.10	-73.20%
Median	£603.60	£1,045.87	-73.30%

The mean gender bonus gap for Essity UK is -73.2%. All employees are eligible to participate in a bonus scheme. The bonus scheme runs January to December and to qualify employees must be employed until 31st December. Bonus scheme frameworks are driven at a global level, while they will differ across business areas but are consistent for all employees. What differs with seniority is the percentage of base salary that can be achieved. For goal achievement 2025, with payout in April 2026, the outcome varied across business areas, which is also reflected in the gender bonus pay gap.



The negative bonus gap is influenced by the higher representation of women in senior management and professional positions where bonus opportunities are greater and can pay out much higher than those in non-management roles.

Bonus Proportions

	Men	Women
Number receiving bonus	1081	376
Proportion receiving bonus	**97.6%**	**97.6%**

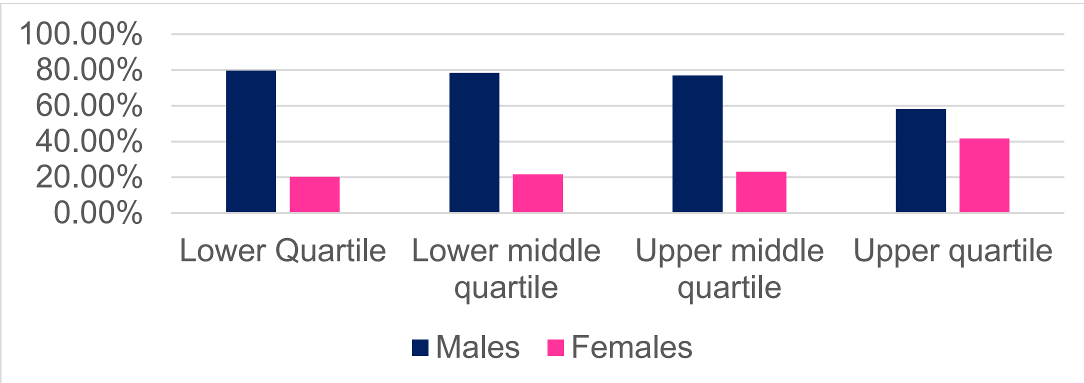
The proportion of men at Essity UK who received a bonus in the twelve months up to 5 April 2026 was 97.6% while for women this was 97.6%, the difference being those starting employment with Essity between January to March 2026 being ineligible for any bonus payout.

Quartile Pay Bands

	Lower	Lower Middle	Upper Middle	Upper	Head Count Total
	Band A	Band B	Band C	Band D	
Men	287	282	277	209	1081
	79.7%	78.3%	76.9%	58.2%	74.2%
Women	73	78	83	150	376
	20.3%	21.7%	23.1%	41.8%	25.8%

The table above depicting pay quartiles by gender shows Essity UK's workforce divided into four equal-sized groups based on hourly pay rates, with Band A including the lowest paid 25% of employees (the lower quartile) and Band D covering the highest paid 25% (the upper quartile). For there to be a balanced gender representation across pay quartile, there would need to be an equal ratio of men to women in each Band.

Women represent 25.8% of the total workforce and account for 41.8% of employees in the highest-paid quartile. This concentration of women in senior and professional positions continues to be the primary driver of Essity UK's negative gender pay gap. By contrast, a larger proportion of men are represented within operational manufacturing roles which are more heavily concentrated in the lower pay quartiles.



Underlying causes of Essity UK's Gender Pay Gap

Unlike the UK economy, the make-up of Essity UK's workforce has mainly men in operative roles within the manufacturing operation which dominate the lower pay quartiles, while a high proportion of women are in senior management and professional roles. Centralised roles that previously would have been based in European Head Offices continue to be offered remotely. As such Essity continues to see an increase in the number of these positions within the UK.

Within Essity UK, whilst men are the majority, they are more evenly spread across the quartiles. 41.8% of women fall into the highest paid quartile and the trend continues to follow an increase in the upper quartile roles and a decrease in number of women in lower quartile roles. By comparison, we have seen a decrease in numbers of males in upper middle and upper quartile roles and an increase in numbers into the lower quartile roles.

When analysing the age profile, the difference in base pay hourly rate reduces significantly for those employees aged 18 - 39 with men earning an average hourly rate of £24.62 and women £23.65. We see the negative pay gap grow for those aged 40+ with the average hourly rate being £21.12 for men and £38.04 for women. The mean pay gap for employees over the age of 40 is growing year on year.

Whilst Gender Pay Gap reporting examines the base pay of employees, 51% of all male employees are eligible for overtime payments. If this were to be included, it would result in an increased average hourly rate for men, therefore decreasing the negative pay gap.

Essity UK is therefore confident that its gender pay gap does not stem from paying men and women differently for the same or equivalent work. Rather its gender pay gap is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

How Essity UK's gender pay gap compares with other organisations

The mean gender pay gap for all employees across the whole economy (according to the April 2026 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 14.3%. The mean gender pay gap within manufacturing is currently 13.8%. At -19% Essity UK's mean gender pay gap is significantly lower than the whole economy.

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	Essity UK Ltd	2026 ONS ASHE all employees	2026 ONS ASHE Manufacturing sector
Mean Gender Pay Gap	-19.0%	14.3.%	13.8%
Median Gender Pay Gap	-19.6%	13.1%	15.9%

The median gender pay gap for all employees across the whole economy (according to the April 2026 ONS ASHE figures) is 13.1%, while in the manufacturing sector it is 15.9%. At - 19.6%, Essity UK's median gender pay gap shows that the average hourly rate for women is higher as a proportion of the hourly rate for men. As such Essity UK's gender pay gap compares favorably with that of organisations both across the whole UK economy and within the manufacturing sector.

Essity UK has a higher proportion of women in senior professional positions with 32% (up from 29% in 2025) of women hold managerial positions in comparison to 16% of me, skewing the figures into a negative gap. Essity UK's Country Management Team continues with a 50/50 gender split. This could be considered a positive picture in comparison to the UK economy.

Continued focus

Essity UK remains committed to reduce the negative gap. While a negative gender pay gap is less common than a positive gender pay gap, Essity UK's results reflect the strong representation of women in leadership, specialist and professional roles. For Essity UK to achieve a balanced outcome and for comparable average pay, more women would need to be encouraged into operational roles within the manufacturing environment and further senior leadership positions.

We recognise that true gender equity is measured not by a single metric but by ensuring equitable opportunities, progression and rewards for all employees. Our learning and development portal is accessible to all our employees, ensuring that investment in personal development is available to all.

Essity UK Ltd remains committed to maintaining equitable reward practices and representation across all areas of the business, regardless of gender or any other protected characteristic. We conduct pay and benefits audits annually, evaluate job roles and pay grades as necessary to ensure a fair structure and benchmark all roles both internally and externally to remain competitive within the market. Whilst the UK is directly unaffected by EU Pay Transparency, it benefits from the Company's new analytical tools, allowing a more in-depth analysis of pay comparisons between males and females holding jobs of equal status. Regular pay analysis is undertaken and any identified pay concerns are reviewed and addressed where appropriate.

We continue to build an inclusive culture at Essity, where employees feel valued and supported and continuously review policies to improve equitable parental leave (doubling paid paternity leave in 2026), flexible work arrangements and strategic organisational accountability with several groups in place to maintain momentum towards our gender equity commitments, including our DEI Advisory Group and Women in Essity networks.

Essity UK remains committed to promoting agile and flexible working, providing employees with more control and flexibility to create a tailored work balance which works for them. Within Essity UK, 15% of women work part time, whilst 2% of men are working a reduced work schedule. We continue to see an increase in part time workers in both genders, mainly attributed to the phased retirement policy Essity UK operates.

Essity UK Ltd continues its commitment to reporting on an annual basis what it is doing to reduce the gender pay gap and on progress made.

I, Louisa Oliveira, People Experience Director UK & Republic of Ireland confirm that the information in this report is accurate.

M L Oliveira

11 August 2026