

ECOLAB INC. (ECL)

2026 DEF 14A · filed 2026-03-20 · CIK 0000031462

Headline facts

CEO TOTAL PAY

\$17,404,935

Christophe Beck · 2025 · ' 6% YoY

CEO PAY RATIO

Not in CD&A

Median employee: \$53,462

SAY ON PAY

Not disclosed

COMPENSATION COMMITTEE

CD&A

Compensation & HCM Committee

Governance policies

CLAWBACK

present

PLEDGING

Not disclosed

HEDGING

Not disclosed

STOCK OWNERSHIP GUIDELINES

present

Peer snapshot

4 peers auto-selected from ECL's disclosed compensation peer group. Each row shows the peer's latest filing.

TICKER	CEO TOTAL	PAY RATIO	MEDIAN EMP	COMP COMMITTEE
MMM 3M CO	\$21,005,009	316 to 1	\$21,005,009	Compensation and Talent Committee
A AGILENT TECH- NOLOGIES, INC.	\$12,827,236	155 to 1	\$12,827,236	Compensation Committee
TMO THERMO FISHER SCIENTIFIC INC.	\$79,923,350	120 to 1	\$71,333	Compensation Committee
DHR DANAHER CORP /DE/	\$23,795,280	343 to 1	—	Compensation Committee

Summary Compensation Table (latest disclosed year)

Year 2025

EXECUTIVE	SALARY	STOCK	CASH INCENTIVE	OTHER	TOTAL
Christophe Beck Chairman and Chief Executive Officer	\$1,390,081	\$7,228,101	\$3,383,183	\$402,785	\$17,404,935
Darrell R. Brown President and Chief Operating Officer	\$856,727	\$1,867,368	\$1,257,222	\$302,976	\$5,647,343
Scott D. Kirkland Chief Financial Officer	\$856,727	\$1,746,815	\$1,257,219	\$129,014	\$5,192,833
Margeaux M. King Executive Vice President, Human Resources	\$545,769	\$2,652,242	\$534,054	\$22,808	\$4,700,435
Gregory B. Cook Executive Vice President and President Institutional Group	\$632,100	\$963,623	\$841,721	\$130,534	\$3,355,979

CEO pay mix (latest year)

Base salary	8%
Cash incentive	20%
Equity	70%
Other	2%
At-risk	89%

Every fact above, traced back to filing text

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Median employee compensation = \$53,462

Extracted from: CEO Pay Ratio section (Item 402(u)) · confidence 0.9

“PAY RATIO DISCLOSURE For the year ended December 31, 2025, the annual total compensation for our CEO was \$17,404,935, as reported in the final column of the “Summary Compensation Table for 2025” at page 59, and the annual total compensation for our identified global median employee was \$53,462, calculated in accordance with the rules applicable to the “Summary Compensation Table for 2025.” For the year ended December 31, 2025, the annual total compensation for our CEO was 326 times the annual total compensation for our global median employee. We concluded that there were no significant changes”

Compensation committee = Compensation & HCM Committee

Extracted from: Compensation Discussion & Analysis · confidence 0.85

“FW Cook provides no services for us other than those performed on behalf of the Compensation & HCM Committee”

Clawback policy = present

Extracted from: Compensation Discussion & Analysis · confidence 0.96

“Clawback Policy, which is intended to comply with the requirements of NYSE Listing Standard 303A.14 implementing Rule 10D-1 under the Exchange Act”

Hedging policy = —

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“ Hedging and Pledging Policy ”

Pledging policy = —

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“ Hedging and Pledging Policy ”

Stock ownership guidelines = present

Extracted from: Compensation Discussion & Analysis · confidence 0.94

“We have a robust stock ownership policy for officers ^a blacklining:none”