



ECOLAB®

2021

CORPORATE RESPONSIBILITY REPORT

▶ Promises Delivered for Customers, People and Planet

ECOLAB®



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ABOUT THIS REPORT

The Ecolab Corporate Responsibility Report documents Ecolab's environmental, social and governance (ESG) performance on an annual, calendar year basis. This report includes Ecolab's performance from 1 January - 31 December 2021, unless otherwise stated, and covers Ecolab's global entities of which we have operational control, including our global offices, manufacturing plants and research, development and engineering facilities.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and includes material Sustainability Disclosure Topics and Accounting Metrics from the Sustainability Accounting Standards Board (SASB) Chemicals and Professional Services Standards. Additionally, this report addresses core Stakeholder Capitalism Metrics released by the World Economic Forum and its International Business Council and considers recommendations and supporting disclosures of the Financial Stability Board (FSB) Task Force on Climate-related Financial Disclosures (TCFD).

In keeping with our commitment to transparency and disclosures, Ecolab reports ESG performance data to the annual S&P Global Corporate Sustainability Assessment and CDP's Climate Change, Water Security and Supply Chain surveys. In addition, we are a signatory of the United Nations Global Compact and file an annual Advanced Communication of Progress.

Information in this report is current as of the date of its initial publication, 1 June 2022. The report has not been updated to reflect any changes since that date, including any changes to Ecolab's business or strategy. Ecolab assumes no obligation and does not intend to update this report to reflect any such changes. All references to dollars are to U.S. dollars.

FOR MORE INFORMATION

- ▶ [2021 Annual Report and Form 10-K](#)
- ▶ [2021 CDP Climate Change Report](#)
- ▶ [2021 CDP Water Security Report](#)
- ▶ [2021 SASB Reference Table](#)
- ▶ [2021 WEF Reference Table](#)
- ▶ [2021 GRI Index](#)
- ▶ [2021 TCFD Index](#)
- ▶ [2021 UN Global Company Communication of Progress](#)
- ▶ [2020 Corporate Responsibility Report](#)



ACCELERATING OUR GROWTH AND GLOBAL IMPACT



WE ARE LIVING IN HISTORIC TIMES.

If the experience of the last two years has taught us anything, it is how interconnected and resilient we are as a people. As the world confronts the shared challenges of climate change, water scarcity and a global pandemic, Ecolab's purpose - protecting people and the resources vital to life - has never been more important.

We have always seen opportunities where others see challenges. Just as climate change is among the greatest challenges of our time, finding the path to net-zero emissions is the corresponding growth opportunity. In 2021, we again proved that delivering both strong financial and sustainability performance is possible. By focusing on the business success of our customers, Ecolab grew 7% organically and delivered 17% EPS growth, consistent with the company's long-term ambition to grow sales 6-8%

and EPS 15%. Our performance as a business is core to our ability to deliver on our purpose - as Ecolab continues to grow, so does our positive impact on the world.

Once again, internally we delivered on progress towards our ambitious 2030 goals by accelerating initiatives within our own operations and nurturing our talent. We advanced our efforts to achieve a positive water impact and halve our carbon emissions by 2030. All our European and North American facilities are now sourcing 100% renewable electricity, and we are on track to source 100% renewable electricity globally by 2030. We also made more progress toward our representation goals for women and people of color in 2021 than in the previous four years combined. We are proud to say that last year, 38% of all new management-level hires globally were women and 35% of all new management-level hires in the U.S. were people of color. And we achieved a 96% increase in year-over-year spend with diverse suppliers.

Beyond the progress toward our 2030 goals, we exponentially increased our impact through the work we do with our customers. In 2021, the Ecolab team continued to deliver for our customers, providing unmatched expertise and industry-leading programs, like Ecolab Science Certified™, which has been designed to advance cleaner, safer practices, and which continues to expand. It has been adopted by some of the major global brands in the industry, and by thousands of restaurants, hotels, event spaces and retail locations, to help protect staff and customers from COVID-19.

At the same time, the Ecolab team delivered on its long-term promise to help customers produce better outcomes, while improving their total operating costs by reducing their usage of natural resources and

their impact on the environment and by meeting their sustainability and net-zero goals. In 2021, in partnership with our customers, we helped:

- Conserve 215 billion gallons of water, or enough to meet the drinking water needs of 734 million people (well ahead of required progress to help save enough drinking water for 1 billion people by 2030),
- Provide safe food to 1.4 billion people. We are on-track to provide safe food to 2 billion people by 2030,
- Clean 60 billion hands, which is ahead of our 2030 target, and
- Avoid 3.6 million metric tons of greenhouse gas emissions (also ahead of our target).

Two billion people around the world are currently living in water-stressed areas, and the same will be true of more than half the world's population by 2050 if no action is taken. Because 150 companies can directly impact approximately one-third of the world's water use, we believe that industry has a unique responsibility and opportunity to address the global water crisis. Ecolab therefore continues to exponentially grow its positive impact through initiatives like the Water Resilience Coalition, an industry-driven initiative of the UN Global Compact's CEO Water Mandate, which Ecolab co-founded.

At Ecolab, we see an unparalleled opportunity to grow both our business and positive impact in the world, and to help our customers do the same. We are proud of our progress and what is still to come. Together, with our customers, we will keep growing and delivering on our purpose to make the world a cleaner, safer and healthier place by protecting people and the resources vital to life.

Sincerely,

Christophe Beck
President and Chief Executive Officer



ADVANCING A SUSTAINABLE FUTURE TOGETHER WITH OUR CUSTOMERS



IN 2021, DESPITE THE MANY CHALLENGES FACING US, ECOLAB MADE TREMENDOUS PROGRESS TOWARD OUR AMBITIOUS 2030 CUSTOMER IMPACT GOALS.

We helped our customers save 215 billion gallons of water, provide safe food to 1.4 billion people, clean 60 billion hands and avoid 3.6 million metric tons of greenhouse gas emissions.

We have also made great progress in our efforts to achieve a net positive water impact, tackle carbon emissions, support a diverse and inclusive workforce and prioritize safety everywhere we work. A few highlights from 2021 include:

- Receiving [Alliance for Water Stewardship \(AWS\)](#) certification for two additional manufacturing sites in Mexico and receiving our first-ever platinum certification for our facility in Taicang, China
- Signing a [virtual power purchase agreement](#) in Finland that will enable us to achieve 100% renewable electricity by 2030
- Launching an employee-led [Global Sustainability Network](#) to accelerate Ecolab's growth and impact

It's not easy for a company to achieve sustainability goals while simultaneously growing its business and creating value for stakeholders, but it can be done.

I am confident that we can continue on our glide path toward achieving our goals because of three key factors:

- An unwavering commitment from leadership
- Alignment with our business strategy
- Readiness of our organization to act

At Ecolab, we've learned that having our CEO and executive leadership committed to supporting us on this journey is critical. And what helps get them on board is understanding the implications to our business strategy in terms of risks and opportunities.

If we don't address the challenges posed by water scarcity and climate change, we can't continue to succeed and grow. Last, it's essential to get the organization ready by establishing a 10-year path with science-based targets, defined annual milestones and leading indicators so leaders and managers can get the work done.

We are proud of what we accomplished in 2021, but we're even more excited about our future. The next decade will be critical as we deal with challenges related to the climate and water crisis. Together, with our customers, we will continue to make a meaningful difference as we work toward our common goals.

Sincerely,

Emilio Tenuta

Senior Vice President and Chief Sustainability Officer



ECOLAB IS EVERYWHERE IT MATTERS

Founded in 1923 and headquartered in St. Paul, Minnesota, Ecolab Inc. (NYSE: ECL) is the global leader in water, hygiene and infection prevention solutions and services that help protect people, planet and business health and a trusted partner at nearly three million customer locations.

Ecolab's 47,000 associates provide comprehensive science-based solutions, data-driven insights and world-class service to advance food safety, help maintain clean and safe environments, optimize water and energy use and improve operational efficiencies and sustainability for customers in the food, healthcare, hospitality and industrial markets in more than 170 countries.

From hotels, restaurants and healthcare facilities to food and beverage and manufacturing plants and power generation facilities across the globe, Ecolab's 25,000-strong sales-and-service team, the industry's largest and best trained, utilizes innovative solutions, digital technologies and unmatched insights to help solve the most pressing challenges our customers face. Many of the world's leading companies rely on Ecolab to help ensure product quality and guest satisfaction, maintain brand reputation and achieve their operational and sustainability goals.

For more information, visit ecolab.com or call 1.800.2.ECOLAB. Follow us on [LinkedIn](#), [Twitter](#), [Instagram](#) and [Facebook](#).

OUR PURPOSE

We are united by our purpose to make the world cleaner, safer and healthier while protecting people and vital resources.

We combine best-in-class technologies, data-driven insights and personalized service to deliver the best results at the lowest total cost for our customers. When our customers succeed, we succeed.

OUR VALUES

- We reach our goals.
- We do what's right.
- We challenge ourselves.
- We work together with diverse perspectives.
- We make a difference.
- And we do all this with care, putting safety first.



ECOLAB BY THE NUMBERS

25,000-strong
sales-and-service team

10,000+
patents

700
digital technology
professionals

1,200
scientists, engineers and
technical specialists

\$186 Million
invested in R&D



1.5%
of sales



OUR EXPERTISE

Our work is crucial for the health of our changing world. We are well positioned to help customers solve their operational and sustainability goals while meeting the growing demand around water, food, health and climate.

Organizations face increasing challenges due to climate change and natural resource availability. Ecolab solutions help our customers adopt processes to reduce water and energy use, which helps increase operational efficiency, reduce environmental impact and protect our world's vital resources.

Our solutions and expertise around food safety are critical to the reputations of businesses that manufacture, sell or serve food and beverages and helps protect the health and well-being of people everywhere.

Finally, we know that clean environments are key to both business success and daily health whether in the hospitality industry or in hospitals. Ecolab's innovative cleaning, laundry, warewashing and hygiene solutions play an important role in ensuring everyone - from employees to guests - stays safe.

OUR BUSINESSES

Global Institutional & Specialty

Provides specialized cleaning and sanitizing products to the global foodservice, hospitality, lodging, government, education and food retail industries.

Global Industrial

Provides water treatment and process applications, and cleaning and sanitizing solutions primarily to large industrial customers within the manufacturing, food and beverage processing, transportation, chemical, primary metals and mining, power generation, refining, petrochemical and pulp and paper industries.

Global Healthcare & Life Sciences

Provides specialized cleaning and sanitizing products as well as premium fluid treatment and purification solutions to the healthcare, personal care and pharmaceutical industries.

Other

Provides pest elimination services to the foodservice, food and beverage processing, healthcare, lodging, grocery and other commercial settings through the Pest Elimination business. Commercial laundry wash process products and services are provided by the Textile Care business for uniform and linen rental, hospitality and healthcare laundries. Colloidal silica for binding and polishing applications is provided through our Colloidal Technologies Group for semiconductor, aerospace and other industries.

OUR OPERATIONS

Ecolab operates an extensive, integrated global supply chain, which comprises more than 300 manufacturing plants, distribution centers and other facilities owned and operated by Ecolab to support the company's direct sales, marketing and distribution activities. In addition, we have 1,300 offices and R&D centers globally. We have operations in 105 countries across North America, Europe, Greater China, Asia Pacific, Latin America and India, Middle East and Africa.

We have 7,700 indirect supply chain partners totaling \$2.2 billion in spend, and we procure more than \$3.8 billion of direct raw material, contract manufacturing and equipment from more than 7,800 suppliers worldwide and manage distribution through various channels to external customers.

ACQUISITIONS

In December 2021, Ecolab purchased Purolite, a leading and fast-growing global provider of high-end exchange resins for the separation and purification of solutions critical to safe, high-quality drug production and biopharma product purification. Purolite also provides purification and separation solutions for critical industrial markets, including microelectronics, nuclear power and food and beverage. Headquartered in King of Prussia, Pennsylvania, Purolite operates in more than 30 countries and will report overall results within Ecolab's Life Sciences division.



ECOLAB SCIENCE CERTIFIED HELPS CREATE CONSUMER CONFIDENCE AMID THE COVID-19 PANDEMIC

Throughout the second year of the COVID-19 pandemic, we continued to help protect our customers through our products and expertise. Through Ecolab proprietary research conducted in 2021, we found that over 95% of consumers want to see as much or more cleaning and sanitation practices even after the COVID-19 vaccine had been distributed. Ecolab Science Certified™, designed to advance cleaner, safer practices, helps to deliver confidence as consumers get back to the moments and the places they have been missing.

CONSUMER EXPECTATIONS HAVE BEEN HEIGHTENED:

- 84%** ▶ want frequent cleaning and sanitizing of high-touch objects
- 81%** ▶ want hand sanitizer provided
- 80%** ▶ want strict cleaning protocols
- 76%** ▶ want hospital products used
- 73%** ▶ want independent audits completed

The best way to combat COVID-19 is to attack the virus that causes it. The comprehensive Ecolab Science Certified program is designed for specific business environments to use science-backed products and protocols to address a range of known and emerging food safety and public health issues, including COVID-19.

The Ecolab Science Certified program uses products, including hospital disinfectants, proven effective against the COVID-19 virus and other germs; requires employees are trained on when,

where and how to clean and disinfect properly; and validates that cleaning and disinfecting procedures are being followed with periodic audits.

The Ecolab Science Certified audit checks that participating businesses are following local and federal public health guidelines. Throughout the COVID-19 pandemic, this includes practices like social distancing and mask-wearing to mitigate the risk of airborne transmission.

To further advance cleaner and safer practices, the program also addresses multiple sources of infection transmission, including surfaces, water,



hands and air. The Ecolab Science Certified audit is designed to check that infection transmission sources and services are properly addressed.

The Ecolab Science Certified program continued to expand in 2021 and has been adopted in thousands of restaurant, hotel, event and retail sites. With more than 22,000 Ecolab Science Certified seals in North America, our partners are committed to clean.



OUR APPROACH

Impacting What Matters

PEOPLE HEALTH | PLANET HEALTH | BUSINESS HEALTH

Ecolab is a leading environmental, social and governance (ESG) company, recognized for our strong commitment to operating responsibly, sustainably and with concern for our communities. We help solve our world's greatest water, food, health and climate challenges through our commitment to protect the environment, address social concerns and adhere to responsible policies and practices.

We maximize the impacts of our work within our business operations and with our customers, suppliers and partners and realize our greatest opportunity to drive sustainable development is through our products and services. We deliver innovative solutions that help companies around the world achieve exceptional business results while minimizing environmental and social impact and are also committed to using our solutions and expertise to advance sustainability in our own operations.





ESG GOVERNANCE

While the full Board of Directors monitors the company's progress on environmental, social and governance (ESG) outcomes, the Safety, Health and Environment (SHE) Committee has the highest level of direct responsibility for sustainability policies, programs and practices that affect, or could affect, Ecolab employees, customers, stockholders and neighboring communities. The Board receives an annual presentation from this committee on the company's progress against its sustainability goals and implementation of projects and related activities. The committee members are appointed by the Board and are comprised of no fewer than three directors. The SHE Committee is responsible for assuring the corporation's compliance with applicable safety, health and environmental laws and regulations and monitoring such compliance. See our [SHE Committee Charter](#) for additional information.

Ecolab's sustainability strategy includes environmental, social and governance components and is governed by a Sustainability Executive Advisory Team (SEAT) that is made up of around 10 members of the company's executive leadership team including our Senior Vice President and Chief Sustainability Officer. The SEAT meets with the Corporate Sustainability team on a quarterly basis. Outputs of these meetings are reported by the Senior Vice President and Chief Sustainability Officer to the SHE Committee of the Board. The Corporate Sustainability team is comprised of research and development, communications, marketing and supply chain functions and is responsible for operationalizing sustainable business practices and policies across the company, coordinating and communicating policy and decision-making related to sustainability, setting goals and metrics for key sustainability priorities and assessing sustainability outlook and risk management.

INCENTIVES

Ecolab is unique in that its value proposition for customers has, for nearly a century, been to fundamentally improve their sustainability. Our products are designed to provide not only the best performance for our broad range of customers, but to do so in a manner using less of the customers' resources. Through our work, we have a major impact on customers' water and energy use, and thereby can leverage the environmental work we perform in our own operations.

Strategic ESG and sustainability indicators are included in our measures of performance used to determine compensation for senior leaders and employees. To promote sustained company success, all leaders work together to deliver against corporate ESG goals. ESG indicators, including our 2030 Impact Goals, are a part of how we measure performance, which is used to determine short-term cash compensation for executives. Our cash bonus plans include an Individual Business Objective which is a component within the overall bonus plan design. Bonus payout for Individual Bonus Objectives within the bonus plan are adjusted up or down in alignment with performance against and achievement of stated goals. Performance against these objectives is also used to differentiate other executive compensation components such as annual merit.

Management employees with direct involvement in the company's ESG and sustainability work, including our 2030 Impact Goals, have water, climate and/or diversity, equity and inclusion targets built into their compensation plans. We use different performance measures in our short- and long-term incentive plans, and these measures directly reflect the significant positive impact our products and services can have on reducing our customers' water and energy usage. Since our value proposition is to provide customers the best results while consistently

lowering their environmental impacts, improving sustainability is an inherent driver of our financial success, which translates directly into our adjusted EPS goal in our annual incentive plan and adjusted ROIC goal in our equity program.



STAKEHOLDER ENGAGEMENT

To garner a comprehensive understanding of our risks and opportunities, we engage in ongoing dialogue with a diverse set of stakeholders to assess the relevancy of sustainability issues and identify opportunities to improve. Stakeholders are profiled according to the nature of their relationship with Ecolab, their interest and their willingness to engage with and influence the company. Our annual stakeholder-engagement process includes employees, investors, customers, suppliers and relevant external groups, such as non-governmental organizations (NGOs) and communities.

Employees

Our associates drive innovation, support business growth and provide personally delivered service and on-the-ground support at nearly three million customer locations. The perspectives of our associates are critical to our success and inform our business strategy. In 2019, we surveyed more than 5,000 associates and held in-person interviews to inform our sustainability strategy and focus areas for subsequent years. In addition, our annual Assessment of Significant Business Risks and biannual sustainability materiality assessment processes include interviews and surveys of leadership across business units and functions, including business leads, Human Resources, Supply Chain, Research, Development and Engineering, Finance, Risk, Legal and Regulatory Affairs and Field Sales.



EMPLOYEE-LED 'GLOBAL SUSTAINABILITY NETWORK' TO ACCELERATE ECOLAB'S ENVIRONMENTAL IMPACT

Sustainability is core to Ecolab's culture. Every day, our 47,000 associates look for ways to solve our world's greatest water, food, health and climate challenges with our customers and in our own operations. So, when associates around the world began imagining ways to help Ecolab amplify its positive impact on the planet, they knew harnessing their shared passion could have a big effect.

That's why Ecolab's associates launched the Global Sustainability Network (GSN), a new employee-led community group that will work to accelerate Ecolab's growth and impact through education, communication and collaboration on environmental sustainability issues. The group will embody the idea that in order to create a healthier, more sustainable world, we'll need to work together more closely than ever before.

We have made tremendous progress toward our 2030 Impact Goals, but we have now reached a point in our evolution as a trusted sustainability leader, that

the work we have in front of us over the next decade can no longer fall on the shoulders of the vital few. We are expanding opportunities to drive change to all associates to help us on the journey we are on. Being able to engage Ecolab associates, build awareness and provide education on the latest sustainability trends demonstrate how each and every employee can have a direct impact on sustainability through their work.

The Global Sustainability Network welcomes Ecolab associates across the world and had over 550 founding members upon its launch on Earth Day 2022.

With more than 25,000 sales-and-service associates servicing nearly three million customer locations in 170 countries across the global, Ecolab associates are helping make the world cleaner, safer and healthier, protecting people and vital resources. The new Global Sustainability Network will continue that momentum, helping Ecolab in its aim to deliver a more sustainable future for everyone.



STAKEHOLDER ENGAGEMENT

Investment Community

As a publicly traded company, we place a priority on the opinions of our shareholders. We engage in direct dialogue each year at our annual shareholder meeting, and via disclosures, surveys and rankings from investor-led indices. Specifically, we use data sets and criteria provided from investor-led organizations to communicate with these groups to share results and shape our strategy. Additionally, we believe there is opportunity to enhance our

corporate reputation through our environmental programs and climate-related goals, thereby strengthening relationships within the investment community and boosting the attractiveness and stability of Ecolab as a strong ESG investment.

Customers

Our relationships with many of the world’s biggest brands give us a unique opportunity to understand sustainability risks and opportunities facing a wide range of industries all around the world. We learn from our customers – the challenges they face and

the results they desire – and use this knowledge to drive innovation to help them achieve their business and sustainability goals. In addition to our daily interactions with customers, we conduct interviews with customers as part of our biannual sustainability materiality assessment process, actively participate in various industry associations and conduct annual reviews of our partnerships with each customer to understand customer-specific issues, measure our impact and assess key business drivers to shape future strategies.

Communities

We primarily engage with the communities in which we operate through the Ecolab Foundation. Since 1986, the Ecolab Foundation has implemented community impact programs to support communities where our employees live and work, focusing on giving to local non-profit organizations in the areas of youth and education, civic and community development, arts, culture and environmental conservation. Through this work, we engage in direct dialogue with a variety of community groups to understand what matters most and incorporate their feedback into our approach.

Non-Governmental Organizations (NGOs)

Our ability to help make the world cleaner, safer and healthier through our products and services is strengthened through our partnerships with reputable global NGOs. In 2021, our NGO partnerships included the Water Resilience Coalition as part of the UN Global Compact and CEO Water Mandate, Alliance for Water Stewardship, The Nature Conservancy, the Project WET Foundation, Water.org and the World Resources Institute. Our active engagements with these and other NGO groups through events, interviews and other direct communications strengthens our understanding of global trends impacting our business, customers and communities, and influences our assessment of societal risks and opportunities relevant to Ecolab’s business.





SUSTAINABILITY MATERIALITY ASSESSMENT

The parameters of our 2021 Corporate Responsibility Report have been established based on a strategic assessment of the issues that our stakeholders care most about, are of greatest relevance to our business strategy and align with our purpose to make the world cleaner, safer and healthier.

Process

We employ a multifaceted process to identify and prioritize sustainability topics that are important to our stakeholders, align with our company's and customers' key business drivers and inform our corporate strategy and reporting of these issues as required in our [Annual Report and 10-K](#).

Ecolab's annual enterprise Assessment of Significant Business Risks provides the foundation for assessing the materiality of issues to our business and our shareholders. These comprehensive reviews are conducted using a survey tool designed to identify strategic, operational, financial and compliance-related risks to the company. Risks are documented along with the likelihood and impact of their occurrence. An audit-services vice president manages the process, and the results are presented to the Executive Management team and Ecolab's Board of Directors. The most significant business risks are reported publicly through the company's annual 10-K. Ecolab's CEO is responsible for appropriate strategy adjustments.

A biannual sustainability materiality assessment informs our corporate sustainability strategy and reporting activities. This process involves a detailed review of industry trends and best practices, peer benchmarking and internal and external stakeholder engagement with employees, investors, customers, community groups and non-governmental organizations. It also leverages the results of our enterprise Assessment of Significant Business

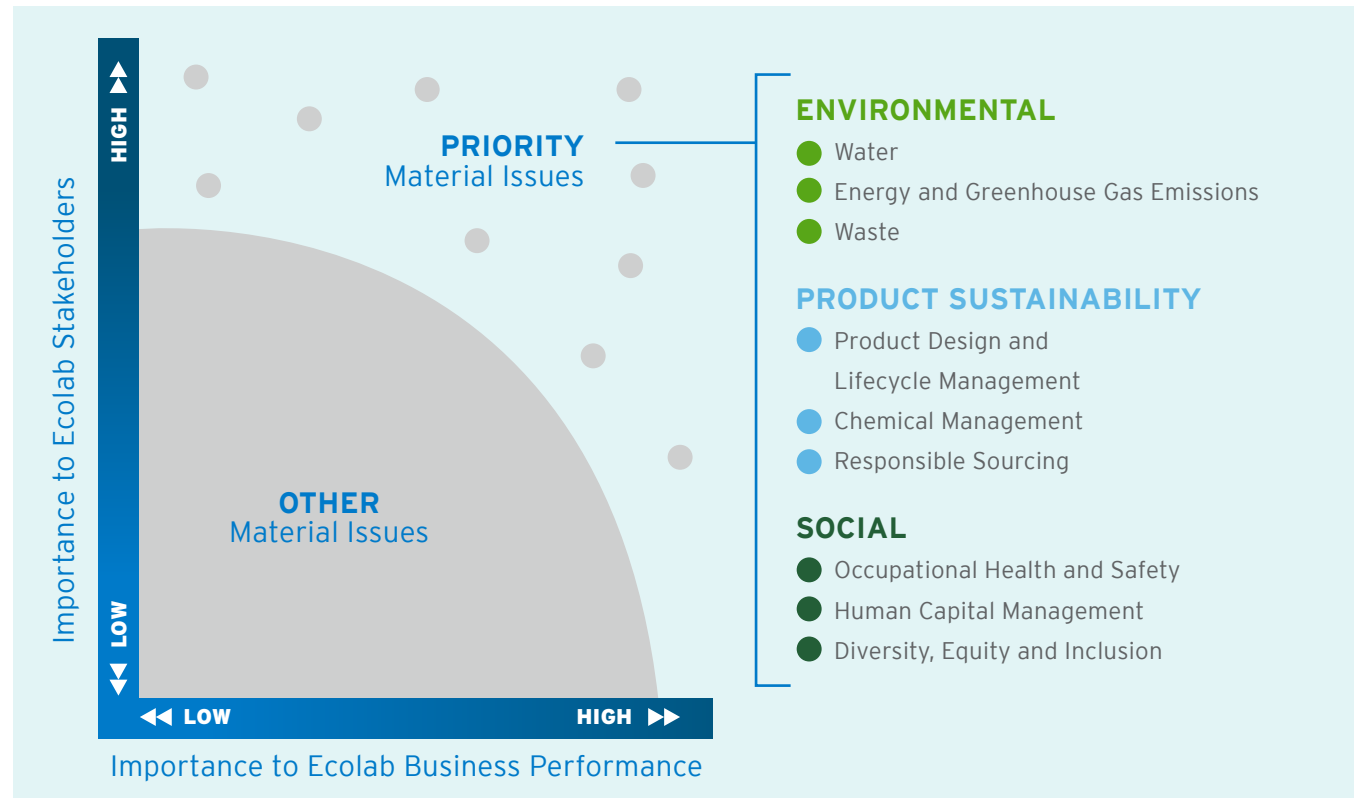
Risks to align the materiality of sustainability topics with key business drivers. Topics are ranked and prioritized according to significance of impact and importance to stakeholders to ensure we focus on the most strategic issues and maintain Ecolab's sustainability leadership in the marketplace. Outputs of this assessment are integrated into the annual Assessment of Significant Business Risks to ensure critical sustainability risks and opportunities are further evaluated and linked to our core business strategy.

Results

Guided by the Global Reporting Initiative's (GRI) Reporting Principles, we conducted a sustainability materiality refresh in 2019 that built upon previous assessments conducted in 2017 and 2015. We used

GRI's definition of material topics to identify relevant and material topics to include in the analysis. Through this process, we identified priority material topics that are important to stakeholders and significant to our business.

These results were reviewed by our CEO and Sustainability Executive Advisory Team (SEAT) and further evaluated against the same set of criteria used in our Enterprise Risk Management process and annual Assessment of Significant Business Risks to identify the topics most critical for the global business that align with our core values, goals and competencies. This final analysis informed creation of our 2030 Impact Goals and the continued integration of sustainability into our corporate strategy, business operations, culture and communications.

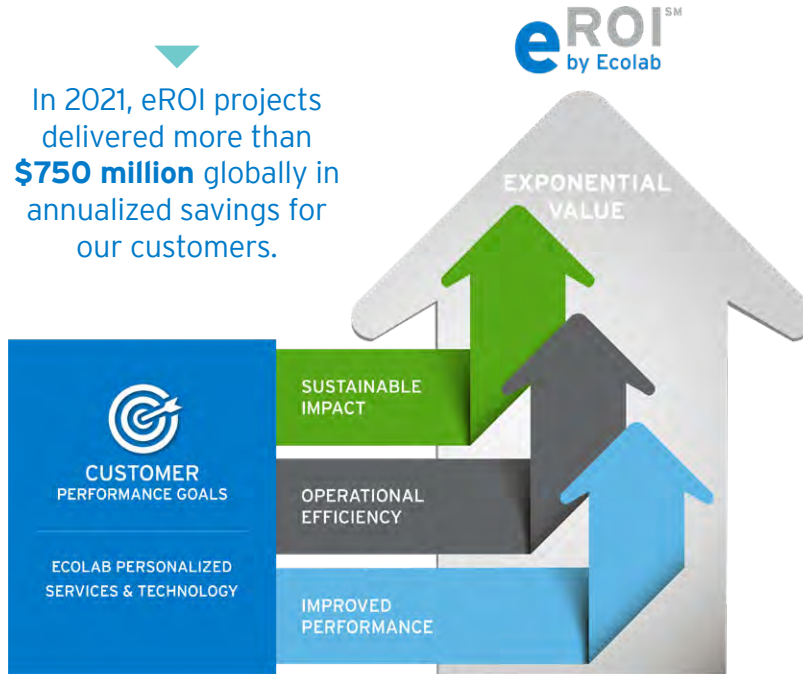


eROI: CREATING AND MEASURING VALUE

Our solutions help customers achieve ambitious business and environmental goals. With an exceptional combination of science and service, we deliver exponential outcomes that benefit customers and communities. We call this our eROISM value: the exponential return on investment, or eROI, from customers' improved performance, operational efficiency and sustainable impact.

Measurement is a critical component of our process. Using our proprietary eROI methodology, we measure our sustainable impact and quantify customers' return on investment. By helping to measure value, Ecolab supports our customers in tracking and enhancing the value they create in the world.

Every year, we measure our total impact using our [eROI Customer Impact Counter](#). The counter includes all technologies that track savings delivered to customers and have established methodologies. We continue to evaluate opportunities to add new technologies to the counter on an annual basis.



IN 2021, WE HELPED OUR CUSTOMERS:



Conserve more than
215 BILLION
gallons of water



Conserve more than
45 TRILLION
BTUs of energy



Avoid more than
3.6 MILLION
metric tons of
CO₂ emissions



Avoid more than
84 MILLION
pounds of waste



WATER



ENERGY



WASTE

GREENHOUSE
GASES

COSTS



FOOD SAFETY

HUMAN
HEALTH
AND SAFETYENVIRONMENTAL
RESPONSIBILITYASSET
PROTECTIONTOTAL VALUE
DELIVEREDBRAND
PROTECTIONPRODUCT
QUALITY

PROFITABILITY



PRODUCTIVITY

Our eROI impact is based on historical and forecasted marketing and sales data. The estimation is updated annually to account for changes in market growth and new technologies. Ecolab's eROI methodology has been independently reviewed by third-party consultant group Anthesis LLC with verified appropriate systems for collection, aggregation and analysis of quantitative data for determination of the potential savings and benefits of products and services for the stated period and boundaries.

SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are the 2030 blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. Ecolab is committed to partnerships and programs that fulfill the UN Sustainable Development Goals, and believe we are well-positioned today to make our greatest contributions in three areas.



6 CLEAN WATER
AND SANITATION



GOAL 6: CLEAN WATER AND SANITATION

We aim to achieve a positive water impact in both our own operations and our customers' sites

13 CLIMATE
ACTION



GOAL 13: CLIMATE ACTION

We align our operations and supply chain to the UN Global Compact's Business Ambition for 1.5°C, pledging to halve carbon emissions by 2030 and achieve net-zero carbon emissions by 2050

5 GENDER
EQUALITY



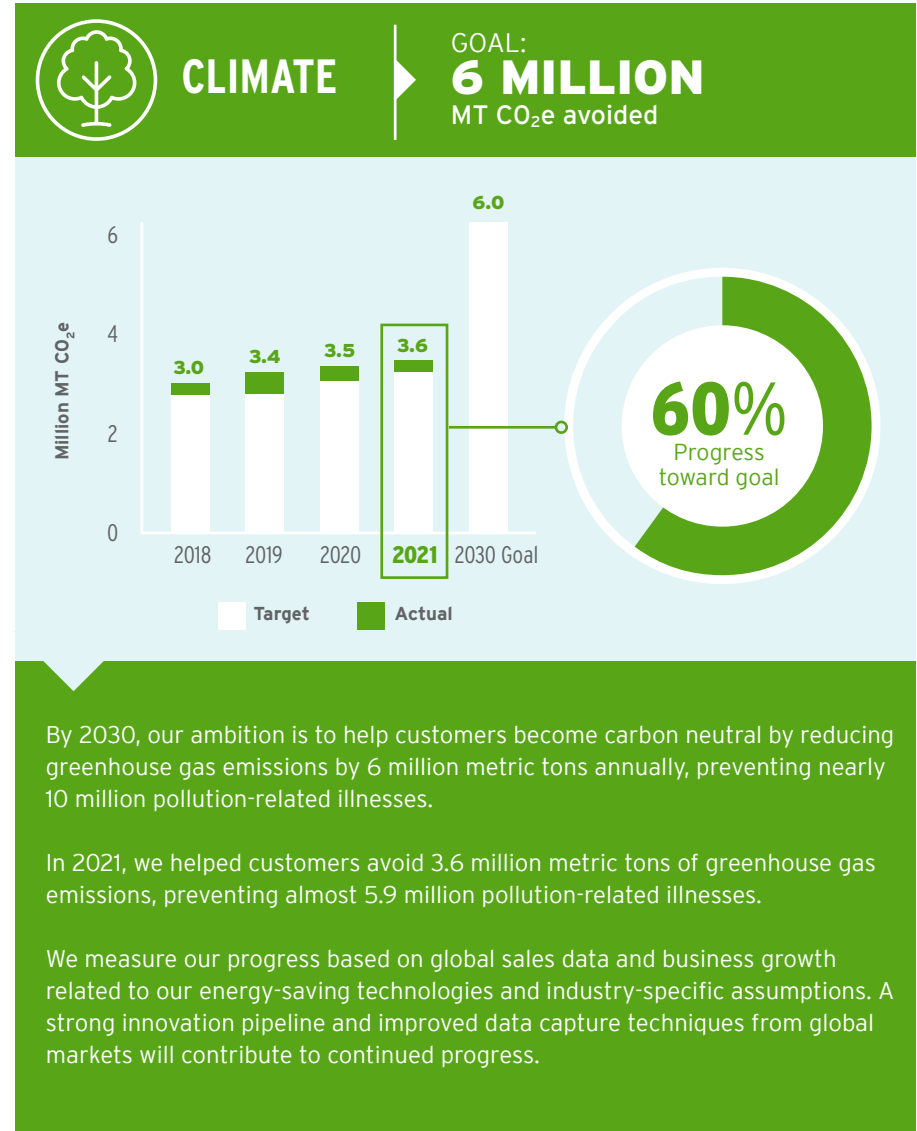
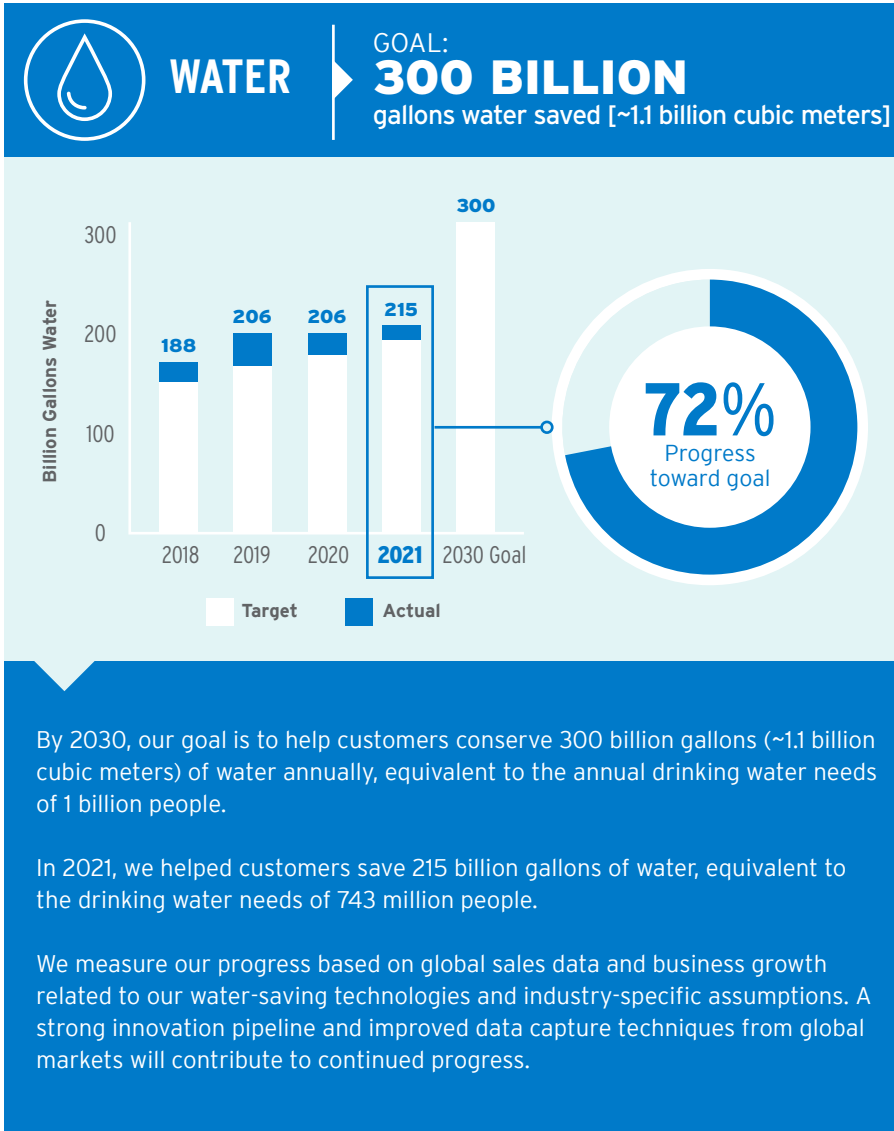
GOAL 5: GENDER EQUALITY

We believe that a diverse and inclusive workforce is critical to the success of our associates, our company and our customers



OUR 2030 IMPACT GOALS FOR CUSTOMER OUTCOMES

Our 2030 Impact Goals are focused on the change we can create for our company, communities, customers and environment. With these ambitious goals to achieve alongside customers and in our own operations, we are working to support a safe and healthy world with enough resources for all. Ecolab technologies and services help drive exponential return on investment (eROI) for our customers, while helping protect people and vital resources. These 2030 Impact Goals showcase our global team’s dedication to helping our customers thrive and make a positive impact water, climate, food and health.





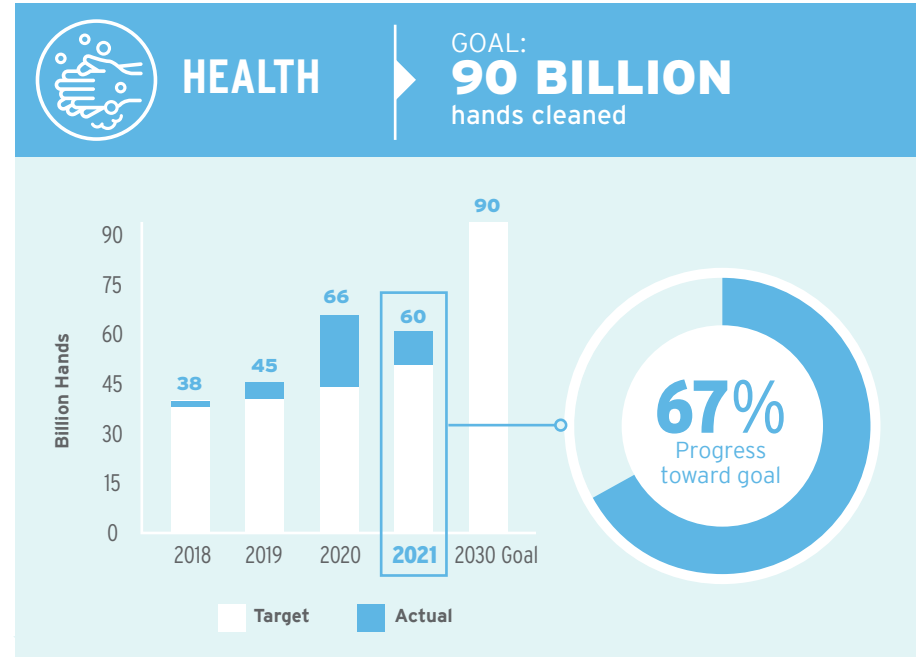
OUR 2030 IMPACT GOALS FOR CUSTOMER OUTCOMES



By 2030, we aim to help customers provide high-quality and safe food to 2 billion people for an entire year, preventing 11 million foodborne illnesses.

In 2021, we helped customers provide high-quality and safe food to 1.4 billion people for an entire year, preventing almost 8 million foodborne illnesses.

We measure our progress based on production data and business growth from our global Food & Beverage business, the number of meals served by Quick Service Restaurants and Food Retail Services customers and annual food consumption in the United States. Overall growth in global food production is keeping us on track as food service industries rebound amid the COVID-19 pandemic.



By 2030, our goal is to help clean 90 billion hands and provide safe medical care for 116 million people each year, reducing more than 1.7 million infections.

In 2021, we helped customers clean 60 billion hands, provided safe medical care to 71 million people and reduced 2.2 million infections.

We measure our progress based on the average number of healthcare instruments washed, chemistry sales and our business growth. While hand hygiene slowed to match demand amid the COVID-19 pandemic, we are still ahead of pace to meet our 2030 goal.



SUPPORTING EMERGING TECHNOLOGIES ACROSS FOOD SUPPLY CHAIN

According to the United Nations¹, by 2050, the world will need 60% more food than what is produced today. At the same time, consumers' tastes are changing. They are seeking more local, fresh and organic foods, and want increased transparency around the food supply chain and food safety. The food value chain is one of the last major industries to completely modernize, but the latest technologies are having a major positive impact throughout the food system.

With our food safety expertise and knowledge of the food industry, we are in a unique position to guide entrepreneurs and start-ups that are creating these new technologies. And while Ecolab provides innovative food safety solutions and programs from the farm and processing facilities to restaurants and retail every day, we recognize that helping bring critical solutions to scale can

help us solve the challenges of safely feeding the world's growing population.

That is why we teamed up with Cargill and the Techstars Farm to Fork Accelerator, a mentorship-driven program that engages early-stage entrepreneurs focused on the future of food and agriculture. Now in its fourth year, the Techstars Farm to Fork Accelerator identifies and fosters entrepreneurs seeking to effect positive change across the food system through the improvement of food safety and quality, food-related digital technology, the use of upcycled materials and the harnessing of research data for the betterment of the industry. The 11 teams in the 2021 class came from across the United States and the globe and included the Farm to Fork Accelerator's first two teams from Africa.

Ecolab believes that innovative ideas can come from anyone and anywhere, and our involvement in the Techstars program is one way that we are helping to advance innovation to benefit the food industry and ultimately, society. We provide mentorship to help the entrepreneurs advance their solutions and enable a more efficient and sustainable food system. At the same time, we learn from their approach to problem-solving and harness their energy into the Twin Cities startup community.

¹[UN Chronicle](#)

FOR MORE INFORMATION

▶ [Techstars Farm to Fork Accelerator](#)



OUR ANNUAL FOOD SAFETY IMPACT

Help provide safe and high-quality food to **1.4 billion people**

Help produce and protect **36%** of the world's packaged food

Help produce **45%** of the global milk supply safely

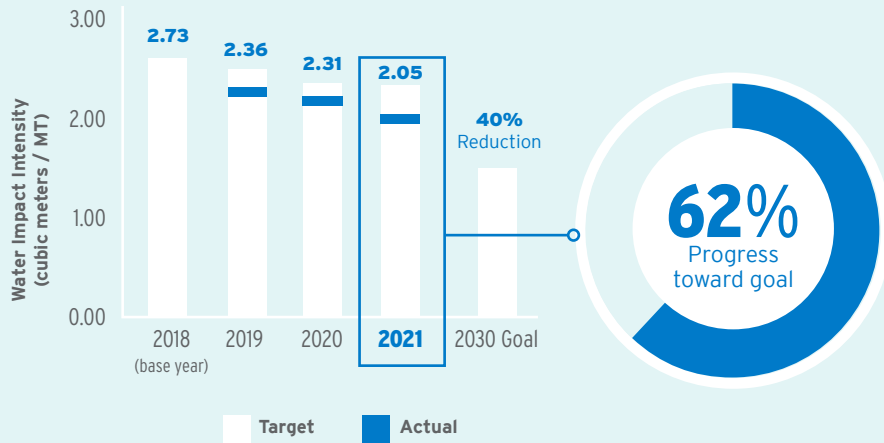
8 million foodborne illnesses prevented



OUR 2030 IMPACT GOALS FOR ECOLAB OPERATIONS

Alongside the impact we make with our customers, we know we can make a difference through our own operations. In addition to bold environmental targets, we have goals focused on an inclusive, diverse, just and safe community for our associates.

ACHIEVING A POSITIVE WATER IMPACT



Global water challenges are the new normal. According to the World Resources Institute, our world will experience a 56% freshwater deficit by 2030 if nothing changes. That's why Ecolab aims to achieve a positive water impact. By 2030, we plan to:

- Reduce water impact by 40% per unit production across our enterprise from a 2018 base year
- Restore greater than 50% of our absolute water withdrawal volume at high-risk sites
- Achieve Alliance for Water Stewardship (AWS) Standard certification in high-risk watersheds

In 2021, we reduced overall water impact by **25%** per unit production from a 2018 base year, restored **34%** of our absolute water withdrawal at high-risk sites and have achieved AWS certification at four of our facilities in high-risk basins.

TACKLING CARBON EMISSIONS



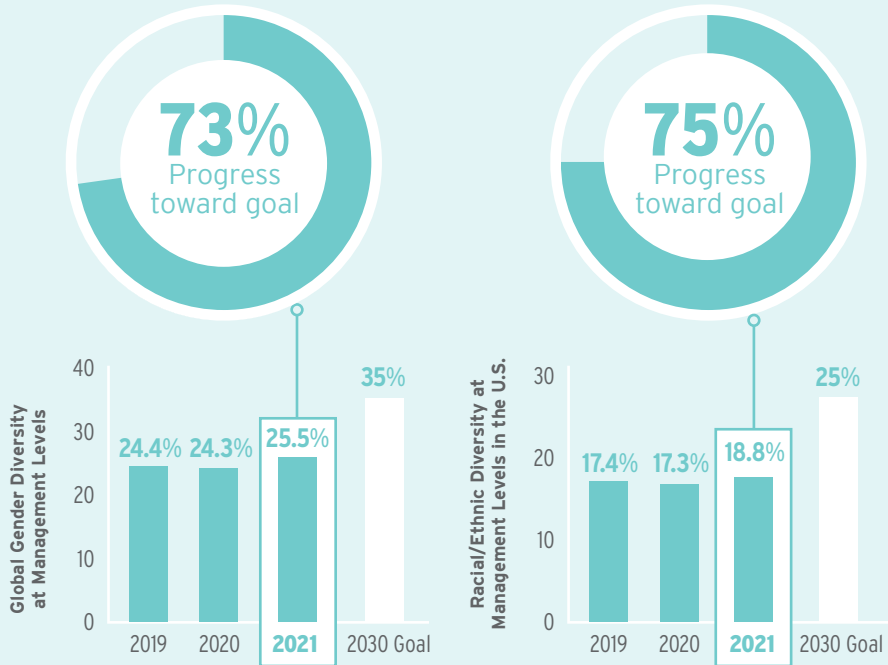
Joining the fight against climate change is no longer optional. Ecolab will halve carbon emissions by 2030, achieve net-zero carbon emissions by 2050 and achieve 100% renewable electricity by 2030. We are also working with suppliers to set similarly ambitious carbon targets aligned with the science-based target methodology by 2024.

In 2021, we made progress by reducing absolute Scope 1 and 2 carbon emissions by **28%** from a 2018 base year. In 2021, **69%** of our total electricity usage was considered renewable. We also established that suppliers accounting for 6.5% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution) have set science-based targets.



OUR 2030 IMPACT GOALS FOR ECOLAB OPERATIONS

SUPPORTING A DIVERSE AND INCLUSIVE WORKFORCE

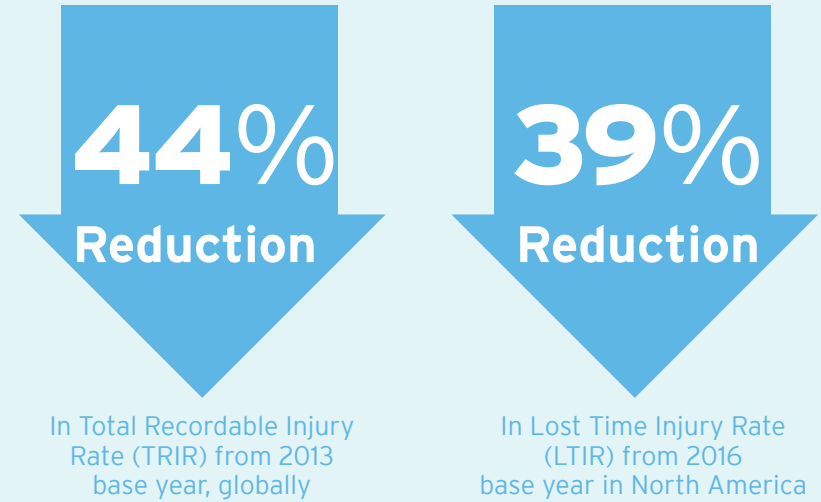


Continuing inequity in our world has reinforced the need to drive faster, deeper progress inside Ecolab and within society. We believe that a diverse, inclusive and purpose-driven team is critical to the success of our individual associates, our company, our customers and our communities. We are committed to:

- Maintaining Ecolab’s pay equity in the U.S. and expanding globally
- Increasing management-level gender diversity to 35% with the ultimate goal of gender parity
- Increasing management-level ethnic/racial diversity to 25% as we seek to meet full representation of the U.S. workforce at all levels

In 2021, we grew management-level gender diversity to 25.5% and management-level ethnic/racial diversity in the U.S. to 18.8%.

PRIORITIZING SAFETY EVERYWHERE WE WORK THROUGH GOAL ZERO



Our safety goal is always zero incidents. But Goal Zero is more than a number. We place great value on training and education, both at our own facilities and at customer locations. We assess risk before we start work, identify and address safety issues and remedy hazardous situations – at any Ecolab location and wherever we operate.

By 2030, we aim to train and educate 100% of our associates to work safely 100% of the time. In 2021, we made strides toward this goal.



EXTERNAL INITIATIVES

Ecolab subscribes to, or endorses, externally developed economic, environmental and social charters and principles, including:

▶ [Alliance for Water Stewardship \(AWS\)](#)

Since 2010, Ecolab has partnered with the World Wildlife Fund for Nature (WWF) and AWS to develop and launch the International Water Stewardship Standard. Ecolab is a founding partner of the AWS Standard.

▶ [UN Business Ambition for 1.5°C](#)

In 2019, Ecolab joined the UN Business Ambition for 1.5°C, a campaign led by the Science Based Targets initiative (SBTi) in partnership with the UN Global Compact and the We Mean Business coalition. This campaign has brought together a growing group of leading companies pledging to do their part in decarbonizing the economy by committing to reduce carbon emissions by 50% by 2030 and to net-zero by 2050.

▶ [Business for Water Stewardship](#)

In 2021, Ecolab helped fund a landmark water conservation project to help secure 150,000 acre-feet of conservation (nearly 49 billion gallons of water) to help shore up Lake Mead through the Colorado River Indian Tribe system conservation project.

▶ [California Water Action Collaborative](#)

As a member since 2017, Ecolab supports collective action projects to improve water security in California for people, business, agriculture and nature.

▶ [CDP](#)

Ecolab has participated in and reported to CDP since 2006 to transparently disclose our environmental impacts. In 2021, Ecolab scored an A on our [CDP Water Security](#) response and A- on our [CDP Climate Change](#) submission.

▶ [RE100](#)

In 2020, Ecolab became a member of RE100, the global corporate renewable energy initiative bringing together businesses committed to 100% renewable electricity. As part of RE100, we are committed to using 100% renewable electricity by 2030.

▶ [Science Based Targets Initiative](#)

In 2019, Ecolab committed to developing science-based climate action targets to support the transition to the low-carbon economy. These targets have been approved by the Science Based Targets initiative and were upgraded to align with the latest [SBTi Corporate Net-Zero Standard](#).

▶ [The Nature Conservancy](#)

In 2015, the Ecolab Foundation made a \$2 million pledge to support The Nature Conservancy's Securing and Restoring Water Sources Around the Globe initiative. Ecolab continued to support its partnership with The Nature Conservancy in 2021.

▶ [UN Global Compact and CEO Water Mandate](#)

Ecolab became a signatory in 2012 to advance water security for businesses, ecosystems and communities.

▶ [Water Resilience Coalition](#)

Ecolab co-founded the Water Resilience Coalition in 2020, an industry-driven, CEO-led initiative of the UN Global Compact CEO Water Mandate that aims to elevate global water stress to the top of the corporate agenda and preserve the world's freshwater resources through collective action in water-stressed basins and ambitious, quantifiable commitments.

▶ [WaterReuse Association](#)

Ecolab became a member in 2019 to shape, advance and promote the national movement for water reuse in the United States.

▶ [Water.org](#)

In 2020, Ecolab announced a partnership with Water.org to help enable access to sustainable water and improved sanitation in at-risk watersheds in India.

▶ [World Resources Institute's \(WRI\) Aqueduct Alliance](#)

As a member since 2015, Ecolab engages WRI to stay at the forefront of thought leadership in water stewardship.

AWARDS AND RECOGNITION

The Ecolab team operates with a strong commitment to integrity, innovation, sustainability and social responsibility. We always strive for the best results for our customers and our company, and in 2021, were recognized by several leading organizations for our commitment to operating responsibly and sustainably.



A World's Most Ethical Company

For the 15th consecutive year, Ecolab was named one of the World's Most Ethical Companies by the Ethisphere Institute.



A Leading Corporate Citizen

For the eighth consecutive year, Ecolab ranked in the top 10 on 3BL Media's list of Best Corporate Citizens, placing eighth in 2021.



A World's Most Admired Company

For the seventh consecutive year, Ecolab was named to Fortune's list of the World's Most Admired Companies.



A Most Responsible Company

For the second consecutive year, Ecolab was named to Newsweek's list of America's Most Responsible Companies, ranking 42nd on the 2021 list.



A Most Just Company

Ecolab was named one of America's Most Just Companies by Forbes, ranking 22nd on the 2021 list.

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



A Leader in Climate and Water Security

Ecolab was recognized on CDP's A-Lists for its efforts to combat climate change and protect water security, and was named to CDP's Supplier Engagement Leaderboard.



A Leading Sustainability Company

For the seventh consecutive year, Ecolab achieved a Platinum EcoVadis Sustainability Rating, which places Ecolab in the top 1% of sustainable companies.



A Most Sustainable Company

For the fourth consecutive year, Ecolab was named to Barron's list of the Most Sustainable Companies in the U.S., ranking third on the 2021 list.



FTSE4Good

A Leading ESG Company

For the fourth consecutive year, Ecolab was named to the FTSE4Good Index for its strong environmental, social and governance practices.



A Top Company for Diversity

Ecolab was named a Top Company for Diversity by DiversityInc, ranking 34th on the leading assessment of diversity management in corporate America.



A Leading Company for Gender Equality

Ecolab was named to Bloomberg's 2021 Gender-Equality Index, which tracks the performance of public companies committed to supporting gender equality.



A Best Place to Work

For the ninth consecutive year, Ecolab was named a Best Place to Work for LGBTQ+ Equality by the Human Rights Coalition for its perfect score on the Corporate Equality Index.



A Best Company for Families

Ecolab was named one of the 100 Best Companies of 2021 for its commitment to inclusive benefits for families by Seramount (formerly Working Mother Media).



A Best Company to Sell For

For the sixth consecutive year, Ecolab was named a Best Company to Sell For by Selling Power Magazine, ranking 20th on the 2021 list.

ENVIRONMENT

An aerial photograph of a park or wetland area. A long, winding stone path leads through several small, green islands in a body of water. The trees on the islands are vibrant green and yellow-green. In the bottom left corner, a small red boat is moving across the water, leaving a white wake. The overall scene is bright and natural.

We're Partners for Progress

As the world grapples with the effects of a global pandemic, we continue to face the most pressing environmental issues ever facing humankind. The need to address climate change and water scarcity has grown more urgent than ever before. Continued population growth, rising consumption, changing diets, public health crises and other dynamics are placing increased pressure on the world's natural resources and creating new and progressively more complex challenges for businesses.

And it is increasingly clear that the window for action is limited, and it is time to move from commitments to measurable action and demonstrable progress.

Ecolab is in a unique position to help address the global trends shaping the future of business while protecting people, planet and business health.



ENVIRONMENTAL MANAGEMENT

Approach

Alongside our sustainable impact with customers, we are committed to making a difference in our own operations. Our sustainability leadership has long been rooted in our enterprise-wide commitment to operational efficiency and environmental stewardship.

[Ecolab's Global Safety Health & Environmental Position](#) and [Sustainability Position](#) formalize our commitment to excellence in global safety, health and environmental (SHE) practices and performance. These commitments extend past our own operations to our suppliers and contractors and are foundational to our work with our customers. Our Board of Directors' SHE Committee has oversight responsibility for Ecolab's SHE programs and the SHE Position is executed through our internal SHE management system, which is implemented at all global facilities. In addition to meeting the Ecolab SHE Management System requirements, 57% of our plants have achieved International Organization for Standardization (ISO) 14001 - Environmental Management Systems certification. Moreover, 30% of our sites are Occupational Health and Safety Assessment Series (OHSAS) 18001 or ISO 45001 certified and 72% of our manufacturing sites have external certification to ISO 9001 standards.

Governance

While the full Board of Directors monitors Ecolab's progress on sustainability, the Safety, Health and Environment (SHE) Committee of the Board has the highest level of responsibility for all sustainability matters, including climate- and water-related issues. This Committee reports to the Board annually on the company's implementation of and progress against its goals. Our Senior Vice President and Chief Sustainability Officer leads Ecolab's Corporate Sustainability program and monitors risks, opportunities and performance related to climate change and water.

Performance

Our environmental performance achievements are the result of enterprise- and facility-level commitments to increase the efficiency of our operations through actions and investments that result in greater environmental stewardship. Through our Create and Maintain Value program, we employ our expertise and technology to continually find more ways to deliver strong business results while saving water, energy and wastewater and prolonging equipment life throughout our facilities. We do this with an eye for how our impact extends beyond our operations to local people and communities.



In 2021, we invested over \$1.2 million in continuous improvement projects focused on water and energy reductions at over 20 of our facilities across the globe. In all, these projects reduced total energy consumption by almost 5.4 billion BTUs, reduced GHG emissions by 324 MT CO₂e and saved 27 million gallons (~103,000 cubic meters) of water across our global footprint.

Third-Party Inventories Verification

Our global Scope 1, 2 and 3 (business travel only) GHG emissions are verified by a third party, APEX Companies LLC, using the ISO 14064-3: Greenhouse Gases - Part 3 specification standard. Additionally, we verify our global water withdrawal, water replenishment projects, NO_x and SO_x emissions, volatile organic compounds emissions, hazardous air pollutants emissions and hazardous waste volume through APEX Companies LLC using the International Standard on Assurance Engagements (ISAE) 3000 Revised.

CLEAN REVENUE

Ecolab defines "clean revenue" as revenue from product and service offerings that deliver a clear and significant social or environmental benefit. While there is currently no generally accepted standard for quantifying clean revenue, we have sought to align with reputable external standards where possible.

For 2021, our clean revenue total includes:

1. Revenue from water-saving technologies within our Global Industrial and Global Institutional divisions. Our water-saving technologies deliver meaningful improvements in use-phase resource efficiency as defined by the Sustainability Accounting Standards Board (SASB) Chemicals Standard.
2. Revenue from wastewater treatment technologies within our Global Industrial division. Our wastewater treatment technologies protect watersheds and enable our customers to meet the most stringent water quality requirements.
3. Products certified by third parties such as Green Seal, Nordic Swan, EU Ecolabel and EPA Safer Choice, which deliver clear environmental and/or social benefits relative to the typical market product.

Using these criteria, we have determined that 64% of our 2021 revenue can be considered clean. We believe this is a conservative estimate. As we continue to improve our clean revenue methodology and data collection systems to capture the full breadth of environmental and social value that our products and services deliver across our key impact areas of water, climate, food and health, we expect our clean revenue figure to increase in future years.



CLIMATE

Footprint

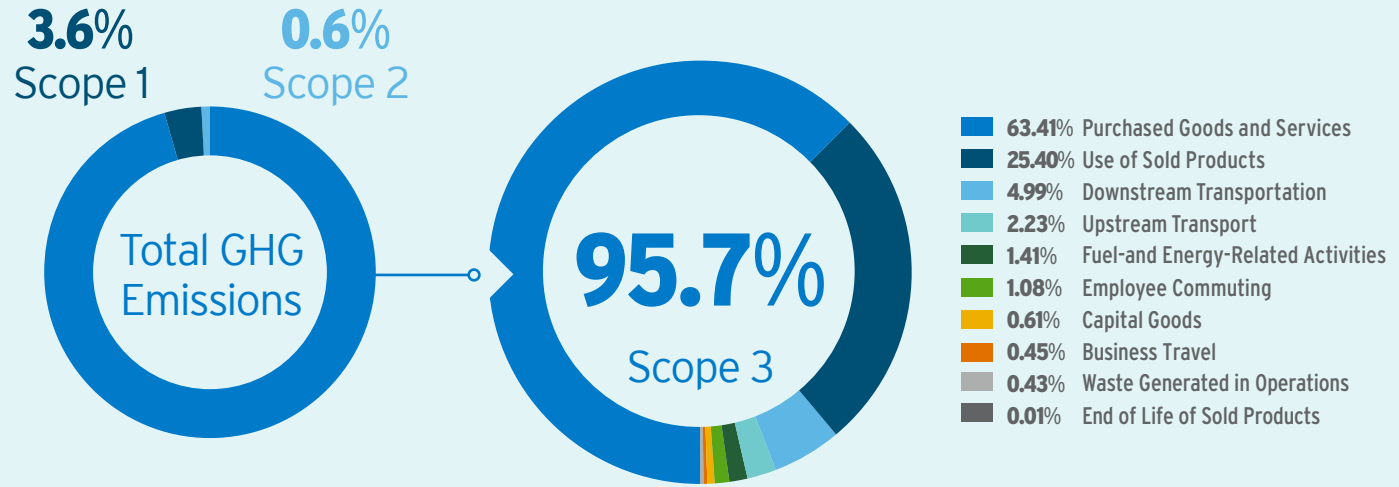
Ecolab recognizes that climate change poses potential risks and creates potential opportunities for our organization, customers and communities. As a company with global manufacturing operations, we actively seek to make a positive impact on our world's climate through responsible processes. In addition to managing our operational and supply chain sustainability performance, we realize the largest impact we can make is in partnering with customers at more than three million customer locations around the world.

Ecolab is unique in that its value proposition for customers has, for nearly a century, been to fundamentally improve their sustainability. Our products are designed to provide not only the best performance for our broad range of customers, but to do so by optimizing environmental resources, and delivering water, energy and waste reductions. Through our work, we have an impact on customers' water and energy use and reducing their greenhouse gas emissions.

See the [ESG Performance Data Appendix](#) for more information on our carbon emissions.

ECOLAB'S GREENHOUSE GAS (GHG) EMISSIONS FOOTPRINT

Our enterprise operational (scope 1 & 2) climate footprint is low relative to industry peers. We have established science-based carbon goals to reduce absolute Scope 1, 2 and 3 emissions.



SCOPES EXPLAINED

Scope 1	Scope 2	Scope 3
Direct emissions from owned or controlled sources or activities. Examples include company-owned vehicles or on-site fuel combustion.	Indirect emissions from purchased electricity or heat sources.	Indirect emissions from all other activities across the value chain, both upstream and downstream. Examples of upstream activities include purchased goods and services, business travel and employee commuting. Downstream examples include electricity customers consume using sold products, and transportation and distribution.



CLIMATE

Approach

Ecolab's [Climate Change Position](#) formalizes our global commitment to the transition to a clean energy economy by identifying opportunities for our company, suppliers and customers to reduce greenhouse gas (GHG) emissions and transparently report climate-related information to stakeholders.

We are committed to continuous efforts to reduce GHG emissions in our own operations and product innovation processes, have committed to aligning with UN Sustainable Development Goal (SDG) 13 to "Take urgent action to combat climate change and its impacts" and are a supporter of the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#).

Our Journey to Net-Zero by 2050

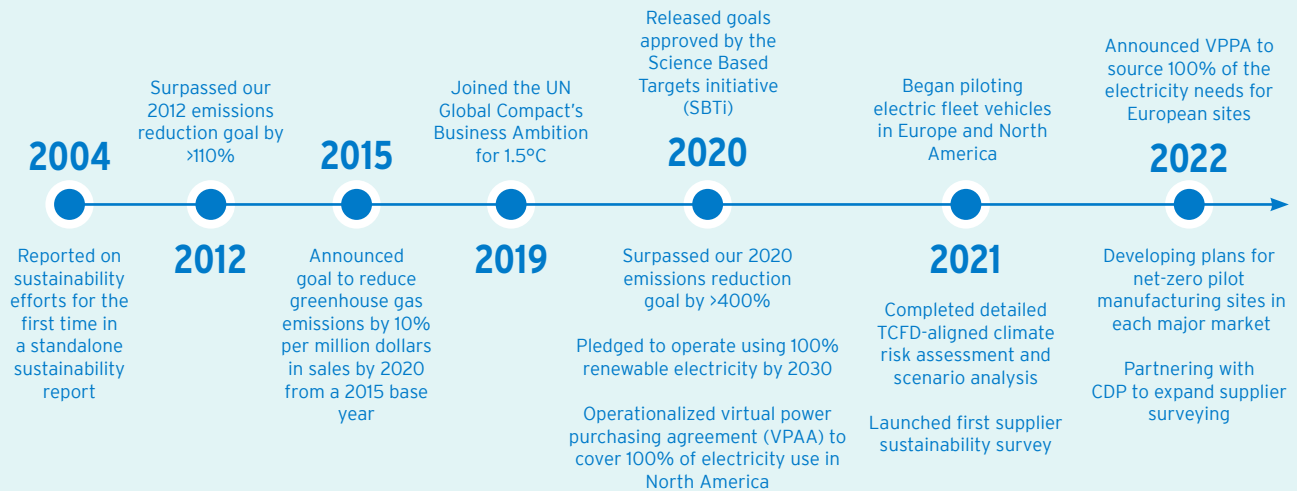
Ecolab has a long history of reducing or improving our environmental and social impact within our own facilities and operations as well as through the solutions we deliver with our customers. Always striving to do better, we continually set and achieve bold environmental performance goals that align with our business strategy as we continue to decouple resource use from growth.

Ecolab defines net-zero in alignment with the Science-Based Targets initiative (SBTi) as achieving value chain decarbonization in line with a 1.5°C pathway and neutralizing residual emissions with an equivalent volume of permanent carbon removal.



OUR JOURNEY TO NET-ZERO

Committing to achieve bold environmental performance goals that align with our business strategy as we continue to decouple resource use from growth.





CLIMATE

Goals

Ecolab joined the UN Global Compact’s Business Ambition for 1.5°C committing to reduce our absolute Scope 1 and 2 GHG emissions by 50% by 2030 and achieve net-zero across our value chain by 2050. We have committed to achieving 100% renewable electricity by 2030 through the RE100 initiative and have also set a science-based target (SBT) addressing our Scope 1, 2 and 3 emissions which was approved by the Science Based Targets Initiative (SBTi).

WE HAVE COMMITTED TO:

Reducing Scope 1 and 2 emissions by 50% by 2030

Using 100% renewable electricity by 2030

Reaching net-zero by 2050

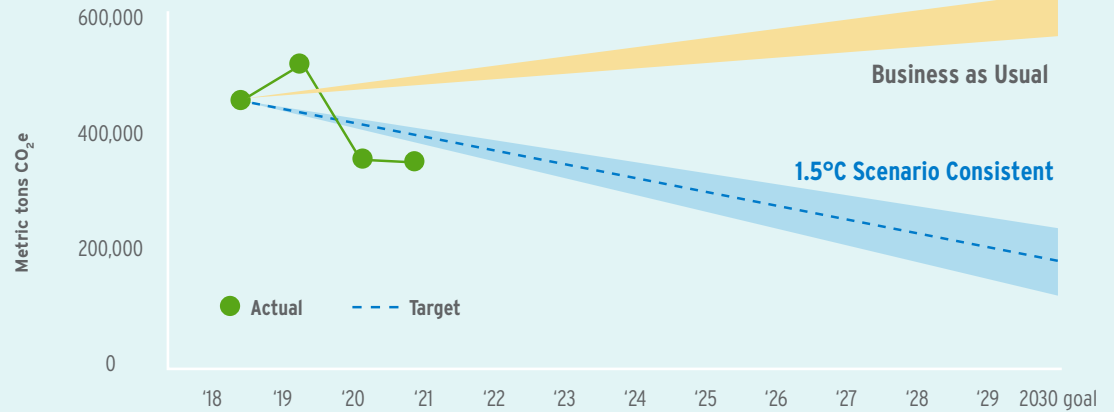
Ecolab has upgraded its net-zero goal to align with the latest [SBTi Corporate Net-Zero Standard](#), committing to:

- Reduce absolute Scope 1 and 2 emissions by 50% from a 2018 base year by 2030
- Reach net-zero emissions across our value chain while reducing absolute Scope 1, 2 and 3 emissions by 90% from a 2018 base year by 2050
- Work with suppliers representing 70% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution) to set similarly ambitious carbon targets aligned with the science-based target methodology by 2024

And we are helping customers become carbon neutral by reducing greenhouse gas emissions by 6 million metric tons by 2030, preventing nearly 10 million pollution-related illnesses.

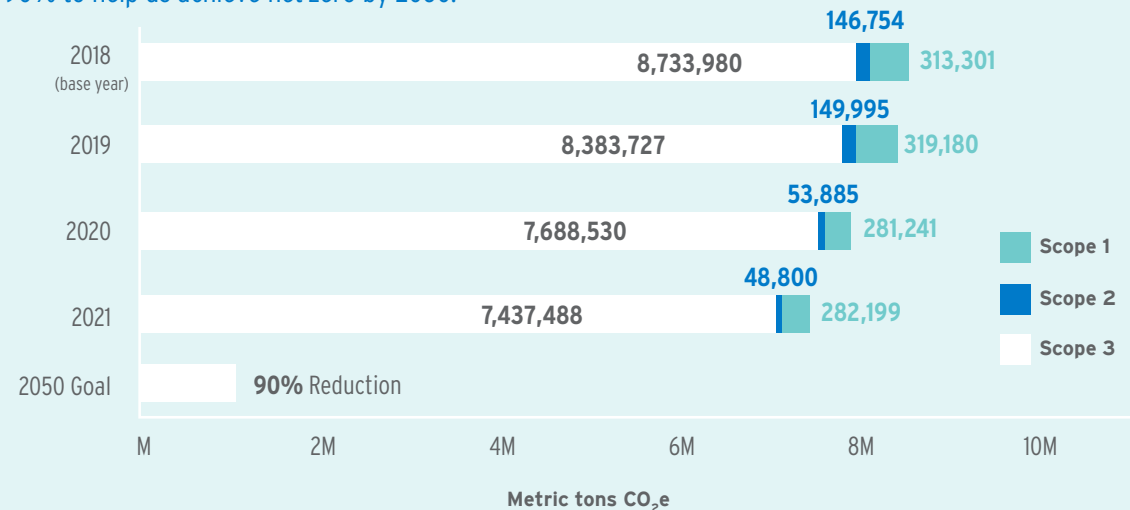
ALIGNMENT AND ACHIEVEMENT AGAINST A 1.5°C PATHWAY

We are doing our part to limit global warming to 1.5°C above pre-industrial levels. We are committed to reducing absolute Scope 1 and 2 emissions by 50% by 2030 and are ahead of pace.



EMISSIONS ACROSS OUR VALUE CHAIN

Using a 2018 base year, we are committed to reducing all value chain emissions - Scope 1, 2 and 3 - by 90% to help us achieve net-zero by 2050.





CLIMATE

Making Measurable Progress

To meet our ambitious goals, we utilize a combination of tactics in line with science-based strategies. This means:

- Increasing energy efficiency to reduce emissions within our manufacturing and business operations
- Utilizing renewable electricity sources
- Electrifying our fleet of service vehicles
- Partnering with suppliers to reduce their emissions
- Evolving our Scope 3 accounting tools and methodology to shift away from an economic-based allocation method
- Continuing to develop innovative programs that reduce water and energy use for our customers
- Uniting with external partners on nature-based solutions to combat climate change and water scarcity.

The combination of these efforts has put us ahead of pace as we do our part to limit global warming to 1.5°C above pre-industrial levels. We do not currently purchase carbon offsets nor have short-term plans to do so.

Increasing Energy Efficiency

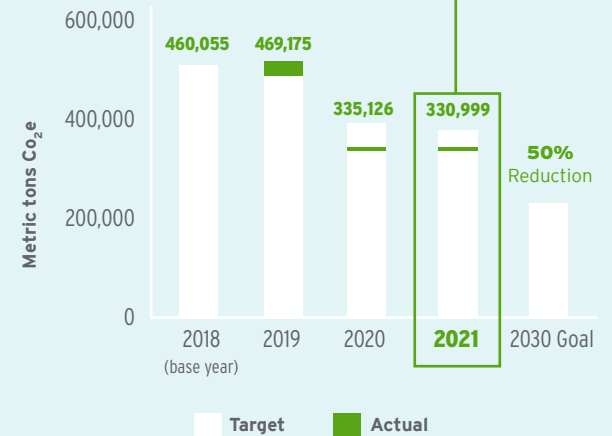
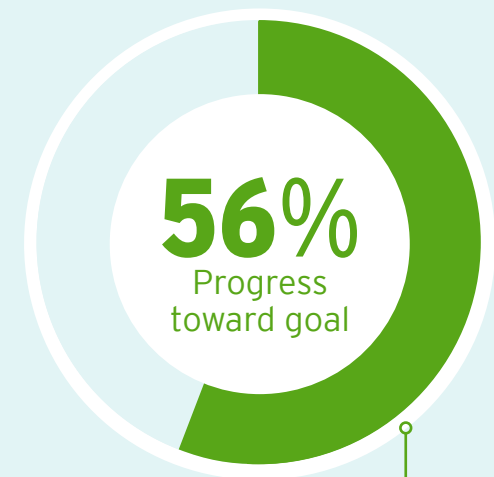
Ecolab is actively expanding energy efficiency projects at Ecolab sites across the globe and identifying net-zero pilot facilities in strategic markets. In 2021, we focused on continuous progress within our operations, completing process improvement projects that reduced total energy consumption by almost 5.4 billion BTUs and GHG emissions by 324 MT CO₂e.

Several of our manufacturing sites have captured significant energy reductions through targeted projects. For example, our plant in Garyville, Louisiana installed an automated condensate return system which resulted in substantial energy savings of 3.8 billion BTUs. Boiler automation systems at our facilities in Shika, Japan and Lerma, Mexico saved over 430 million BTUs combined and several other facilities have reduced energy use through more efficient seasonal processes and procedures.

In 2021, we made progress toward our 2030 goals by reducing absolute Scope 1 and 2 carbon emissions by 28% from a 2018 base year. To maintain our momentum, we are completing decarbonization audits at large US-based manufacturing sites and creating an energy optimization playbook for global manufacturing sites.

STRONG MOMENTUM ON SCOPES 1 AND 2

Using a 2018 base year, we are committed to reducing absolute Scope 1 and 2 emissions by 50% by 2030. In 2021, we reduced carbon emissions by 28% from a 2018 base year.





CLIMATE

Utilizing Renewable Electricity

We are continuing to partner with renewable energy producers in global markets to source renewable electricity for our facilities and exploring more opportunities for renewable energy applications, renewable energy certificates and renewable subscriptions. We currently partner with renewable energy producer Clearway Energy Group on our virtual power purchasing agreement (VPPA) to cover 100% of Ecolab's annual electricity use in the United States and Canada.

And in 2022, we announced our partnership with asset management firm Low Carbon on a VPPA to source 100% of the electricity needs for our European sites from the Mörknässkogen wind farm on the west coast of Finland.

Combined, the two agreements allow us to source nearly 80% of our electric power from renewable sources. In 2021, 69% of our total electricity usage was considered renewable setting us well on our way to achieve our goal of using 100% renewable electricity by 2030.

In 2021, 69% of our total electricity usage was considered renewable.

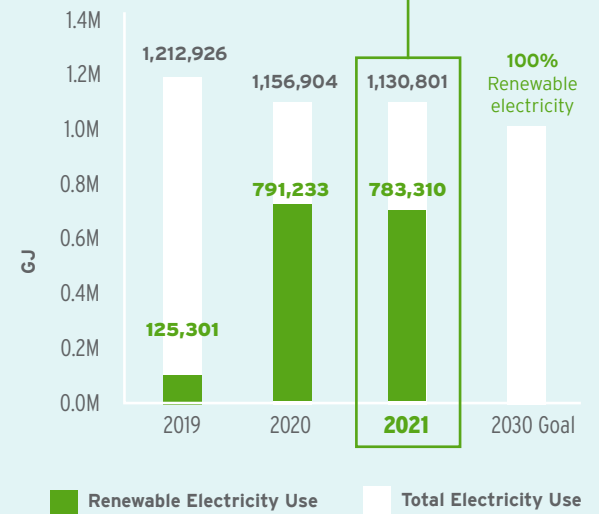
Electrifying our Vehicle Fleet

In 2021, Ecolab piloted vehicle fleet electrification projects in Europe and North America. The results of the initial pilots support an expanded test of up to 400% more electric vehicles in 2022, subject to vehicle availability. The rate of expansion of electric vehicles within our fleet will be significantly influenced by public charging infrastructure, battery range and cold weather performance improvements, as well as the number and types of models available to support the diverse needs of our fleet drivers.



PROGRESS ON RENEWABLE ELECTRICITY

Our goal is to use 100% renewable electricity by 2030. In 2021, 69% of our total electricity usage was considered renewable.





CLIMATE

Partnering with Suppliers on Scope 3 Emissions

In 2021, Ecolab launched our first supplier sustainability survey to over 400 different suppliers to assess their current carbon and water reduction targets. Through this process, we found that suppliers accounting for 25% of Scope 3 emissions covering purchased goods and services, and downstream transportation have set, or are in the process of setting, science-based targets. Overall, suppliers who have already set science-based targets account for 6.5% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution).

In 2022, Ecolab is partnering with CDP Supply Chain to drive increased response from our supplier base and ascertain additional data which will be integrated in future years into our Scope 3 reporting methodology.

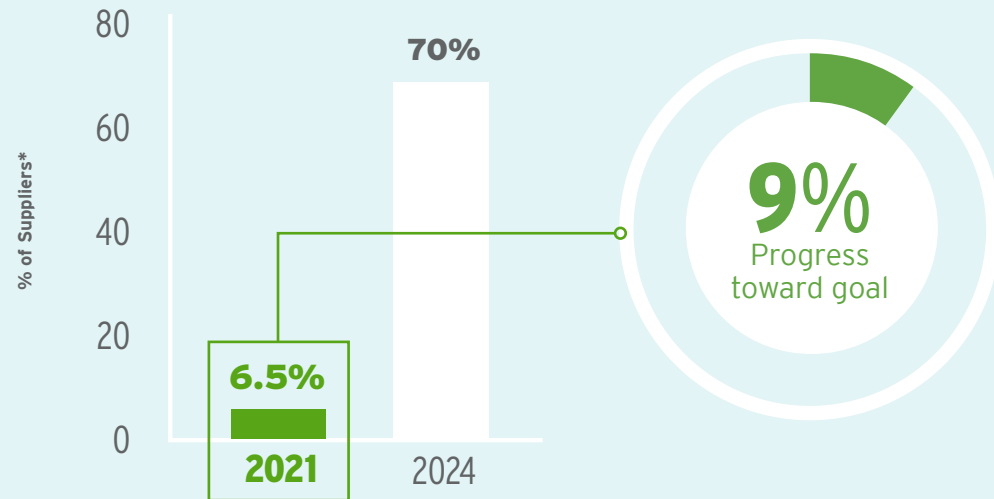
Evolving our Scope 3 Reduction Strategies

We are working to transform our Scope 3 accounting tools and methodology to shift away from an economic-based allocation method to allow us to decouple Scope 3 emissions reporting from business growth. This will also help us understand our supply chain emissions hot spots and monitor and incentivize supplier climate progress as we strive to reduce our Scope 3 emissions in line with a 1.5°C pathway. We have additional projects underway to develop formal strategies to address the Scope 3 emissions generated by the use of sold products.



ADVANCEMENT ON SCOPE 3 TARGETS

We are working with suppliers to set ambitious carbon targets aligned with the science-based target methodology by 2024.



*Suppliers representing Scope 3 emissions covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution



CLIMATE

Advancing our customers' resilience to climate change

We are helping customers become carbon neutral by reducing greenhouse gas emissions by 6 million metric tons by 2030, preventing nearly 10 million pollution-related illnesses.



In 2021, we helped customers save **3.6 million** metric tons of GHG emissions, preventing **5.8 million** pollution-related illnesses.

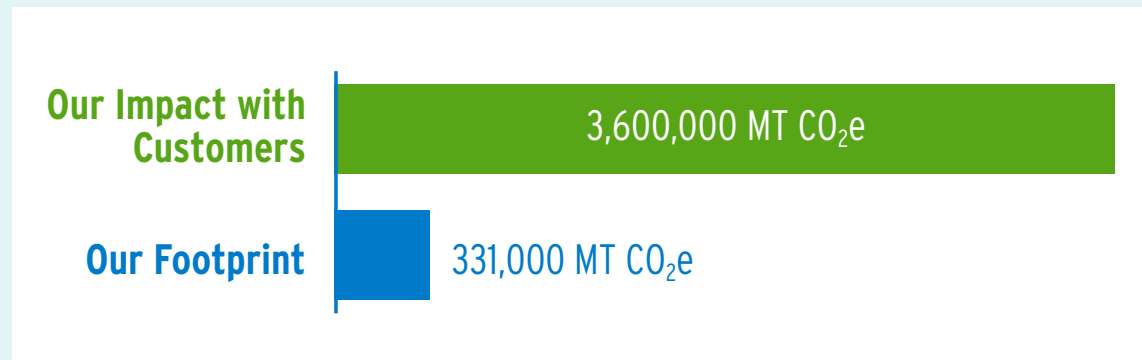
This is accomplished through utilization of many of Ecolab's innovative products and services that help customers reduce energy use. We continue to innovate with an eye toward a low carbon future:



Over 66% of new technologies launched in 2021 contributed to positive energy and carbon impacts.

OUR REACH GOES FAR BEYOND OUR OWN OPERATIONS

Our climate impact is multiplied through the work we do with our customers. The positive contribution our solutions and expertise have on our customers' GHG emissions is over 10 times that of our own annual footprint (Scope 1 and 2 emissions).



CONTINUING TO DELIVER FOR OUR CUSTOMERS

We are working with customers to avoid 6 million metric tons by 2030, preventing nearly 10 million pollution-related illnesses.





CLIMATE SOLUTIONS FOR OUR CUSTOMERS

Click through examples of our energy-savings technologies to learn more. Estimated energy and emissions savings for each application are based on a comparison with the historic performance of the technology replaced in the year the product was launched to market. Energy savings are also based on global sales data and business growth related to each energy-saving technology alongside industry-specific assumptions.

3D TRASAR™ Technology for Cooling Water
The industry's most advanced and broadly implemented solution for cooling water management

3D TRASAR™ Technology for Membranes
Total care RO offering for membrane applications

Advantis™ FC Program
Low-temperature foam, spray and soak cleaning solution for food and beverage processing equipment

NALCO Boiler Treatment Technology
Comprehensive boiler water treatment solution to mitigate scale and corrosion of the boiler system

APEX™
Machine warewashing program for foodservice industry

SMARTPOWER™
Foodservice warewashing program that combines innovative chemistry with expert service

PARETO™ Mixing Technology
Optimizes delivery of process chemicals for paper manufacturing

Pure Comfort™ Mineral Program
Pool and spa program to maintain a balanced water profile for swimmers

Sanitizing Wash 'N Walk
Cleaner and sanitizer that provides total management of floors and drains in institutional settings

OxyGuard™ 40
Low-temperature laundry program for commercial laundries

HVAC Performance Services
Programs, equipment and services to ensure HVAC efficiency

Aquanomic™
Low-temperature laundry program for on-premise laundries



CLIMATE

Strategy and Risk Management

Climate-related issues are monitored by the CEO and Senior Vice President and Chief Sustainability Officer through our annual enterprise risk assessment, biannual sustainability materiality assessment, ethical and environmental standards survey of performance in the global supply chain and quarterly management meetings with the Sustainability Executive Advisory Team (SEAT) and the Corporate Sustainability team. Climate-related risks are assessed within our Enterprise Risk Management process and annual Business Significance Risks Assessment, which is aligned with recommendations of the Financial Stability Board (FSB) Task Force on Climate-related Financial Disclosures (TCFD).

Various laws and regulations pertaining to climate change have been implemented, or are being considered for implementation, at the international, national, regional and state levels, particularly as they relate to the production of greenhouse gas (GHG) emissions. None of these laws and regulations directly apply to Ecolab at the present time, however, as a matter of corporate policy, we support a balanced approach to reducing GHG emissions while sustaining economic growth.

Climate-Related Disclosures

To demonstrate Ecolab's resilience in the face of climate change to stakeholders, Ecolab has continued its climate-related risk and opportunity assessment in 2021 in alignment with best practices of the TCFD. Ecolab recognizes that climate change poses potential risks and creates potential opportunities to our organization. To address this, Ecolab has taken steps to further identify and assess the nature and magnitude of these risks and opportunities. The results of the analysis are currently being reviewed so that adaptation and mitigation plans can be developed for relevant climate change risks and to further benefit from identified opportunities.

The threats and opportunities associated with climate change are dynamic in nature. It is a long-term and uncertain phenomenon which requires a response that considers how future risks and opportunities interact with business timescales as they evolve. To best respond to climate risks and opportunities, Ecolab is including climate-related matters across governance, strategy and risk management processes. This work includes defining climate-related key performance indicators and improving data collection and management to better

inform scenario analyses and understand the true scale of the potential financial impacts from climate change on Ecolab.

We have taken steps to further identify and assess the nature and magnitude of these risks and opportunities. Ecolab has been focused on assessing climate risks for the past three years, leading up to our TCFD-aligned climate risk assessment conducted in 2021. We will continue our efforts to assess additional climate-related risks and opportunities, including exploring our supply chain resiliency. We will also review the results of our 2021 analysis and develop adaptation and management plans for any relevant climate change risks and to further benefit from identified opportunities for customer impact.

We report TCFD disclosures, including a description of our climate-related risks and opportunities, in our annual [CDP Climate Change Report](#).

See the [Reporting Reference Tables and Indexes Appendix](#) for more information on our climate progress aligned with TCFD.



WATER

Footprint

The World Resources Institute projects that under a business-as-usual scenario, the world will face a 56% freshwater deficit by 2030, placing urgent pressure on businesses to rethink the way water resources are managed. And it's undeniable that water will continue to be one of the primary ways our world experiences climate change, a fact that was underscored by the latest Intergovernmental Panel on Climate Change (IPCC) climate report, which highlighted water stress as the biggest source of climate-related physical risk to industry today. We cannot address and adapt to climate change without considering the role water plays.

As a company with deep expertise in water management, and in-depth understanding of the issues facing companies across industries, Ecolab helps businesses around the world achieve ambitious water conservation goals by doing more with less - improving the heating and cooling, industrial processing, wastewater treatment and cleaning and sanitizing processes. Each year, we help our customers manage 1 trillion gallons of water in their operations. We employ innovative water technologies, real-time data and monitoring, water management software tools, water treatment services and chemistries to help customers implement industrial water conservation efforts to reduce freshwater use, reuse and recycle water to increase operational efficiency and reduce cost of operation, pretreat water to meet environmental discharge standards, treat water for public health and safety and to protect and prolong asset life. Our reach truly goes far beyond our own operations as Ecolab solutions and expertise reduce water use at customer sites by over 120 times than that of our own annual water withdrawal footprint.

We are committed to helping all water users better understand, evaluate and take action to mitigate their water-related risks to ensure the availability of the world's fresh water supply for future generations. Although our direct operations are not water intensive, having quality freshwater is vital to our operations, as we depend on the use of water to deliver our primary products and services to customers.





WATER

Approach

Our [Water Stewardship Position](#) formalizes our global commitment to undertake responsible water stewardship by identifying opportunities for our company and customers to use water resources in a manner that benefits business, communities and the environment.

We believe in the importance of water in protecting the environment, human health and economic development in our local communities. Through our stewardship, we aim to identify and support opportunities for our company and customers to use water resources in ways that are socially and culturally equitable, economically beneficial and environmentally sustainable.

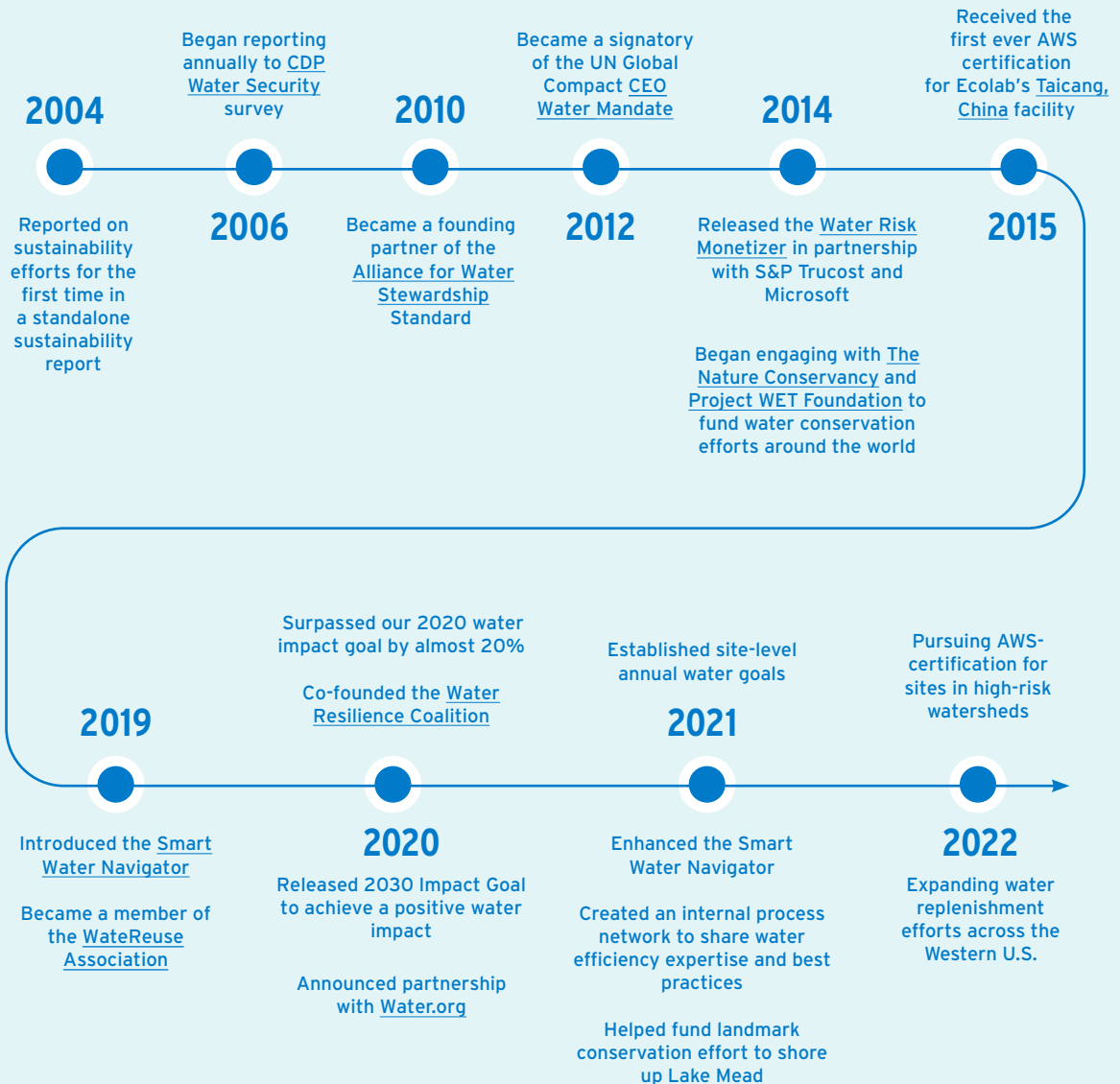
We are committed to upholding the principles of water stewardship within our own operations in alignment with the Alliance for Water Stewardship (AWS) Standard, have committed to aligning with UN Sustainable Development Goal (SDG) 6 to “Ensure availability and sustainable management of water and sanitation for all” and have endorsed the UN Global Compact CEO Water Mandate.

Our Journey to Positive Water Impact by 2030

Our robust water stewardship strategy allows companies, including ourselves, to manage risk, build resilience and create business value now, and in years to come. We have a long history of working across industry, alongside non-governmental organizations (NGOs), non-profits and community groups to act on emerging and urgent water issues.

OUR JOURNEY TO ACHIEVING A POSITIVE WATER IMPACT

With unmatched expertise in water conservation, quality and management programs and solutions, we’re driven to advance efficient operations and responsible growth.





WATER

Goals

Our vision of a water-resilient future relies on tangible action. For Ecolab, that means continuing to drive corporate water management with our customers, while also identifying opportunities to implement water stewardship projects in our own operations.

Our sights are set toward our 2030 Impact Goal to further expand our positive water impact in our own operations to:

- Reduce water impact by 40% per unit production across our enterprise from a 2018 base year
- Restore greater than 50% of our absolute water withdrawal volume at high-risk sites
- Achieve Alliance for Water Stewardship (AWS) Standard certification in high-risk watersheds

Making Measurable Progress

As part of these commitments, Ecolab has prioritized water stewardship projects at our sites with an aim to improve the overall health of the local watersheds. Our projects use a three-pathway strategy to achieve a net-positive water impact by:

1. Increasing water-use efficiency, reuse and recycling using Ecolab solutions and digital technologies
2. Protecting local watersheds
3. Delivering outcomes through AWS certification

Increasing Water-Use Efficiency, Reuse and Recycling

Managing 1 trillion gallons of water annually, Ecolab's team of experts is skilled in helping customers identify and implement water reduction, reuse and recycle solutions that support watersheds in the locations where we operate. We utilize this same expertise within our own operations to optimize water use.

Through Ecolab solutions like [3D TRASAR™](#), [Water Flow Intelligence](#) and digital tools like the [Smart Water Navigator](#), we support smart water management practices to reduce demand and

improve water quality while optimizing costs at the facility and organizational level. In 2021, we delivered on projects resulting in approximately 27 million gallons (~103,000 cubic meters) of water savings.

One example of this work is the design of a new wastewater treatment station at our production facility in Châlons-en-Champagne, France. The new wastewater treatment station uses water reuse technology supported by Nalco Water, Ecolab's water and process management business, to reduce water discharge to the city sewer network by almost 80%. The treatment system may allow the facility to reuse up to 20 million gallons (~78,000 cubic meters) of water each year.

Additionally in 2021, smart water valves were installed at key manufacturing sites, with additional valves to be installed at several other locations in 2022. These valves help increase accuracy of water meter readings, resulting in water savings. In 2021, these initiatives saved over 5.2 million gallons (~20,000 cubic meters) of water at the facilities that installed them.

Numerous production sites implemented reverse osmosis water reuse projects in 2021, resulting in over 1.3 million gallons (~5,000 cubic meters) of annual water savings.

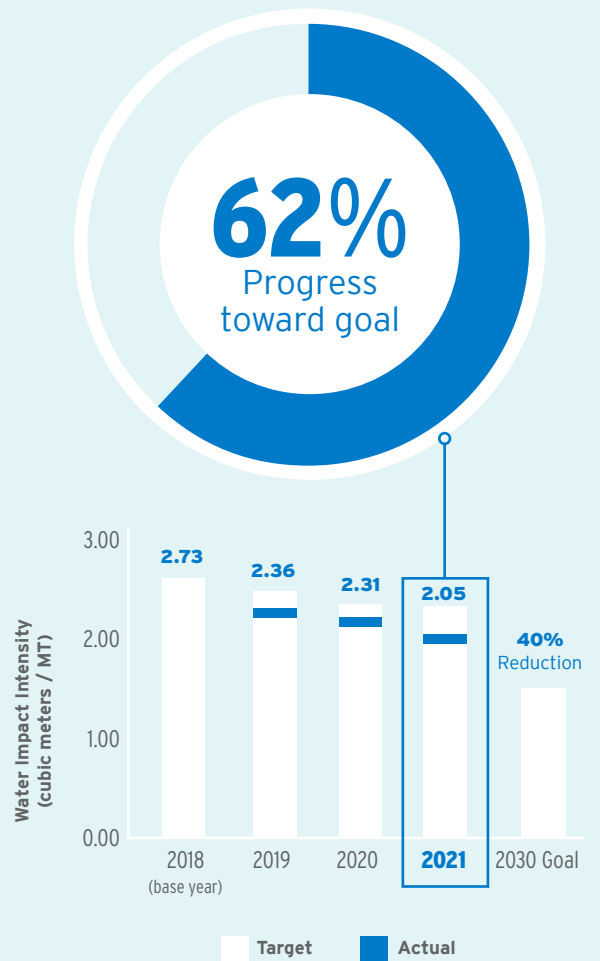
In support of water efficiency actions across our global supply chain, a horizontal process network shares expertise and best practices across sites. This included the introduction of a water management tool in 2021 to guide facility teams on water reduction, reuse and recycling methods.

Because of these actions and others, in 2021, we reduced overall water impact intensity (cubic meters / MT of product produced) by 25% from a 2018 base year.

For more detailed water data, see the [ESG Performance Data Appendix](#).

DELIVERING A POSITIVE WATER IMPACT

Our aim is to reduce our overall water impact by 40% per unit production across our enterprise by 2030. In 2021, we reduced water impact intensity by 25% from a 2018 base year.





WATER

Protecting Local Watersheds

Watersheds face a variety of risks, including water scarcity and water quality, accelerating impacts of climate change and loss of local species. Ecolab collaborates with nonprofits and nongovernmental organizations to advance new solutions and standards for responsible water management, and to build awareness of the environmental impacts of industry. We also work with partners within the local water basins in which we operate to understand shared water challenges and work to address them with nature-based solutions.

Funded through the Ecolab Foundation, our Solutions for Life program enhances our mission to conserve water and improve hygiene around the world through collaborations with non-governmental organizations (NGOs), global philanthropy and employee volunteerism.

Through Solutions for Life, Ecolab has supported the work of several global nonprofit partners including:

- [The Nature Conservancy](#)
- [Project WET Foundation](#)
- [Water.org](#)
- [Bonneville Environmental Foundation](#)

We work collectively on shared water challenges as a:

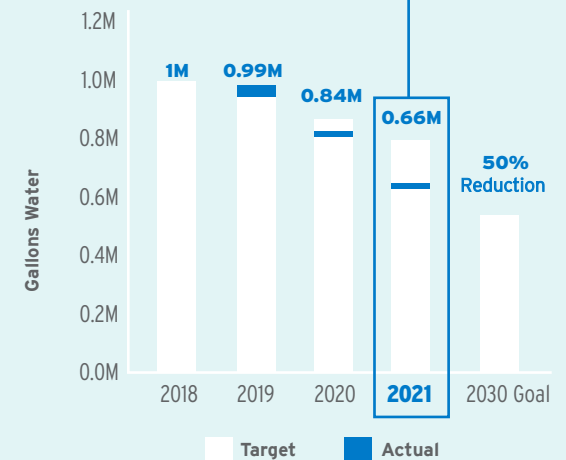
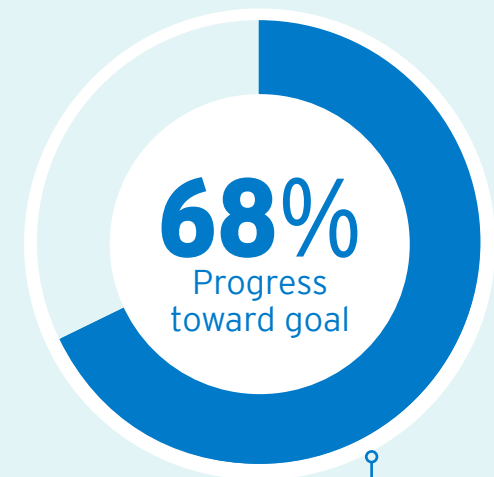
- Founding member of the [Alliance for Water Stewardship](#) (AWS) International Water Stewardship Standard
- Founding member of the [Water Resilience Coalition](#) through the UN CEO Water Mandate
- Member of the [California Water Action Collaborative](#)

In 2021, we restored 34% of our absolute water withdrawal at high-risk sites through water efficiency and replenishment projects.

For more detailed water data, see the [ESG Performance Data Appendix](#).

RESTORING WATER IN OUR COMMUNITIES

By 2030, we strive to restore greater than 50% of our absolute water withdrawal at high-risk sites. In 2021, we restored 34% of water withdrawal at these sites through water efficiency and replenishment projects.





CREATING A FUTURE WITH AMPLE WATER FOR ALL

With urgent action, the world's water crises can be alleviated. But corporations must take action to reduce the amount of water they consume in their operations. Identifying inefficiencies in water usage and making changes to help optimize operations leads to real progress on water-related sustainability goals - from the enterprise level to individual facilities.

And while reducing water use is an important step, it's not the only one. It is critical that businesses reach outside their facilities to work with those who share the same water resources and strive to ensure water availability, quality and access for all.

We're working to bring this work to life through our co-founding membership in the Water Resilience Coalition, an initiative of the UN Global Compact's CEO Water Mandate.

The Water Resilience Coalition, founded in 2020, is an industry-driven, CEO-led coalition that

aims to elevate global water stress to the top of the corporate agenda and preserve the world's freshwater resources through collective action in water-stressed basins and ambitious, quantifiable commitments.

What that means for Ecolab is that, in addition to working to help our customers enable proactive water management in their operations, we're making progress on the goals we've set for our own facilities as well.

We've approached these goals through key partnerships with other companies in the Water Resilience Coalition and with public organizations like the California Water Action Collaborative (CWAC), a network for diverse stakeholders pursuing collective action projects that will improve California's water security for people, business, agriculture and nature.

We've also contributed to Water.org to enable access to sustainable drinking water and improved



WATER RESILIENCE COALITION



Nearly two-thirds of all water consumption goes toward corporate supply chains.¹

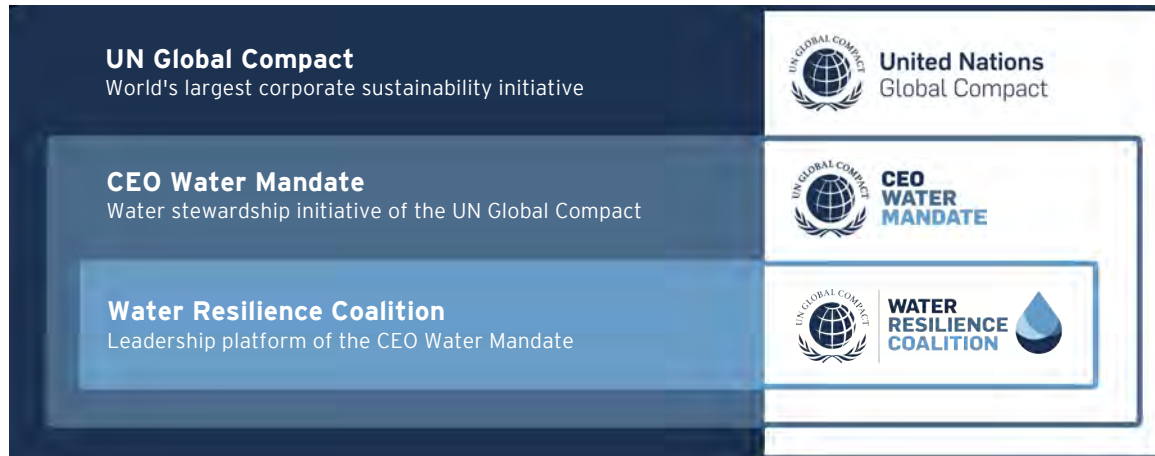
sanitation for 100,000 people living in poverty in India, while contributing more than 26.4 million gallons (100,000 cubic meters) of water per year to watershed health in extremely high-stress river basins in which Ecolab operates, including Chennai, Mumbai, Konnagar, Delhi, Baroda, Jamshedpur, Kolkata and Pune.

These types of partnerships help us extend beyond the environmental benefits of reducing water use. By restoring the health of local watersheds, we can work to ensure that communities around the globe have equitable access to freshwater: a building block to healthy life that nobody should be denied.

¹The Nature Conservancy

FOR MORE INFORMATION

- [Water Resilience Coalition](#)
- [California Water Action Collaborative](#)
- [Water.org](#)





WATER

Delivering Outcomes through AWS Certification

As a founding partner of the [Alliance for Water Stewardship \(AWS\)](#), Ecolab is committed to sustainable water use in our facilities and collaboration with other businesses at the local level. Since 2010, Ecolab has dedicated resources, expertise and practical application of principles to assist in the development, launch and implementation of the AWS International Water Stewardship Standard, a globally consistent and locally adaptable framework to promote sustainable freshwater use. The objective of the AWS Standard is to drive water stewardship, which we define as the use of water that is socially and culturally equitable, environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that involves site- and catchment-based actions.

The Alliance for Water Stewardship certification requires collaboration with other local businesses in the watershed. All Ecolab facilities that received certification worked with other users in the same watershed to drive collective action on water stewardship.

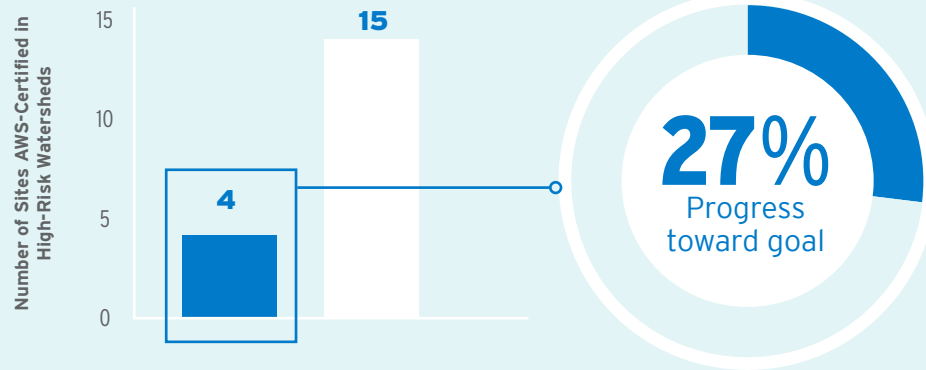
In 2021, we increased our portfolio of AWS-certified sites to six, adding two manufacturing plants in Lerma and Cuautitlán Izcalli, Mexico. We also received the first-ever platinum-certified facility in Taicang, China. Ecolab's Taicang facility is a zero-process liquid discharge plant and has reduced its water use intensity by 40% since its original AWS certification.

Thanks to steps taken during the AWS certification process and Ecolab's own water-saving technologies, including [3D TRASAR™](#) Technology, these facilities:

Save a combined total of almost 50 million gallons (~190,000 cubic meters) of water annually, which is equivalent to the annual drinking water needs of more than 172,000 people.

PROGRESS TOWARD OUR GOAL TO ACHIEVE AWS CERTIFICATIONS IN HIGH-RISK WATERSHEDS

We have achieved AWS certification at six of our facilities, four of which are located in high-risk watersheds. The recent certification of two facilities in Mexico moves Ecolab to more than 25% of its goal.



City of Industry, California

Annual water savings of 4.3 million gallons (~16,000 m³)

Cuautitlán Izcalli

Annual water savings of 760,000 gallons (~2,900 m³)

Garyville, Louisiana

Annual water savings of 42 million gallons (~160,000 m³)

Lerma, Mexico

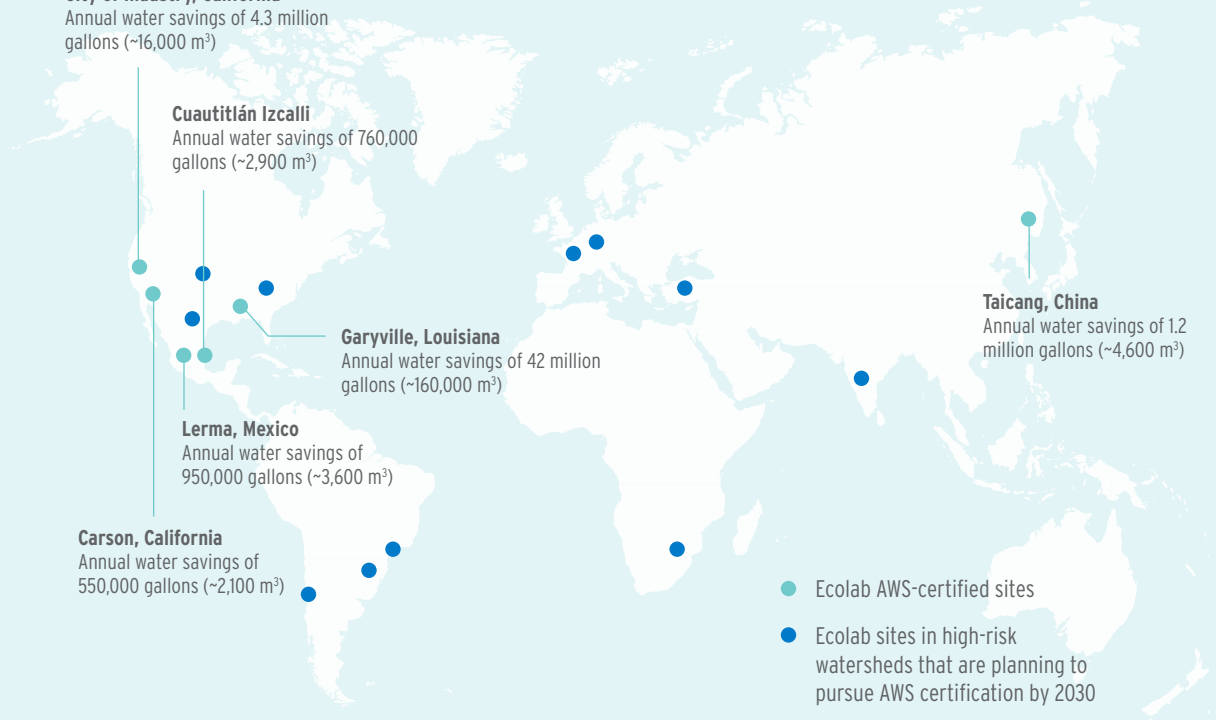
Annual water savings of 950,000 gallons (~3,600 m³)

Carson, California

Annual water savings of 550,000 gallons (~2,100 m³)

Taicang, China

Annual water savings of 1.2 million gallons (~4,600 m³)





WATER

Advancing Our Customers' Resilience to Water Scarcity

We provide innovative water technologies to help customers reduce, reuse and recycle water to help meet their water reduction goals. To do this, we take a data-driven approach to water management through a clear, four-step process:

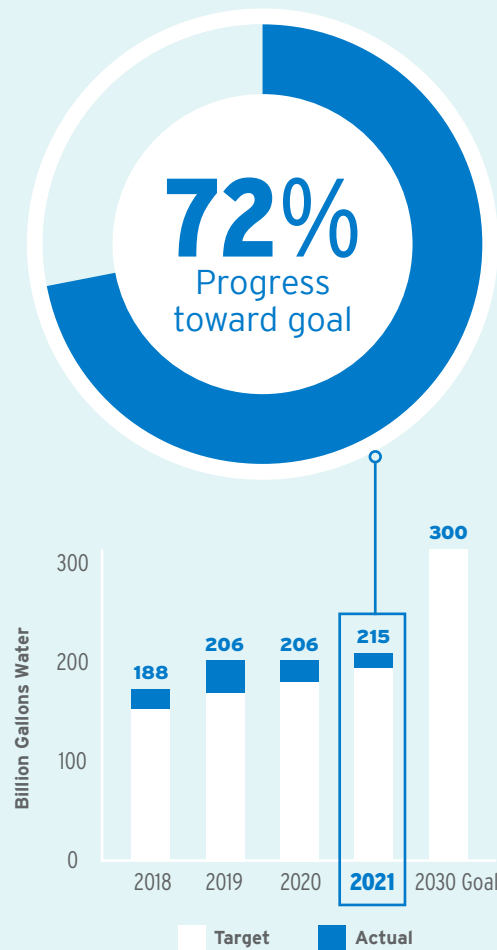
- 1. Identify:** Understand and quantify water-related risks with Ecolab's publicly available online tool, the Ecolab [Smart Water Navigator](#).
- 2. Target:** Set meaningful targets and uncover water savings opportunities through measuring and monitoring to gain real-time visibility into operations at the enterprise, site and asset levels, frequently achieved through [Water Flow Intelligence](#).
- 3. Implement:** Take action to meet water reduction targets by leveraging solutions that offer visibility into the efficiency, quality and safety of water in operations, most commonly accomplished using Ecolab's [3D TRASAR™ Technology](#).
- 4. Track:** Track operational performance over time and identify opportunities to optimize outcomes using [Ecolab3D™ IIOT Platform](#).

With this methodology, we are well on our way to our 2030 Impact Goal of conserving 300 billion gallons (~1.1 billion cubic meters) of water annually within our customers' operations, equivalent to the annual drinking water needs of 1 billion people.

In 2021, we helped customer save 215 billion gallons (~800 million cubic meters) of water, equivalent to the drinking water needs of 743 million people.

PROGRESS ON CUSTOMER IMPACT GOAL

We are working with customers to conserve 300 billion gallons (~1.1 billion cubic meters) of water annually by 2030, equivalent to the annual drinking water needs of more than 1 billion people.



HELPING BUSINESSES ACHIEVE RESILIENCE WITH THE SMART WATER NAVIGATOR

As available freshwater decreases while demand increases, there's more pressure than ever on businesses to reduce water use. The Smart Water Navigator is a publicly available online tool that helps businesses increase water resilience and support responsible growth by turning corporate water targets into real, on-the-ground results.

The tool, created by Ecolab in partnership with S&P Global Trucost and Microsoft, supports Ecolab's broader mission to help industry reuse, recycle and reduce water, supporting growing operations and healthy communities.

Using the Smart Water Navigator, companies are able to:

- Set clear targets and drive internal accountability to help reach them
- Optimize water use leading to more resilient operations
- Build trust and credibility with stakeholders to drive collective action on water issues

FOR MORE INFORMATION

- ▶ [SmartWaterNavigator.com](#)
- ▶ [Case Study: Building an Action Plan for Smart Water Management](#)
- ▶ [Working Paper: You've Set Corporate Water Goals. Now What?](#)

WATER

Strategy and Risk Management

Our annual water risk assessment assesses 100% of our operations and is used to identify facilities that may operate within water-stressed regions and determine whether we have substantive water-related risks. To date, we have not identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on our business. For more information, please see our [2021 CDP Water Security Report](#).

Water Risk Assessment

Ecolab conducts an annual water risk assessment to identify facilities that may operate within water stressed regions, both in the near- and long-term. The analysis is based on combining our operational water withdrawal, effluent footprint and production metrics with water risk inputs and financial cost valuations from the Smart Water Navigator to inform decisions at an operational level. The Smart Water Navigator leverages leading, publicly available quantitative water risk datasets developed by the World Resources Institute and World Wildlife Fund.

Methodology Detail

In 2021, our water risk assessment scope included 100% of our direct operations. We assessed all company locations (including plants, offices, distribution, warehouses, flex/R&D and related facilities), representing 100% of our global withdrawal and effluent footprint. This list of facilities was assessed using a variety of risk criteria inputs provided by the World Resources Institute (WRI) Aqueduct Water Risk Atlas and insights available through the Ecolab Smart Water Navigator.

Results

Using GRI's definition of water stress, 17.7% of Ecolab's total water withdrawal is sourced from areas with "high" or "extremely high" current baseline



water stress, as assessed using the WRI Aqueduct Water Risk Atlas. To further evaluate our water risk, we also assessed sites in these areas against the following risk criteria:

- Future baseline water stress is expected to remain the same or increase (based on RCP 8.5 climate scenario to 2030 in WRI's Aqueduct Water Risk Atlas)
- Ten-year potential Revenue at Risk is greater than 10% (based on the Smart Water Navigator tool)¹
- Production intensity (i.e., the percentage of each sites' production out of total production) is greater than 1%

Based on these criteria, only two sites representing 4.8% of total production volume and 1.9% of total water withdrawal have been identified as operating in river basins where production may be affected by water risk. Both sites are working hard to mitigate this risk and are in scope of our 2030 Impact Goal to restore greater than 50% of water withdrawal and obtain AWS certification within high-risk

watersheds. One of the sites, our City of Industry plant in California, obtained AWS certification in 2017. Furthermore, in 2021 we invested in a water replenishment project within City of Industry's watershed, the Colorado River Indian Tribes Systems Conservation Project through partnership with the Bonneville Environmental Foundation, which compensates the Colorado River Indian Tribes for conserving Colorado River water and directly shoring up declining water levels in Lake Mead. Ecolab's investment delivers a volumetric benefit of 19.2 million gallons (~73,000 cubic meters) per year over a 10-year period.

¹Revenue at risk compares the estimated amount of water a business requires to generate revenue (cubic meters per USD of revenue) to the business' share of water available in the water basin if water was allocated among water users based on economic activity (contribution to basin-level GDP).



BIODIVERSITY AND ADAPTATION

Approach

Ecolab's sustainability efforts support protecting biodiversity by preserving quantity and quality of water in watersheds in which we and our customers operate and mitigating the impacts of climate change as critical factors in preserving endangered species. Our [Biodiversity Position](#) recognizes the importance of conserving biodiversity in support of our mission and formalizes our commitment.

Impact on Biodiversity and Habitats

Ecolab's direct operations, activities, products and/or services do not have a significant impact on biodiversity in protected areas or areas of high biodiversity value outside of protected areas. We are not aware of any operations that affect International Union for Conservation of Nature's (IUCN) red-list species or national conservation list species.

Of the sites evaluated, representing 80% of our manufacturing facilities, there are no locations within Key Biodiversity Areas (KBAs). 22 sites are within a 10-mile radius of a KBA and eight of those are considered as part of our set of priority sites for water projects and have been, or will be going to work toward, [Alliance for Water Stewardship \(AWS\)](#) certification.

Habitats Protected or Restored

Ecolab continues to support its partnership with [The Nature Conservancy \(TNC\)](#) securing and restoring environments and water sources around the globe. We are a sponsor of TNC's Urban Water Blueprint which analyzes the state of water in more than 2,000 watersheds and 530 cities worldwide to provide science-based recommendations to improve water quality. The following are region-specific examples of the impacts we help with through our partnership with TNC.

Minnesota Headwaters Fund | United States

Ecolab was an initial funder of the work with TNC's Minnesota Headwaters Fund, which began in 2014, to support high-impact conservation projects to protect clean water in Minnesota's lake and rivers which has a ten-year goal to protect 100,000 acres and restore 100,000 acres, impacting 1.4 million people. Ecolab funding has helped directly protect 759 acres and influenced the protection on 60,481 acres along 99 miles of shoreline in the Upper Mississippi River watershed. In addition, 409 acres and 8,600 feet of shoreline have been restored. Most recently through our contribution, supply at the headwaters of the Mississippi River has increased by 16 million gallons (~61,000 cubic meters).

Monterrey Metropolitan Water Fund | Mexico

The Ecolab Foundation and TNC have built a productive collaboration around water security and since 2014 have restored and conserved over 293 acres of land in the Cumbres de Monterrey National Park, which provides over 60% of the Monterrey metropolitan area's water supply. These activities have been aimed at improving water filtration, regulating water flow, reducing flood risk and strengthening water security and climate resilience for communities in and around Monterrey.

Furthermore, our collaboration has also produced a community tree nursery that supplies trees for restoring the landscape and contributes to the livelihoods of local farmers. The nursery, launched in 2018, is currently producing 60,000 plants per year. These plants have the potential to reforest between 300 to 370 acres of areas devoid of vegetation in the Cumbres de Monterrey National Park. The tree planting also helps with water filtration and flow of both surface and groundwater to benefit 4.5 million people.

China Urban Water Blueprint | China

With Ecolab's support, TNC made progress on groundbreaking work focused on sustainable water systems in China. This included making headway on the development of source water protection programs for the Dongjiang River Basin, the Qiandao Lake Basin and the exploration of a "sponge city" program in Shanghai. These projects use nature to create a more resilient water system in regions across the globe and will serve as critical demonstration sites, showing not only the physical connections between nature and cleaner water, but also how to engage stakeholders around a common purpose through innovative funding and governance frameworks.

Ecolab also supported the development and publication of the [China Urban Water Blueprint](#) report, which analyzed the state of water in China's 30 largest and fastest growing cities, informing TNC China's decision to start two new water funds. The report offers science-based recommendations for natural solutions - including reforestation and improving agricultural practices - that can be integrated alongside traditional infrastructure to improve water security for people and nature. It provides a roadmap for action for water security through natural solutions, paving the way for new partnerships and subsequent work on source water protection.



BIODIVERSITY AND ADAPTATION

Loch Leven | United States

Within the Mississippi River Delta, the Lower Mississippi Alluvial Valley faces the potential loss of three critical wetland habitats, which would impact the health of numerous species. In partnership with TNC, Ecolab supports the Loch Leven project, working to restore and enhance 6,000 wetland acres and provide 12.1 billion gallons (~46 million cubic meters) of flood storage capacity to local communities. Ecolab's contribution to this work allows for 100 million gallons (~380,000 cubic meters) of water replenishment in the Upper Mississippi River Basin.

Upper Tietê watershed project | Brazil

The Nature Conservancy's Upper Tietê watershed project in Brazil is supported by the Ecolab Foundation. As part of Ecolab's net positive water 2030 Impact Goals, nature-based solutions in high-risk watersheds where we operate help provide water replenishment. At this location, it is estimated that the replenishment is 29 million gallons (~110,000 cubic meters) per year over 10 years.

Bonneville Environmental Foundation | United States

A grant in 2021 to the Bonneville Environmental Foundation (BEL) supports water conservation efforts for Lake Mead in Nevada. Ecolab is a participant in BEL's Business for Water Stewardship where over \$4 million in corporate and philanthropic funding supports Arizona's commitments to increase water supply reliability through a system conservation project with the Colorado River Indian Tribes (CRIT). This landmark corporate water stewardship investment is the single largest collaborative funding effort of its kind and complements existing funding from the state of Arizona to compensate the CRIT for conserving up to 150,000 acre-feet - approximately 49 billion gallons (~185 million cubic meters) of water - of the Colorado River. The funding supports conservation efforts that directly shore up declining water levels in Lake Mead and reduce the likelihood that shortage declarations will affect water supply for the state.



ECOLAB HELPS FUND LANDMARK WATER CONSERVATION PROJECT TO SHORE UP LAKE MEAD

As part of our commitment to achieve a positive water impact, Ecolab is focused on improving water availability, access and quality in water-stressed communities around the world. In 2021, the United States federal government indicated a high likelihood that Lake Powell and Lake Mead in the U.S. Southwest could reach critically low levels in 2022.¹ Without urgent action, hydropower generation and lake storage levels would be threatened, putting the 40 million Americans relying on the Colorado River water basin at risk.

To help combat these outcomes, Ecolab helped fund a landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona, one of the largest multi-sector collaborative drought response efforts ever achieved. Facilitated by Business for Water Stewardship, a program of the Bonneville Environmental Foundation, funding support helped secure 150,000 acre-feet of conservation to help shore up Lake Mead through the CRIT system conservation project. The nearly 49 billion gallons (~185 million cubic meters) of conserved water supports over 400,000 people each year. Of this total impact, Ecolab's investment delivers a volumetric benefit of

19.2 million gallons (~73,000 cubic meters) of water per year over a 10-year period for a total of 192 million gallons (~730,000 cubic meters) of water.

The landmark collective funding agreement from Ecolab and other Fortune 500 global business leaders alongside a philanthropic match is the single largest collaborative funding effort of its kind. Not only does the project help shore up declining water levels in Lake Mead, which has fallen to 36% of capacity, the lowest levels since it was filled in 1935, it helps delay and reduce future water shortages that would impact Arizona, Nevada, California and Mexico. The funding also supports the CRIT's longer-term efforts to modernize irrigation systems and conserve additional water.

¹U.S. Bureau of Reclamation

FOR MORE INFORMATION

- ▶ [Business for Water Stewardship](#)
- ▶ [Bonneville Environmental Foundation](#)



WASTE


Approach

Ecolab is committed to implementing circular economy principles, including using materials and resources efficiently, reducing non-hazardous and hazardous waste in our operations, products and packaging and increasing reuse and recycling. Our commitment is operationalized through our [Waste Management Policy](#), which establishes minimum waste management requirements and ensures responsible and legal practices for waste generation and disposal.

Goals

Ecolab's ambition is to package all products in reusable or readily recyclable packaging designs by 2030, unless prohibited by public health or regulatory requirements. Our key strategies to achieving our ambition are to:

1. Accelerate and expand reusable packaging programs
2. Shift to readily recyclable packages where reuse is not feasible




Ecolab's ambition is to package all products in reusable or readily recyclable packaging designs by 2030.

Making Measurable Progress

Ecolab remains focused on reducing waste across our global operations through product and packaging design principles and manufacturing and waste disposal process controls.

Packaging Design Principles

We incorporate circular economy principles in our packaging designs, focusing on innovation to design out waste, reuse materials and enhance recyclability. We have a long history of pioneering packaging technology, in some cases reducing waste from traditional packaging designs by 99%.



In 2021, we saved more than 14 million pounds of newly produced plastic. Because of innovations in the way we formulate and package products for our customers, we have kept more than 116 million pounds of plastic out of circulation since 2014.

In addition, we were an early adopter of reusable containers for our concentrate products, as well as in the incorporation of post-consumer recycled plastic resin (PCR) into many of our packages. We utilized over three million pounds of post-consumer plastic resin in 2021.

Waste Disposal Processes

In 2021, we deployed our refreshed [Waste Management Policy](#) which focuses on a hierarchy of controls, guidance for waste minimization, proper waste storage and internal audits. Aligned with our Total Productive Maintenance (TPM) approach, we developed new tools for waste loss analysis and site-level risk assessments which embody Ecolab's continuous improvement initiatives that are woven through all our sustainability programs. For example, Ecolab invested in a state-of-the-art wastewater treatment plant at our facility in Châlons-en-Champagne, France. The new wastewater treatment station uses water reuse technology supported by Nalco Water, Ecolab's water and process management business, to reduce water discharge to the city sewer network by almost 80%.

Facilities in Ecolab's supply chain generate the majority of waste from manufacturing processes. Additional waste generated includes packaging materials, expired product, expired raw materials and product that is deemed out of specification. All Ecolab global supply chain facilities must verify that wastes are sent to disposal facilities licensed by local government agencies. Overall, Ecolab Global Supply Chain has a policy requiring facilities operating in locations with no local discharge requirements to meet the following criteria: pH between 6.0 - 9.0 s.u. and no color, foam, oil sheen or floating solids. These requirements were adopted from the U.S. Environmental Protection Agency (EPA) Multi-Sector General Permit (MSGP) for industrial stormwater discharges.

Ecolab has service agreements with waste companies that manage waste on Ecolab's behalf. We have a robust internal process to qualify our waste disposal facilities, which are then approved by the Safety, Health and Environment department.

For more detailed data on our waste practices, see the [ESG Performance Data Appendix](#).

PRODUCT SAFETY AND SUSTAINABILITY

Approach

Ecolab continues to be a leader in product safety and sustainability. We have developed policies and programs to prevent or reduce human and environmental exposure to chemical products through a holistic engineering approach which includes chemistry composition, format, packaging, dispensing and digital control systems. Additionally, we use the Chemical Footprint Project, GHS classifications and Ecolab's [Impacts that Matter](#) criteria, as well as proactive projects to continuously identify opportunities to increase product safety and sustainability.

Product Safety

We are committed to safety in our operations and developing products that are safe for our customers when used in their intended application. Ecolab's product safety and stewardship program is foundational to the commitment to developing products and solutions that solve customer problems, while protecting the environment and promoting human health. This program is brought to life through our [Product Safety and Stewardship Position](#).

As part of our commitment, Ecolab has a long-standing history of implementing both hazard and risk assessment tools in our product development processes and we use a precautionary approach, meaning we strive to protect human health and the environment even in the absence of scientific certainty or regulatory requirements.

Product Risk Assessment

100% of Ecolab's raw materials and products are evaluated for strict compliance with applicable regulatory requirements and assessed by the Regulatory Affairs and business teams for human and environmental hazards using Globally Harmonized System of Classification and Labeling of Chemicals (GHS) and Organization of Economic Co-operation and Development (OECD) standards.



To thoroughly assess ingredients, we review publicly available information from reputable sources such as the United States Environmental Protection Agency (EPA), United States Agency for Toxic Substance and Disease Registry (ATSDR), World Health Organization (WHO) and European Chemicals Agency (ECHA). We also require chemical ingredient suppliers to provide Safety Data Sheets (SDS) and technical datasheets to enable proper handling and classification of our materials and products. For select products, we conduct additional testing to validate any pertinent hazards identified in products or product ingredients and assess potential substitutions. When substitutions are not technically viable, engineering controls and appropriate personal protective equipment (PPE) are required for product use.

Product risks are also proactively evaluated by multiple groups within Ecolab - including Regulatory Affairs, Corporate Sustainability, Toxicology, Industrial Hygiene, Transportation and Package Engineering - and our Global Innovation Product Regulatory team reviews all new products for human health and environmental impact. If risks are identified, appropriate mitigation measures are implemented. One mechanism used to assess risks in our chemical portfolio is through our participation in the Chemical Footprint Project. We also use customer feedback from field representatives' interactions with customers and customer input received through our technical call centers or third-party health and safety call centers to continuously assess our products. These processes inform our final product safety analysis and SDSs for all Ecolab products.



PRODUCT SAFETY AND SUSTAINABILITY

Classification and Labeling of Chemicals

100% of Ecolab products are reviewed for appropriate ingredient disclosure and accurate use and application instructions. We follow the GHS criteria for classifying our chemical ingredients and products and communicating product safety information. Ecolab has implemented GHS globally with over 95% of our products meeting the GHS standard and nearly 200,000 Safety Data Sheets (SDS) issued annually in approximately 74 different country-specific templates and 49 languages.

Additionally, safe-use and disposal instructions are included on the product label and/or through our sales-and-service associates. 80% of Ecolab products have GHS category 1 and/or 2 warnings on the product due to our commitments to minimize our carbon footprint and packaging waste through the use of concentrated products. However, when used as directed, this percentage drops significantly, particularly across our Institutional North America portfolio, where over 75% of our products do not require any personal protective equipment. Ecolab has also innovated dispensing systems which prevent contact with concentrated chemistry to minimize risk.

Participation in the Chemical Footprint Project

In 2021, we continued our participation in the [Chemical Footprint Project \(CFP\)](#), which measures business progress toward safer chemicals and provides a tool for benchmarking companies as they select safer alternatives and reduce their use of chemicals of high concern. Ecolab completed this comprehensive benchmarking survey globally, included all business units in the evaluation and reported our performance to the CFP.

European Union Substances of Very High Concern

Ecolab's products and operations are regulated by numerous different laws globally, including the European Union (EU) Substances of Very High

Concern (SVHC) regulations in our European products and operations. Our [Position on European Union Substances of Very High Concern](#) describes incorporation of the SVHC Authorization List into our internal Chemical Product Ingredient Sustainability Policy in support of our target to eliminate the remaining <1% of Ecolab products which utilize these chemistries in our global portfolio.

In 2021, we continued to focus on reducing or eliminating the small number of Substances of Very High Concern within our portfolio through the following:

- Prohibiting development of new products containing SVHCs
- Working rapidly to make low volume or low business value formulas containing SVHCs obsolete
- Where a replacement technology gap exists, establishing projects and partnerships to define global alternatives to the most significant SVHCs
- Initiating new internal reporting mechanisms to facilitate visibility to results and continue to increase management-level engagement

Product Sustainability

Ecolab's product sustainability program establishes the basic principles to help ensure human health and environmental sustainability is embedded into the lifecycle of our products, in concert with our product safety and stewardship program. Our [Product Sustainability Position](#), released in 2021, formalizes our commitment.

Our Product Sustainability and Regulatory Affairs teams closely partner to implement our internal Chemical Product Ingredient Sustainability Policy and [Impacts that Matter](#) platforms across our businesses globally. By 2025, we plan to provide transparency to product sustainability impacts like greenhouse gas emissions and water use, biodegradability and aquatic toxicity. In 2021, we made progress toward this goal by continuing to develop tools that lend transparency to our products' sustainability attributes.

We integrated additional sustainability requirements into our product design process through instituting a major update to our Chemical Product Ingredient Sustainability Policy in 2021. This update expanded the list of managed chemical ingredients and improved processes to ensure these ingredients are not included in new products while simultaneously being phased out of current product use. We also took additional steps to embed product sustainability into our raw material selection process and now review all new chemical products for sustainability outcomes according to our commercial Impacts that Matter program.

We continue to leverage our Impacts that Matter framework that aligns with eight, science-based and measurable product sustainability criteria. Impacts that Matter is a natural extension of our [Exponential Return on Investment \(eROI\)](#) value platform and allows Ecolab customers to make informed choices based on the outcomes products have on their teams, customers and the environment. Providing key product information through the Impacts that Matter framework helps explain and measure the impacts of Ecolab solutions. The technical information supporting product attributes is backed by our enterprise chemical management database.

IMPACTS THAT MATTER

An Outcome Based Assessment of Product Sustainability

Product sustainability is a key aspect of how our programs impact people and the planet, in addition to water, energy, climate impacts and waste metrics. The Impacts that Matter product sustainability framework was developed using best-in-class scientific standards to be universal criteria that can be used to compare any product, anywhere in the world.



In addition to our Impacts that Matter criteria, Ecolab provides subject matter expertise to both government and non-government organizations in the development of product-level eco-certification standards. Where it meets our customers' needs, we obtain eco-certifications for our products.

Currently, more than 250 Ecolab products are recognized by eco-certification bodies including:

- Green Seal
- EU Ecolabel
- EPA Safer Choice and Design for the Environment
- Nordic Swan
- Blue Angel
- Korean Ecolabel
- USDA Biobased

SOCIAL

Our People Drive Our Success

Our 47,000 associates, which include 25,000 sales-and-service professionals providing on-site services for customers, bring ingenuity and resourcefulness to our customers' and the world's toughest challenges. And to ensure our continued capacity to deliver for customers, we strive to be the destination for the world's most capable talent. We seek the brightest people, with a range of experiences, and invest in them by providing training, a safe and inclusive environment and opportunities to grow their own potential alongside our collective impact.

We believe in compensating our employees fairly and in compliance with local laws. We are committed to developing a culture that fully leverages our employees' talents by promoting a diverse, equitable and inclusive environment and providing unparalleled training and career development opportunities. Our commitment to the safety of our employees, contractors and customers is uncompromised - from the way we operate, to the products we develop, to the customers we serve. In addition, we are committed to promoting the health and well-being of our employees, our customers and our customers' customers by contributing to programs and initiatives that enhance the quality of life in the communities where they work and live.





TALENT RECRUITMENT

Hiring Practices

We believe the best teams are diverse and inclusive. To create these teams, we strive to:

- Hire and value people with unique cultures, backgrounds and experiences
- Provide an environment where all associates are supported
- Encourage our associates to reach their full potential

We believe a world of opportunity can be found within our growing company and that people develop through experiences. To allow for this development, we strive to:

- Create new opportunities within existing roles
- Provide resources to aid skill development
- Encourage associates to seek internal growth experiences to further their professional development

We believe delivering results and demonstrating teamwork drive advancement - both for individuals and for the company. To support this belief, we:

- Expect our associates to strive to outperform their role and deliver their best
- Reward and accelerate the careers of our top performers
- Recognize that our entire team contributes to our success

In 2021, we hired 8,905 new employees, globally. Based on the average number of employees in each market, our global combined new hire rate in 2021 was 19.6%. For more detailed data, see the [ESG Performance Data Appendix](#).

Senior Management Hired from the Local Community

We understand that having members from the local community in our senior management teams enhances human capital, improves our ability to understand local needs and brings positive economic impacts to our local communities. As a company headquartered in the United States, the majority of senior managers based in the U.S. are hired from the U.S.

To track the proportion of senior management hired from the local community within our other significant markets, we use the following definitions:

1. Senior management is defined as positions that report directly to the market lead
2. Hiring from the local community means within the major markets outside of the U.S. in which we operate, including Asia Pacific, Europe, Greater China, India, Middle East and Africa and Latin America.
3. Significant locations of operations are defined as our manufacturing facilities and operation centers within the markets in which we operate

TALENT RETENTION

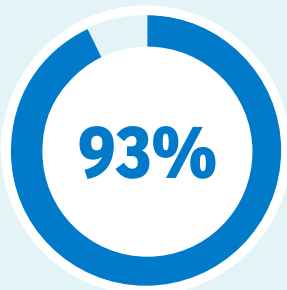
Global Turnover

Based on the average number of employees in each market, our global combined turnover rate in 2021 was 17.4%, of which 13.1% was voluntary and 4.2% was involuntary. For more detailed data, see the [ESG Performance Data Appendix](#).

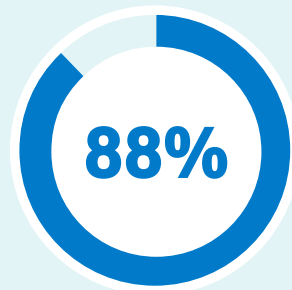
Outplacement Services

Ecolab offers a comprehensive, global outplacement service to employees in the event an employee must transition out of employment with Ecolab. Services offered vary by country and level of employee, but examples include resume and interview preparation, career coaching and access to career fairs, job postings and a digital talent exchange. In the U.S., severance packages based on years of service are provided in circumstances in which employment is involuntarily terminated. Employees and their immediate families maintain their medical and dental benefits, group life insurance and access to the Employee Assistance Program through their severance period.

PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY IN MAJOR MARKETS OUTSIDE OF THE UNITED STATES



ASIA PACIFIC



EUROPE



GREATER CHINA



INDIA, MIDDLE EAST & AFRICA



LATIN AMERICA



BENEFITS

Ecolab provides market-competitive benefits based on country-specific needs and government requirements. While our benefits packages vary by market, they are designed to attract top talent and build long-term associate loyalty. All United States employees scheduled to work 20 hours or more per week are eligible for [Ecolab's benefits package](#) which offers associates medical and dental coverage, wellness and employee assistance programs, life and travel accident insurance, parental leave and adoption assistance, disability coverage, an employee stock purchase plan, pension plan and retirement savings plans.

U.S. Retiree Health Benefits provide employees aged 55 and above with at least ten years of service, or aged 62 and above, with access to retiree health benefits, including medical, prescription, dental and vision coverage following retirement.

Temporary workers, who account for approximately 1% of our total workforce, including intern, co-op and seasonal employees, are excluded from the benefits package.

Retirement Plan

Ecolab offers generous retirement benefits amounting to greater than 9% of total compensation to support employees in preparing for a financially secure future. Our 401(k) Savings Plan offers company match, pre-tax and Roth after-tax contribution options and a variety of investment funds. All contributions are immediately vested, and participants are provided with complimentary, personalized planning and advice. In 2021, 80% of Ecolab employees participated. For our Company Match program, Ecolab contributes \$1 for \$1 on the first 4% of eligible compensation and \$0.50 for each \$1 contributed on the next 4%, subject to IRS limits. The maximum matched is 6% of compensation if an employee contributes 8% of their pay. For contributions, employees may contribute from 1% to 50% of pay up to the IRS limits with pre-tax and/or Roth after-tax contributions.

Pension Plan

The Ecolab Defined Benefit Pension Plan offers a 3% cash balance benefit fully paid by Ecolab. Employees are automatically enrolled, and contributions are fully vested after three years of continuous service. Employees are also provided with resources such as self-service pension estimates, a full-service call center and an intranet site with tools and information.

Employee Stock Purchase Plan

The Employee Stock Purchase Plan (ESPP) provides employees with the opportunity to own Ecolab stock with employer matching contributions. Ecolab contributes \$0.15 for every \$1 contributed by employee, with a maximum annual match of \$900. Employees may contribute monthly up to \$6,000 of their annual pay through payroll. There is no waiting period to enroll, and employees may change payroll deductions or sell stock at any time.

Parental Leave

Under our U.S. Paid Parental Leave Policy, Ecolab offers paid parental leave for all U.S. employees within 12 months of the date of birth or adoption of a minor child. In 2021, 580 employees - 440 male and 140 female - utilized this offering with 98% of male and 100% of female employees returning to work at the end of the leave. In 2021, 79% of male and 80% of female associates were still employed 12 months after their return to work. Globally, parental leaves and time away are handled in accordance with each country's local laws pertaining to time away from work.

Promotion of Employee Health

A Be Well Program is available to U.S. employees and their families. The program empowers, educates and supports employees in their personal journey to overall well-being by making positive lifestyle choices while creating a culture of wellness throughout Ecolab. The Be Well Program features an online resource center that contains wellness information and tools, including online seminars, events, a

wellness assessment, programs and resources highlighting physical, financial, emotional and social well-being.

Additionally, the Cigna Employee Assistance Program (EAP) is available to all U.S. employees and their families. EAP personal advocates are available 24/7 to provide confidential support to help resolve issues employees and their families may be facing. This includes connection to the right mental health professional(s), learning of helpful community resources and immediate phone consultation on financial, legal or mental health concerns. EAP also provides access to a variety of wellness webcasts and free counseling sessions - five sessions per issue, per year.

Flexible Work

Ecolab establishes a standard workweek, work schedules, rest periods, meal breaks and attendance expectations for all employees in accordance with state and local employment laws.

Formal alternative work arrangements are available to all associates and includes flextime, part-time, job sharing and altered workweek schedules. Everyday flexibility is a more informal arrangement that allows associates to address situations and meet personal and family needs that occasionally arise.

FlexWork is a part of Ecolab's culture, helping work get done effectively, given the constant challenges our associates face in balancing the many facets of life. We have a hybrid work model that allows associates, who are able to do part of their work remotely, the option to work up to 40% of the time remote with the balance spent in office. For additional flexibility, associates can work up to two weeks fully remote per year. The hybrid model balances the importance of in-person collaboration with remote work flexibility.



BENEFITS

Additionally, we provide resources to help our associates manage life outside of work. Offerings include discounts in childcare and tutoring as well as access to a caregiver search tools with over six million providers in the areas of childcare, eldercare, pet care and homecare. We also partner with Office Depot to offer discounts on office supply items and with PerkSpot to provide associate's access to thousands of discounts in more than 25 different categories.

We have vacation policies in accordance with national and state regulations in all countries in which we operate. As a company headquartered in the United States, our U.S. vacation policy offers a minimum of 12 paid vacation days to full-time employees.

We offer sick time in accordance with national and state regulations in all countries in which we operate. As a company headquartered in the United States, our U.S. Health & Safe Time Policy offers six paid days of sick time to full-time employees.

LABOR RELATIONS

Ecolab respects the principles of freedom of association and the right to collective bargaining in accordance with applicable national law. Our [Position on Freedom of Association](#) recognizes an employee's right to form or join a labor union, or to refrain from doing so, without fear of reprisal, intimidation or harassment. Where employees are represented by a legally recognized labor union, we fulfill our bargaining obligations as defined by the law.

We respect that freedom of association is a fundamental right and recognize the right to collective bargaining as stated in the International Labor Organization (ILO) 1998 Declaration on Fundamental Principles and Rights at Work. We adhere to applicable national laws that govern

employee rights to exercise freedom of association and collective bargaining.

Globally in 2021, 15.9% of our employees were covered by collective bargaining agreements, of which 6.5% were based in the United States. We had three U.S.-based collective-bargaining agreements in 2021 covering 2.6% of our total U.S. workforce. For these agreements, a minimum of 60 days' notice prior to the contract end date is required to propose any changes to the contract

agreements. All collective-bargaining agreements contain a specified notice period and provisions for consultation and negotiation.

We adhere to U.S. National Labor Relations Board protocols to support employee rights to exercise freedom of association and collective bargaining. We have not identified any U.S.-based operations at which freedom of association and collective bargaining may be violated or at risk. We are unable to report on violations or risks of our suppliers.





COMPENSATION

Approach

Ecolab has a market competitive and performance-based pay philosophy, and we believe in compensating our employees fairly and equitably.

Goals

To close the pay gap, Ecolab is actively working to improve representation of gender and race at each level of the workforce and as part of our 2030 Impact Goals, we are committed to pay equity and ongoing audits to maintain pay equity in the U.S. and expanding globally. Our variable pay programs include goals and targets that are directly aligned to the success of the business.

Pay Equity

We are committed to a market-competitive and performance-based philosophy as it relates to pay across the globe and rewarding and recognizing employees for their contributions to the success of the organization. This includes our global merit increase program and our short- and long-term variable pay programs.

Our processes and governance for ensuring both performance-based and equitable pay decisions without regard for gender and race/ethnicity is consistent at the enterprise level and across significant locations of operation. There are several processes and practices in place to help ensure we don't have pay discrepancies related to gender, race or other personal demographics including:

- Annual and ongoing pay reviews and audits
- Annual salary and bonus planning for eligible associates
- Annual talent reviews
- Ongoing pay alignment decisions such as hiring, promotions and transfers

Pay decisions are made at the managerial level and aggregated for review and analysis across performance, gender and race to ensure equity.

In addition to these enterprise practices, we also conduct pay equity reviews both in alignment with country regulations and simply because it is a part of good business and talent practice. Ecolab conducts a pay equity review in the U.S. for our total population every two years. The two-year cadence reflects the size and scale of our U.S. organization and allows us to analyze a few years of pay decisions. We leverage a third-party expert in compensation and HR analytics for these reviews and assess pay equity in general, with a special focus on gender and race. The findings of our 2018 and 2020 studies validate that Ecolab provides equal pay for men, women and all races/ethnicities who undertake the same work, at the same level and with the same performance and experience. Our study for 2022 is underway.

We are compliant with all local reporting pay equity regulations including public disclosure requirements in the UK and France.

Fair Pay

At Ecolab we require a variety of high demand, unique vocational and technical skills in entry-level roles. Consequently, our entry-level wages are on average two to three times higher than minimum wage regardless of gender across our significant locations of operation, which are defined as our manufacturing facilities and operation centers. We are committed to compensating our employees fairly and in compliance with local laws. We have established a minimum hourly rate of pay for U.S. employees of \$15.00, which is significantly above local minimum wage in many cases.

To ensure our pay continues to align competitively with the external market for all roles across the company, we test our pay and wage data against

several reputable third-party compensation surveys. Our pay equity studies conducted across the U.S. enterprise every two years also help validate that we are paying competitively in each state.

Pay Transparency

We provide transparency to our pay philosophy, structures, career paths and program design to all associates globally. We are also open and transparent about our commitment to pay equity and the corresponding governance and analytics used to test and validate that we are paying equitably. Our compensation and governance practices are built into our manager and leadership development curriculum. Each of our annual compensation processes includes training materials for managers to guide performance-based decision making.

Grievance mechanisms regarding compensation include our global [Code of Conduct](#) policy and reporting mechanism. In the U.S., our Ecolab Associate Resolution resources provide numerous avenues for employees to raise concerns and seek resolution.

In 2021, the annual total compensation for our CEO was \$8,365,888 as reported in the Summary Compensation Table on page 48 of our annual [Proxy Statement](#). The annual total compensation for our global median employee in 2021 was \$52,339. Thus, the annual total compensation for our CEO was 160 times the annual total compensation for our global median employee.



DIVERSITY, EQUITY AND INCLUSION

Approach

Our focus on diversity, equity and inclusion (DE&I) reflects our longstanding values of working together with diverse perspectives to challenge ourselves, reach our goals and do what's right.

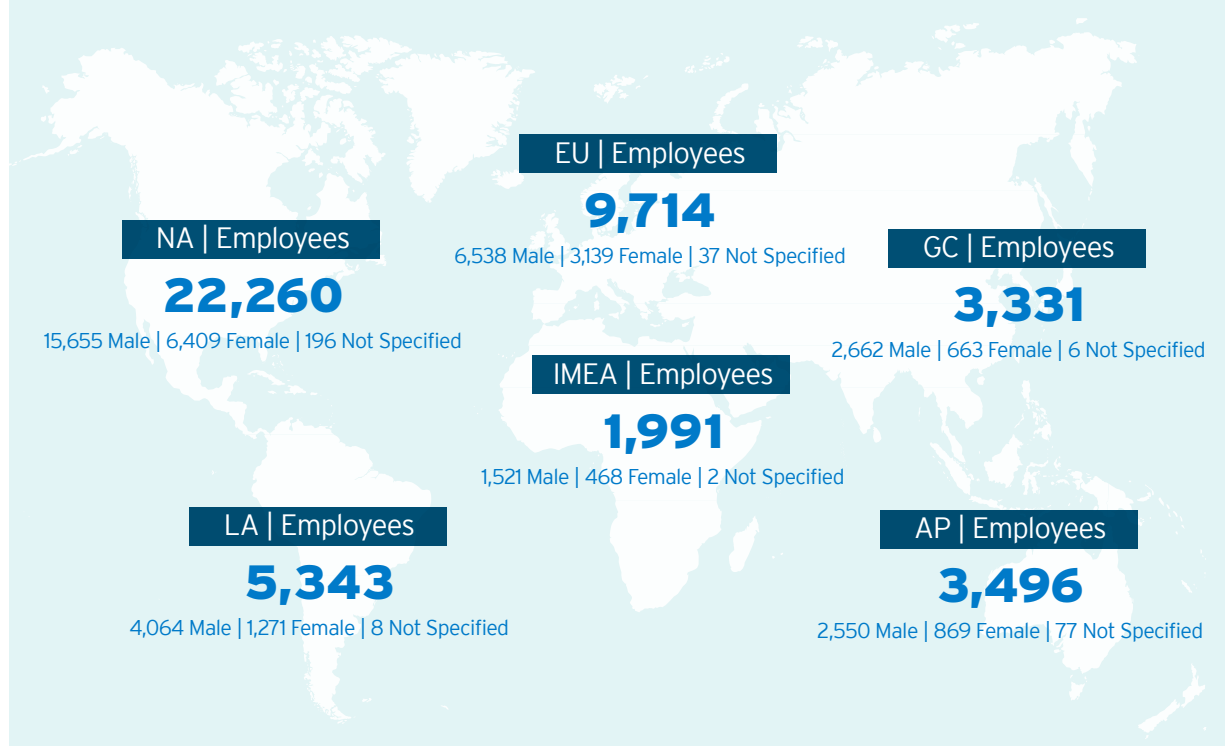
We believe in the value of diversity, equity and inclusion, in business and in all facets of life. We are working to embed DE&I throughout our company, so that it shows up in how we:

- Attract, hire, develop and promote people
- Create respectful and inclusive workplaces
- Do business with our customers and suppliers
- Use our corporate clout to create equity in our communities

We're leveraging our leadership position to exemplify how to listen and act on behalf of communities who have historically been left out. We work to:

- Collaborate with external partners and community leaders to educate ourselves about relevant social and civic issues
- Work to steer our suppliers toward equitable practices, and lobby governments for reform
- Fund initiatives within communities to make change real at a local level

GLOBAL EMPLOYEE INFORMATION BY MARKET, GENDER AND EMPLOYMENT TYPE*



- 32,990 Male
- 12,819 Female
- 326 Not Specified



- 32,827 Male
- 12,308 Female
- 318 Not Specified



- 163 Male
- 511 Female
- 8 Not Specified

* This employment data does not include temporary employees, interns or co-ops, which account for approximately 1% of our total workforce.



DIVERSITY, EQUITY AND INCLUSION

Goals

We're committed to making faster, deeper progress inside Ecolab and within society - and we are holding ourselves accountable through our 2030 Impact Goals. These goals help use drive significant change to advance racial and social justice within our organization through:

- Increasing management level gender diversity to 35% - representing a ~50% increase in representation from a 2019 base year - with the ultimate goal of gender parity
- Increasing management level ethnic/racial diversity to 25% - representing a ~50% increase in representation from a 2019 base year - as we seek to meet full representation of the U.S. workforce at all levels

Making Measurable Progress

We employ a combination of strategies to help us on our path to meet our 2030 Impact goals around diversity including:

- Demonstrating leadership from the top levels of our organization
- Setting tangible, team-based goals
- Creating more diverse candidate pools
- Educating our employee base on the importance of diversity, equity and inclusion
- Leveraging Employee Resource Groups

Leading from the Top

The Board of Directors reviews global diversity metrics on a quarterly basis, and senior executives and business leads review metrics monthly. In 2021, we celebrated four years of partnership and progress for our Executive Diversity and Inclusion Council, made up of senior leadership.

In December 2021, Ecolab President and CEO Christophe Beck became a [Catalyst CEO Champion For Change](#) signatory. Together with over 70 other

global companies and Catalyst, a leading global nonprofit helping to build workplaces that work for women, Beck made a personal commitment to support diversity, inclusion and gender equity at work.

Creating More Diverse Candidate Pools that Accurately Reflect the Market and Industry

To ensure diverse candidates are considered throughout the recruiting process, we use a multifaceted approach. All Ecolab jobs are posted through major social and recruiting channels as well as diversity specific job boards, like the Diversity Jobs Network.

We ensure diverse communities know about Ecolab careers through our longstanding and critical partnerships with Historically Black Colleges & Universities (HBCUs), The Society of Hispanic Professional Engineers (SHPE), The Society of Women Engineers (SWE), The National Society of Black Engineers (NSBE), Competitive Advantage, Out4U and The Consortium.

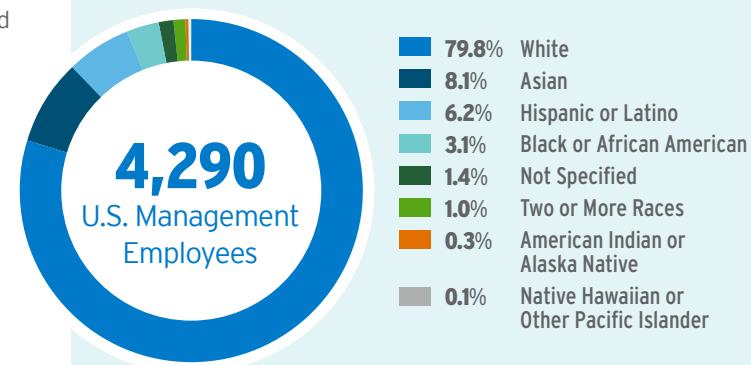
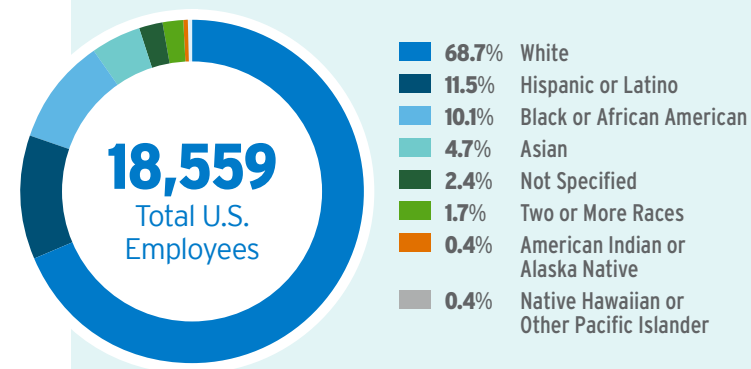
To activate diverse early career talent into our pipeline, our campus recruiting team partners with on-campus organizations that support women and underrepresented groups at the local, regional and national level. Our goal is for 100% of campus requisitions to have a diverse funnel of applicants that mirrors the market availability for each individual job.

Finally, we focus attention on educating recruiters, interview teams and hiring managers on inclusion, diversity and bias through our Ecolab Interview Training courses to support managers in interviewing and selection of the best candidate.

Through utilization of these strategies and others, in 2021, 38% of all new management-level hires globally were women and 35% of all new management-level hires in the U.S. were people of color.

UNITED STATES ETHNIC AND RACIAL DIVERSITY

As defined by EEO-1* racial and ethnic categories



*Ecolab is committed to transparency and has chosen to publicly share our Employer Information Report (EEO-1) - a compliance survey mandated by U.S. federal statute and submitted to the Equal Employment Opportunity Commission.

▶ [View the 2020 EEO-1 Report](#)



DIVERSITY, EQUITY AND INCLUSION

Setting Tangible, Team-Based Targets

For the first time, we set targets for every team in terms of diversity, equity and inclusion. These targets were derived by understanding a team's current status, identifying what is working and not working and pinpointing the gaps that prevent the organization from reaching their goal.

Leaders receive monthly diversity metrics about their teams and report to senior leadership about their progress, their plans for addressing gaps and their differentiated development plans, which promotes equity by providing networking and professional development opportunities for diverse talent.

Educating our Employee Base on the Importance of Inclusion

We provide associates with regular opportunities to connect, listen and learn about our differences, to build empathy, understanding and allyship for one another.

In January 2021, we held a Day of Understanding event which spotlighted women at work, gender equality, allyship and inclusion drawing over 8,500 participants to a town hall and more than 3,500 to breakout sessions. The event focused on the experiences of women in the workplace, sharing their personal career stories and discussing actionable steps towards creating a more equitable workplace.

And to help associates have ongoing conversations, build trust and be better allies to those who face discrimination, over one third of our global workforce has completed an online Allyship in Action training course.

ALLYSHIP IN ACTION

Following the death of George Floyd in our headquarters community of Saint Paul, MN in 2020, we pledged to provide more frequent opportunities for real conversations about race and to build a more inclusive culture across all our non-majority employee groups. The underlying issues of racism laid bare by Mr. Floyd's death are still in front of us. Moving our society forward requires focused and consistent effort on many fronts as we continue to work for racial and social justice.

Inside Ecolab, we have continuously accelerated our efforts to ensure we are a place where all people are welcome, respected and can thrive. We have set goals and are increasing racial and gender diversity, ensured equitable and competitive pay and embedded diversity, equity and inclusion principles in all manager training. We've had double-digit growth in our employee resource groups, which tells us that our associates find support and a sense of belonging from each other. And, to help associates have ongoing conversations, build trust and be better allies to those who face discrimination, over one third of our global workforce has completed an online Allyship in Action training course.

Our leadership team, has been actively involved in a wide range of initiatives that the Minneapolis and St. Paul business community launched to advance racial equity, including police and public safety reform, expanded access to affordable housing, early childhood education funding and reducing health disparities. Ecolab leaders are also working on policy, philanthropy and workplace initiatives through the [Minnesota Business Coalition for Racial Equity](#). We believe that the work of the business community in Minneapolis and St. Paul will have national and international impact, given the global spotlight that has been on our community.



This work will continue, collaboratively and within our company. To drive more economic inclusion within our communities, we are working to increase our spend with minority-owned and diverse suppliers throughout our supply chain. In 2021, we achieved a 96% increase in year-over-year spend with diverse suppliers. And we continue to support organizations dedicated to advancing racial and social justice, through our Ecolab Foundation giving and volunteer programs.

It continues to be our responsibility to advance racial and social justice within our communities. That means we encourage our associates to keep talking, learning and seeking to understand - and keep working toward a better world for everyone.



DIVERSITY, EQUITY AND INCLUSION

Leveraging Employee Resource Groups

Our Employee Resource Groups (ERGs) are invaluable in helping associates feel a sense of belonging and in driving key talent outcomes, such as engagement and retention. Supporting and growing our vibrant community of 12 ERGs help associates connect with colleagues, take part in career and leadership development experiences and provide important insights to the business.

For example, E3, our employee resource group supporting the advancement of women in the workplace, leads a global mentorship program that provides members with career guidance, professional development and networking opportunities, and senior leadership exposure. Based on our 2019 employee engagement survey results, E3 members were 21% more likely to get promotions than the average employee.

In 2021, we grew management level gender diversity to 25.5% and management level ethnic/racial diversity in the U.S. to 18.8%. And overall, we've achieved a **50% increase in female and Black, Indigenous and People of Color (BIPOC) executives since 2016.**

GLOBAL GENDER DIVERSITY

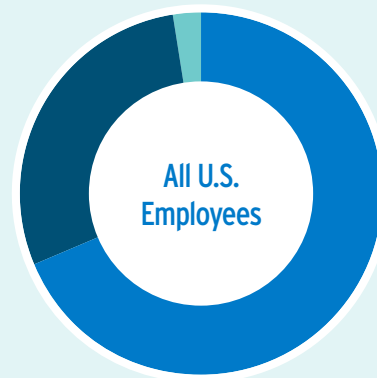


- 71.5% Male
- 27.8% Female
- 0.7% Not Specified

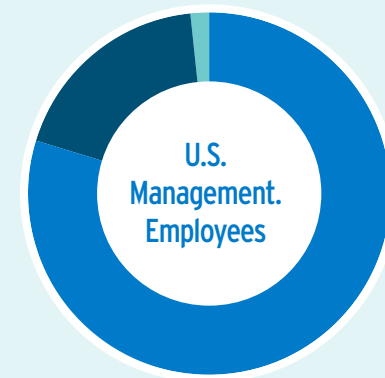


- 74.3% Male
- 25.5% Female
- 0.2% Not Specified

RACIAL AND ETHNIC DIVERSITY IN THE U.S.



- 68.7% Non-minority
- 28.9% Minority
- 2.4% Not Specified



- 79.8% Non-minority
- 18.8% Minority
- 1.4% Not Specified



HOW ECOLAB IS CREATING A MORE INCLUSIVE WORKPLACE FOR THOSE WITH DISABILITIES

As part of our 2030 Impact Goals, Ecolab is committed to building a diverse, equitable and inclusive workplace that reflects our longstanding value of working together to integrate diverse perspectives, challenge ourselves, reach our goals and do what's right. That includes supporting associates of differing abilities and in caretaking roles. Here's what we're doing:

Providing Benefits Built to Support All Associate Needs

Ecolab has provided medical benefits in the U.S. to support associates with differing abilities and in caretaking roles. These benefits are comprehensive and competitive in the marketplace and offer a broad range of quality programs, including occupational, speech and physical therapy, genetic

testing and counseling, home health care and mental health services.

In 2020, Ecolab introduced new U.S. caregiver benefits and resources. These new policies are focused on supporting the health and wellbeing of our employees and their families, including expanding flexible work options and discounted benefits and resources focused on childcare, school support, eldercare and home care.

Reaching a Diverse Talent Through Partnership

Ecolab has committed to expand recruitment of people with disabilities through consistent outreach with community and diversity partners. Today, we post job positions on non-government disability recruitment organization websites to attract diverse

talent and email open positions daily through our community and diversity outreach program.

This partnership connects Ecolab career opportunities with potential candidates from our community partners. With this information, they match the criteria we specifically request and share those positions with the appropriate members of their organizations, including minorities, women, people with disabilities, veterans, diversity organizations, universities and colleges, Historically Black Colleges and Universities (HBCUs), state workforce agencies, construction and skilled trades, and professional and technical groups.

Creating Communities that Care

Supporting people with disabilities and caretakers who support loved ones with disabilities is essential to Ecolab. In 2020, the company launched the Disability Ability & Wellness Network (DAWN), an employee resource group focused on supporting associates with differing abilities and those in caretaking roles.

Working Toward Disability Inclusion

Recently, Ecolab was recognized by the [2021 Disability Equality Index \(DEI\)](#) as a Best Place to Work for Disability Inclusion by the American Association of People with Disabilities (AAPD), the nation's largest disability rights organization and [Disability:IN](#), the global business disability inclusion network.

The DEI is a nationally recognized annual assessment for businesses to gauge their level of workplace inclusion for people with disabilities and a prominent benchmarking tool to help companies build a roadmap of measurable, tangible actions to achieve disability inclusion and equality.



EMPLOYEE ENGAGEMENT

We grow our business when we grow our talent and engagement is critical for team and company growth. Ecolab continuously monitors the health of our talent and works to build an engaged workforce through ongoing listening initiatives. In addition to all-employee global surveys, we conduct periodic check-in and small surveys with targeted teams to allow us to gather insights into the experience and needs of our workforce.

Our enterprise-wide employee engagement survey was relaunched in 2021, with the intent to survey associates even more often than in the past - twice a year, instead of once every two. Completed in July 2021, the redesigned survey indicated an 89% participation rate, and an overall engagement score - a measure of our associates' emotional commitment to our organization and goals - of 79%, an all-time high engagement score for Ecolab.

The survey also provided us with feedback on our retention rate - how likely our associates are to build a long career with Ecolab - of 72%. We also saw great acceleration in our diversity, equity and inclusion journey with an inclusion index score of 79%. Inclusion is about our employees feeling valued, and fully seen for who they are within the workplace. Both retention and inclusion indicators exceeded the normal range for other similar companies at that time. There is still much more to do, and we must do it faster, but the strides that we have made are an encouraging sign that our commitment to creating a more diverse, equitable and inclusive culture here at Ecolab is having a real impact.

Through the global survey, we identified areas of strength and opportunities, and have taken action on them both individually, and at the team and enterprise level.

It is clear that our team values a sense of purpose, belonging and empowerment. Some of the areas that stand out as points to celebrate are that:



OUR 2021 ENGAGEMENT SURVEY RESULTS

- 89%** ▶ participation rate
- 79%** ▶ overall engagement score
- 72%** ▶ retention rate
- 79%** ▶ inclusion index score

EMPLOYEE ENGAGEMENT SURVEY RESULTS

Metric	2016	2018	2021
Response Rate	86%	91%	89%
Employee Engagement Score	62%	63%	79%

- 91% of our associates feel they contribute to our mission to protect people and the resources vital to life
- 89% of our team members feel that they have made valuable connections with the people they work with and share a sense of belonging at Ecolab
- 88% of our employees feel that they have the knowledge and autonomy to do their best work

At the enterprise level, one of the areas to focus on has been providing development opportunities for our associates at Ecolab. One of the improvements we began to plan in 2021 and intend to deploy in 2022 is our Career Hub, which will provide personalized career development connections, learning and experiences to associates based on their individual skills, interests and career profile.

We have also implemented a new approach to continuous listening, leveraging the expertise of a third-party provider to deliver regular “nudges” to associates and managers, giving them AI-driven insights into small changes they can make to continuously improve engagement, retention and inclusion.



HUMAN CAPITAL DEVELOPMENT

Approach

Ecolab's ability to attract and retain the world's most capable talent, while deepening our relationship with existing employees, is critical to managing our operations efficiently and effectively and delivering innovative solutions for customers. We invest in professional training and development, help our employees create personal plans to achieve their career goals and conduct regular employee engagement surveys.

Our strategic initiatives closely monitor the health of our talent, strengthen our talent pipelines and drive accountability for continuous improvement. We have ongoing CEO-led reviews of talent and pipeline health. Reports with talent and diversity metrics are provided to top management monthly. Talent Council meetings for each business, market and function are held monthly to review talent development and discuss strategic talent initiatives. Additionally, annual talent reviews are conducted with senior executives to lay out succession plans for leadership and other key roles. This talent assessment process supplements the annual Performance Planning and Development process to ensure we proactively attract and retain talent that meets the needs of our growing global organization.

Goals

At our core, Ecolab's growth is rooted in decades of science, learning and innovation. We have ambitious, solution-oriented teams and we continually look for ways to help our employees learn and grow. That's why we aspire to do the following:

- Maintain the steady state global enrollment of all first-line managers in our world-class Manager Essentials program
- Have all new eligible global leaders of first-line managers complete the Leader Coach program and maintain steady state

- Each year, have 90-100 of our high-potential executive-level leaders complete the Growth Leader program
- Host annual Ecolab Development Week events and encourage all associates to engage in at least one development activity during that week and/or leverage one of these activities during the year

Making Measurable Progress

Through various learning processes and programs, we are providing associates with the tools they need to excel and developing the future leaders of Ecolab and the industry at large.

Employee Learning and Development

We believe in a 70-20-10 model for learning and development, with 70% of learning taking place on the job, 20% occurring with role models, coaches, mentors, job shadowing and formal feedback mechanisms and 10% through formal training. Our Employee Resource Groups (ERGs), formal learning programs and specialized continuous improvement programs provide formal coaching, mentoring and 1:1 career development opportunities for employees.

In the United States, we also offer an educational assistance program providing eligible employees with financial reimbursement upon successful completion of approved programs and courses offered by accredited colleges, business schools or technical schools.

Ecolab's 12 ERGs hosted over 375 events across 85+ global chapters in 2021. Event topics ranged across professional and personal development, diversity, equity and inclusion, healing and self-care and perspectives from senior leaders. In total, associates collectively spent almost 20,000 hours participating in ERG-led events.

Additionally, we delivered our fourth annual Ecolab Development Week to provide practice-oriented

workshops to upgrade employee skills and advance career development. The 2021 Development Week comprised of 355 completely virtual events hosted in 43 countries with over 25,000 active enrollments and 7,700 unique learners.

Leadership Development Programs

Beyond rigorous technical, functional and business-specific training courses, our global development programs are designed to deepen leadership capability and include Manager Essentials, Leader Coach, Growth Leader and several functional rotational programs. Supplementing these corporate offerings, our divisions and functions also provide leadership development opportunities tailored to the unique needs of the business.

In 2021, we achieved steady state deployment of our flagship front-line manager development program, Manager Essentials, with 1,644 completions in 2021. We also provided our Leader Coach program, for the leaders of our first-line managers, to 487 associates in 2021. Lastly, we had 97 of our high-potential early executives complete our Growth Leader program in 2021.



HUMAN CAPITAL DEVELOPMENT

Annual Performance Planning and Development

Ecolab's global Performance Planning and Development (PP+D) process provides employees and their managers with the practices and tools they need to optimize performance. All PP+D tools are accessible to all employees in nine languages through our enterprise talent management system alongside digital forms available in 25 languages. In addition to the annual performance review process, managers are encouraged to provide open feedback and coaching throughout the year to support employees in achieving their goals.

Annual performance reviews for 2021 were completed in 2022, and consisted of:

1. Past-year summary of actions and results
2. Performance and development goals for the new year

Globally, 99% of employees' 2021 annual performance reviews were recorded.

Male- and female-identified associates received performance reviews at the same rate.

FOR MORE INFORMATION

► [ESG Performance Data Appendix](#)



LEARNING AND DEVELOPMENT

Collectively in 2021, employees spent a total of **376,000 hours** in learning and development.

The average training and development expenditure in 2021 was **\$278** per full-time employee.

On average, our global employees received a total of **23.7 hours** of training and development, comprised of **7.9 hours** of formal training and **15.8 hours** of informal or formal coaching, mentoring and/or job-shadowing.



HEALTH AND SAFETY

Approach

At Ecolab, the safety of our employees and contractors is our top priority and is embedded into our company values. Our safety goals are simple: zero accidents, zero injuries and zero violations. This is a collective goal in which each employee must commit to, own and deliver on every day of the year. Year-on-year, we also strive to incrementally improve safety at all our sites to protect employees and communities.

Our Board of Directors Safety, Health and Environment (SHE) Committee is the highest governing body responsible for Goal Zero and execution is managed by our Executive Safety Leadership Council and Regional Safety Leadership Councils in all regions and large markets. Our leadership teams and a network of SHE professionals around the world support employees with proven safety programs, processes, and platforms to help achieve the goals, and our training and onboarding programs provide leading metrics upon which to measure company performance.

Understanding underlying and potential risks is a critical component to improving safety outcomes. Our Global Safety Dashboard tracks our performance on a range of leading and lagging safety indicators and helps us measure the effectiveness of our safety programs.

Our approach to safety communications is aimed at encouraging employees in the field, offices and plants to embrace safety as a personal issue. We highlight different topics to raise awareness, encourage positive safety behaviors and eliminate risk.

Protecting Employee Safety During COVID-19

To help reduce the risks due to COVID-19, Ecolab established a phased pandemic model based on prevalence of the virus in the community. Ecolab

established both internal and external safety protocols based on guidance from the U.S. Centers for Disease Control (CDC) and other major public health organizations and evolve those protocols as we learned more about best practices to reduce the risk of COVID-19.

Ecolab leaders in each country have continuously mapped local conditions to the phased model and implemented the relevant protocols as their phase status changed throughout 2021. Additionally, Ecolab provides many programs and tools to reduce risks for employees, including enhanced sick time, pay protection, work from home support and personal protective equipment.

Prioritizing Safety Everywhere

Our safety goal is always zero incidents. But Goal Zero is more than a number. We place great value on training and education, both at our own facilities and at customer locations. We assess risk before we start



work, identify and address safety issues, and remedy hazardous situations – at any Ecolab location and wherever we operate.

By 2030, we aim to train and educate 100% of our associates to work safely 100% of the time. In 2021, we made strides toward this goal. For more detailed data, see the [ESG Performance Data Appendix](#).





HEALTH AND SAFETY

Occupational Health and Safety Management Systems

Ecolab deploys systems to manage occupational health and safety commitments that are aligned with our stated [Global Safety, Health and Environment Position](#) including:

- Compliance with legal, regulatory, customer and other requirements applicable to Ecolab activities and operations
- Design of processes and systems (covering operations under our control) that are aligned with industry best practices and international standards to reduce personal injuries, ill health, motor vehicle events, process safety incidents, environmental releases and other conditions with the potential to cause harm
- Management of safety, health, environmental and security risks through a hierarchy of controls, with the participation of employees and in collaboration with suppliers, customers, communities in which we operate and other key stakeholders
- Employee empowerment to stop work when conditions or behaviors are unsafe
- A robust safety culture backed by leadership and powered by employee engagement that embodies the belief that all incidents are preventable and working in a safe manner is a condition of employment

Our systematic approach to meeting these commitments cover 100% of employees globally, as well as non-employees that are directly supervised by Ecolab. We execute systems in our global operations to ensure management leadership and commitment, employee involvement/participation, coverage of legal and customer requirements, communications, risk identification and control, development of annual targets and plans, professional SHE resourcing and employee training.

Our systems help ensure we meet our legal obligations in our countries of operation, including but not limited to, the US Occupational Safety and Health Administration, UK Health & Safety Executive, German Occupational and Safety Act, Canadian Centre for Occupational Health and Safety and China's Workplace Safety Law.

As part of our continuous improvement efforts, we are continuing our multi-year process to more fully align our systems to the International Organization for Standardization (ISO) 45001 international standard, which builds on earlier international standards including the Occupational Health and Safety Assessment Series (OHSAS) 18001, the International Labour Organization's (ILO) ILO-OSH Guidelines and other standards. In some cases, we are also working to align with standards promulgated by industry groups with which we partner such as the American Chemistry Council's Responsible Care Management System.

To date, approximately 32% of our workforce is covered by systems that have undergone internal management system audits and 19% is covered by systems that have been audited externally.

Occupational Health Services

Our Regulatory Affairs team of toxicologists, industrial hygienists and scientists conducts safety assessments of chemical products to characterize health and physical hazards in alignment with the Occupational Health and Safety Administration's (OSHA) Hazard Communication standard and other relevant standards in jurisdictions where we operate, assess risk and generate Safety Data Sheets and labels which are made available publicly. To further assess risks, we carry out periodic occupational exposure evaluations including air monitoring, noise assessments, risk modeling and ergonomic evaluations. Toxicological studies are commissioned where necessary and relevant occupational exposure limits and control mechanisms are identified via these processes.

Hazard communication training is completed globally for all newly hired employees in relevant roles. We have also issued a global Industrial Hygiene Policy to guide employees in assessing risk, monitoring contaminants when necessary, controlling occupational hazards through a hierarchy of controls and to stop work if conditions remain concerning.

When necessary to further limit exposure, administrative controls are deployed such as additional, targeted training and use of personal protective equipment. Our global Personal Protective Equipment Policy requires identification of proper protective equipment for each job, employee training and systems to ensure equipment is available regardless of jurisdiction. We also offer recurring medical evaluations coordinated by contracted occupational physicians and health care providers to employees in select positions.

Product information is provided to a contracted external poison control center (PCC) and transport incident call center which provide 24/7 emergency response services. We have quarterly meetings with the PCC to review incident calls, provide feedback on service quality and ensure product information is up to date.



HEALTH AND SAFETY

Employee Participation in Occupational Health and Safety Committees

Employee participation in our occupational health and safety systems is critical to maintaining our safety culture. Our physical locations including manufacturing plants, research facilities and logistics operations commonly have joint safety committees composed of hourly employees, union representatives (where applicable) and management personnel. These committees operate in an advisory capacity in accordance with applicable legal and Ecolab requirements and meet quarterly at a minimum. Our remote, sales-and-service teams also can participate in safety committees through our Safety Champion processes. Each sales district nominates a Safety Champion to represent them in health and safety matters. Safety Champions commonly work with business leaders and SHE staff to execute our safety strategy and programs and participate in monthly network meetings.

Employee Training

Ecolab maintains a Global Safety, Health, and Environment Training Policy requiring all Ecolab operations to establish minimum requirements for training based on an assessment of operation-specific risk, applicable local or national laws and regulations and employee job responsibilities. This includes establishing new hire or transfer orientation training requirements. Each operation is required to determine appropriate training methods and frequencies, ensure training is delivered prior to risk exposure, document the completion of training and review training programs at least every three years. Below are a few examples of our training programs and activities.

- **Manager Essentials** | Instruction on safety leadership principles and behaviors for all people managers through our Manager Essentials program.

- **Stop Work Authority Training** | Training to empower employees to utilize their stop work authority whenever they feel unsafe and when and how to apply that authority.
- **Driver Safety Training** | Behind-the-Wheel (BTW) training is designed to teach vehicle control and accident-avoidance techniques. Our goal is to have 100% of our recently hired driver population to complete training in 2022.
- **Safety Onboarding** | Divisional safety onboarding processes are designed to provide newly hired sales-and-service personnel with basic safety training. The training includes eight modules of cross-divisional training (SOS® Core) and additional division-specific content. In 2021, our target was to have 100% of employees complete Safety Onboarding training within their first 30 days of employment. We achieved an 89% completion rate.

Hazard Identification, Risk Assessment and Incident Investigation

Our Global Risk Assessment Policy outlines requirements for all divisions, functions and markets to assess, communicate and control operational hazards and risks for routine and non-routine tasks and emergency situations. The policy requires these risks be managed through a hierarchy of controls which prioritizes eliminating hazards and substituting less hazardous materials or processes over using engineering controls, administrative controls and personal protective equipment. Formal risk assessments completed by trained safety professionals are made available to all employees that have the potential to be exposed to certain risks and are used to better target controls and training. Personal risk assessments are completed by all employees prior to the completion of daily tasks and all new hires are trained in our personal risk assessment methodology. To ensure the quality of these processes, Ecolab has developed numerous employee training programs, guidance documents and tools to improve our risk assessment techniques.

Through our Global Risk Assessment Policy, [Global Safety, Health & Environment Position](#) and [Code of Conduct](#), we empower all employees to report work-related hazards and conditions, and to stop work when conditions or behaviors are unsafe. Our global Code of Conduct establishes personal responsibility for establishing and maintaining a safe workplace and requires employees to promptly report health and safety concerns to their supervisor, regional SHE representative, Human Resources representative or if necessary, appropriate emergency authorities. We also deploy electronic, web-based tools throughout our global operations to assist all employees and non-employees under our control in reporting incidents, near miss events and general hazards. Our proactive approach to risk identification at our locations and customer facilities enhances our comprehensive safety program and improves results.

In 2021, our achievements included:

- More than 206,000 safety observations
- More than 29,000 commentary drives to improve driving techniques and safety practices
- More than 14,000 drivers using the Virtual Risk Manager driving application to help improve driving techniques and safety practices
- 113 safety audits - due to COVID-19, many of which were done remotely

Our Incident Investigation Policy outlines responsibilities and processes for investigating all incidents, including near miss events, within 24 to 48 hours (depending on severity). Investigations are designed to identify hazards, risks and root causes associated with an incident. Corrective actions to reduce future risk are identified based on the hierarchy of controls, and we periodically review action closure and effectiveness to continuously improve the system.

HEALTH AND SAFETY

Emergency Response Program and Procedures

Our goal is to have zero safety incidents. However, incidents and emergencies involving worker safety, chemical spills or releases, natural disasters or other product or operational incidents can happen. To prepare for these unlikely events, we are committed to implementing and maintaining strong emergency preparedness and response systems to control, mitigate and minimize the impact on safety, property and the environment. This is part of our commitment to the safety of our workers and the communities where we operate.

Ecolab's Safety, Health and Environment (SHE) Committee of the Board is responsible for overseeing potential risks requiring emergency response, as well as the effectiveness of emergency preparedness and response systems.

We maintain enterprise-wide guidelines on how to prepare for and respond to emergencies including Incident Management Plans and Crisis Notification and Reporting Procedures. In addition, we have emergency response teams and business continuity plans in place at all levels of the organization including at the site, country, region and enterprise levels. Our manufacturing plants regularly test our emergency response plans with local first response agencies and we host regular crisis training sessions throughout the world.

We regularly review our emergency management programs across our businesses to ensure that they are functioning as intended and identify opportunities for continuous improvement. Following an incident, we conduct a thorough review, sharing key learnings and recommendations with emergency response teams and senior leadership, and adjust crisis plans for future use.



Prevention and Mitigation of Impacts at Customer Locations

Our health and safety management systems are designed to minimize risks in all our operations, including delivering products and services to customers worldwide. Our Regulatory Affairs team, which includes more than 200 scientists and professionals operating in 35 countries with backgrounds in chemistry, microbiology, toxicology, trade compliance and other disciplines,

ensures we minimize product risks. In addition, we deploy training, risk assessment and mitigation techniques to ensure our team of more than 25,000 sales-and-service professionals operate safely as they conduct business at customer locations. We have also developed a global Customer Site Safety policy designed to foster cooperation with customers on health and safety issues and provide foundational requirements for safe operation.



COMMUNITY INVOLVMENT

Community Giving

Since 1986, the Ecolab Foundation has implemented community impact programs to support communities where our employees live and work, focusing on giving to local non-profit organizations in four strategic areas: youth and education, civic and community development, arts and culture and environment and conservation. Since the inception of the Ecolab Foundation, the company has contributed more than \$139 million to non-profit organizations.

In 2021, Ecolab and its employees committed more than \$39 million to local communities through Foundation and corporate giving, in-kind donations and employee giving and volunteerism (using the value of volunteerism per Independent Sector). Of this, employees gave nearly \$3 million to nonprofit organizations around the world through the Ecolab Community Giving Program.

Approximately 28% of the Ecolab Foundation's funds in 2021, or \$2.2 million, were committed to 590 unique organizations (including matching funds to

employee donations) supporting youth education and development. Grants were awarded to well-known youth organizations such as Boys and Girls Clubs and Junior Achievement, as well as to local after-school and in-school programs in communities where our employees live and work.

In 2021, Ecolab provided \$1.1 million of direct and indirect funding to Saint Paul Public Schools in our global headquarters city of St. Paul, MN, where 53% of students are eligible for free or reduced-price lunch. In addition to continued funding for the Ecolab Teacher Grant Program, where staff and teachers apply for programs and materials directly impacting district aligned student achievement goals in their schools and classrooms, Ecolab approved grants to community partners that work with Saint Paul Public Schools. Ecolab has targeted partnerships with schools on the West side of Saint Paul where we specifically support programming at Humboldt Schools, Riverview West Side School of Excellence and Cherokee Heights Elementary School. Examples of directly funded initiatives include college preparatory and access programs

(AVID and College Possible), S.T.E.M. in-class and out-of-class offerings, and subsidized admission to performing arts organizations.

Another of the Ecolab Foundation's focus areas is that of civic and community development. In 2021, \$5.5 million of grant funding supported organizations that provide basic needs to our most vulnerable citizens: access to food, housing and job training. Of the 413 nonprofits who were awarded grants through the Foundation's Nonprofit Grant Program, 89.5% of them indicated that their grant addresses decreasing disparities for one or more of these groups: ethnically diverse (non-white) individuals, individuals with disabilities, LGBTQ+ individuals, veterans, women and girls or another area of diversity.

Through the Ecolab Foundation's Dollars for Doers and Board Leadership programs, employees can apply for grants to qualifying non-profit agencies where they undertake 25+ hours of volunteer work annually or board leadership involvement. In 2021, 134 grants were distributed under these programs totaling more than \$55,000.

Ecolab also recognizes the giving spirit of our employees and their desire to make financial contributions in their communities. Through the Global Ecolab Community Giving Program, Ecolab Foundation matches 50% of employee donations, up to \$1,000, per employee per year (some restrictions apply). In 2021, the Ecolab Community Giving Program raised nearly \$3 million for more than 2,600 nonprofits around the world and the Foundation matched employees' requested donations totaling \$575,000. Taking into account total employee engagement impact in 2021, including employee personal donations, the Foundation match to those personal donations, the value of volunteer grants and volunteer hours, the total impact to nonprofit organizations through these employee engagement initiatives was \$4.2 million.





COMMUNITY INVOLVMENT

We are committed to empowering employees to give back in communities where we have significant operations. To facilitate local engagement and impact, we have Community Relations Councils in 16 regional locations around the U.S. involving close to 100 local Ecolab employee volunteers who help administer the Ecolab Foundation Nonprofit Grant Program. These local employees are most in touch with the needs of their communities and are well equipped to help determine which organization they believe contributions can have the greatest impact. In 2021, these committees help administer 297 grants to non-profits and schools totaling \$1.5 million.

Volunteerism

In the second year of the global COVID-19 pandemic that necessitated many employees continue to work from home, volunteer activities continued to be offered virtually and we saw the ongoing delay of projects, although some were able to be held safely outside. Nonetheless, Ecolab employees were engaged as an asset to their communities, giving time and talent.

In 2021, 1,491 employees volunteered in at least one effort for an average of 0.3 volunteer hours per global employee. This provided a value of \$414,480 to employees' local communities.

Community Partnerships

Solutions for Life is Ecolab's global giving program that enhances our mission to conserve water and improve hygiene around the world through collaborations with non-governmental organizations (NGOs), global philanthropy and employee volunteerism. Solutions for Life is funded by Ecolab through the Ecolab Foundation. Through Solutions for Life, Ecolab supports the work of strategic global nonprofit partners such as The Nature Conservancy, Project WET Foundation and Water.org.

The Nature Conservancy

Ecolab continues to support its partnership with [The Nature Conservancy](#) (TNC) securing and restoring water sources around the globe. Region-specific examples of positive impacts from our partnership with TNC in Brazil, China, Mexico and the United States are available in the Biodiversity and Adaptation section of this report.

Project WET

Through our partnership with the Project WET (Water Education for Teachers) Foundation, children around the globe are learning about water conservation and hygiene through a youth-focused curriculum, called the [Clean and Conserve Education Program](#). Since launching the partnership in 2014, the program has reached more than eight million individuals in 98 countries with its fun, hands-on lessons about water conservation and healthy hygiene practices. The Clean and Conserve curriculum resources, along with training videos, can be downloaded in multiple languages free of charge.

In addition, Ecolab sponsors Project WET's [Discoverwater.org](#), an interactive website that hosts free activities - currently available in English, Spanish and Mandarin - about the role of water in our lives. In 2021, the website welcomed 200,000 unique users.

Water.org

Ecolab continues its partnership with [Water.org](#) to enable access to sustainable drinking water and improved sanitation for 100,000 people living in poverty in India, while contributing more than 26 million gallons (~98,000 cubic meters) of water per year to watershed health in extremely high-stress river basins.

Our partnership with Water.org is an example of how we are taking action to help build community and economic resilience and equitable access to freshwater. These efforts are in alignment with our commitment to United Nations Sustainable Development Goal 6, which calls for access to water and sanitation for all by 2030, as part of our 2030 Impact Goals.

VOLUNTEER METRICS	
▶ 14,523 volunteer hours, globally	▶ 3,644 volunteer events (in 30 countries)
▶ 10 hours average contributed per volunteer	▶ 1,491 individual volunteers



COMMUNITY INVOLVMENT

Disaster Response

As the world's leading supplier of cleaning and sanitizing products and solutions, Ecolab is proud of our in-kind donation program which provides needed cleaning and sanitizing products to organizations in areas where natural disasters have occurred. In 2021, \$27 million worth of Ecolab products went to worldwide relief efforts in partnership with non-profits, such as the World Emergency Relief, to areas affected by COVID-19. Donations were distributed in locations around the globe including Barbados, Canada, Costa Rica, Croatia, Ghana, Greece, India, Jordan, Lebanon, Moldova, Puerto Rico, South Africa, the United Arab Emirates and the United States.

Measuring our Impact

Annually, we solicit grants feedback via our Impact Survey to nonprofit grantees. The survey gathers information to assess the effectiveness of Ecolab Foundation grants. This process measures the overall difference Ecolab's grants make for the organizations and communities served, such as how the grant helps grantees expand program reach, improve outcomes, develop new programs and enhance internal capacity. Results are utilized by Ecolab Foundation staff to better understand how our investments are making a difference in our communities.

In the most recent Impact Survey of Ecolab Foundation grant recipients:

- 98% said they accomplished or reached their goal(s)
- 92% reported Ecolab grants made a difference in relation to their overall organizational goals
- 79% reported the grant from Ecolab allowed the organization to improve existing and/or provide new services/products
- 68% reported the grant increased their organization's profile, brand awareness and reputation
- 61% reported their clients/constituents developed new or improved existing skills because of the grant from Ecolab



GOVERNANCE

A woman with long dark hair, wearing a dark blue checkered blazer over a white top, stands behind a white counter. She is smiling slightly and looking towards the camera. The background is a blue-lit data center with server racks and a large screen displaying the words 'DATA CENTER'.

A Leader in Corporate Responsibility

Our work is guided by a commitment to our purpose and values. We know that to achieve our work to make the world cleaner, safer and healthier, we need to operate ethically, responsibly and transparently.

The work we do matters, and the way we do it matters to our associates, customers, investors and the communities in which we and our customers operate. Our ethical reputation is one of our greatest assets and alongside our governance structures, policies and practices, provides a solid foundation upon which we build trust with our stakeholders.



CORPORATE GOVERNANCE

Ecolab is committed to strong corporate governance in accordance with Ecolab's mission and purpose. The business and affairs of the Company are managed under the overall direction of the Board of Directors to support sustainable solutions to economic, environmental and social issues. To assist it in carrying out its duties, the Board has delegated certain authority to five standing committees: [Audit](#), [Compensation](#), [Finance](#), [Governance](#) and [Safety, Health & Environment](#).

BOARD STATISTICS

▶ **13**
Board members

▶ **85%**
independent Board members

▶ **38%**
female representation

▶ **15%**
ethnically and/or racially diverse

INTEGRITY AND ETHICS

We are committed to upholding the highest legal and ethical standards, regardless of when and where we conduct business. To that end, we have adopted specific [standards, policies and procedures](#) to help us maintain our commitment. Ecolab has an established Global Compliance department which is led by the Chief Compliance Officer, along with regional compliance leaders. In addition, Compliance and Ethics committees meet at least biannually in each region to help ensure strong communication with regional leadership.

Available in 27 languages, our [Code of Conduct](#) (Code) is the foundation of our integrity and ethics principles and applies to all Ecolab Directors, officers and employees and serves as a guide for how to act and make ethical decisions in compliance with the Code and the laws of the countries where we do business.

Employee Training

All new employees participate in a facilitated two-hour training session on the Code of Conduct and are required to read the Code and acknowledge compliance. On an annual basis, all Ecolab employees and almost all contingent workers are required to participate in an online or in-person training course and provide certification of completion and compliance. In addition, all governance body members are required to certify compliance with the Code every year. Our annual goal is to have 100% of global employees, including all senior managers, complete the training and certify to comply. In 2021, we had a 99% global completion rate. The Code of Conduct does not apply to third-party organizations providing security personnel to Ecolab facilities.

The Code of Conduct training includes education on relevant laws and regulations. In addition, targeted specialized training for those employees in certain areas or functions is also provided. For example, employees in accounting and finance roles receive

training specific to that function, and certain employees may be required to take anti-bribery and anti-corruption training based on relevant business responsibilities or interactions.

Conflicts of Interest

Under Ecolab's Code of Conduct, employees are required to disclose any potential conflict of interest. A conflict of interest disclosure form is available for employees to use and is included in the annual Code of Conduct training. The Global Compliance department reviews submitted conflict of interest disclosures and determines if they can be approved. Sometimes approvals are contingent upon mitigation and monitoring. Conflicts that are not disclosed through this process may be problematic and may be investigated under Ecolab's Code of Conduct program.

Business Security

Under Ecolab's Code of Conduct, we require that employees protect Ecolab's confidential information, as well as our customers', and suppliers'. To help accomplish this, Ecolab has a Chief Privacy Officer as well as an Information Technology (IT) Security department that partner to help protect confidential information and data. Ecolab has policies and procedures in place to help employees understand how to handle sensitive data. Employees are required to complete IT Security training on an annual basis. In addition, certain IT security controls are put in place as additional measures.

Advisory Services

Ecolab requires oversight of advisors by requiring that the procurement of such vendors follow our internal global procurement policies, and that there are no known conflicts with Ecolab employees. If a concern is brought forward against an advisor, the Global Compliance department would investigate the allegation utilizing formal process and procedures.



INTEGRITY AND ETHICS

Records and Data Accuracy

Under Ecolab's Code of Conduct, employees are required to accurately report financial records and are prohibited from falsifying data. In addition, the internal Audit department conducts operational, anti-bribery and anti-corruption audits to help ensure that data is accurate. Certain data analytics tools are used to allow for larger data samples to gain greater assurance of data accuracy across the global enterprise. Ecolab also sets forth records management requirements in its Global Records Management Policy and Global Records Retention schedule.

Reporting Mechanisms

Employees have the option to report a Code concern to their manager, the Human Resources, Compliance or Law departments, or Ecolab's third-party Code of Conduct helpline or web reporting service which are utilized by internal and external reporters to convey concerns and is available 24 hours a day, seven days a week. All reports of potential Code of Conduct violations are thoroughly investigated, and mitigation steps are put in place. Ecolab's Global Compliance department leads all company investigations to ensure they are thorough, consistent and appropriate action is taken, which may include disciplinary measures up to, and including, termination. Ecolab prohibits retaliation.

Ecolab has a Global Investigations and Reporting Process that is followed for internal investigations to ensure that each investigation is thorough, fair, accurate and timely. If certain legal concerns arise, Ecolab may engage outside counsel.

Ecolab has a worldwide whistleblower program managed by the Global Compliance department which ensures that reports are investigated in a timely manner and consistent action is taken based on the results of the investigation. The Global Compliance

department will recommend appropriate action based on the circumstances of each matter but also aligning with action taken in other similar cases. Investigation data and certain key case details are reported to the Audit Committee of the Board of Directors by the Chief Compliance Officer on a quarterly basis.

Compliance

Ecolab's compliance and ethics assessment methodology is based on the need to assess risks that have the greatest potential for legal, financial, operational or reputational damage. The Compliance Department conducts assessments to monitor compliance with the Code of Conduct and global

governance and ethics regulations. Our annual compliance assessment is led by the Global Compliance department and is designed to identify legal and regulatory compliance risks in 14 risk areas, including the assessment of human rights issues. The assessment is separate from the enterprise-wide risk assessment led by the internal Audit department but is aligned and reported to the internal Audit department as a part of their reporting process. Our annual Code of Conduct audit is completed by the Audit department. Results from the assessment and audit are reported to the Audit Committee of the Board of Directors on an annual basis by Ecolab's Chief Compliance Officer.





ANTI-CORRUPTION

We monitor and identify issues through our comprehensive anti-bribery and anti-corruption program which includes:

- A detailed [Anti-Corruption Policy and Procedures](#)
- Required training for applicable employees
- Required anti-bribery and anti-corruption training for medium- and high-risk third-party intermediaries
- Required anti-corruption due diligence process for third-party intermediaries
- Guidance, resources and tools to help employees understand Ecolab's requirements
- Articles and communications
- An anti-bribery and anti-corruption audit program
- Compliance and Ethics committees in all regions to help identify and mitigate risk

Policy and Procedures

Ecolab's [Anti-Corruption Policy](#) is designed for compliance with the U.S. Foreign Corrupt Practices Act (FCPA) and applicable anti-corruption laws in the countries in which we do business. Ecolab's Anti-Corruption Policy is available in 24 languages and requires all intermediaries operating or exporting outside the United States to sign and maintain current anti-corruption undertakings communicating our policies.

The Anti-Corruption Policy provides extensive guidance on the requirements for engaging with third parties. The associated procedures are risk-based, meaning in higher risk countries and business units, more extensive procedures are required. The procedures generally include a business manager qualification form, third-party questionnaire, a background check and internal approval requirements. All third-party intermediaries globally are required to follow this rigorous approval process.

The purpose of the procedures is to obtain the necessary information for our evaluation and review of a third party's business, skill,

capabilities and ability to comply with our legal and ethical standards. Ecolab is then able to determine whether a third party shares our values, in the following ways:

- Companies that have sound anti-corruption programs and openly report have a competitive advantage beyond meeting any compliance obligation. They benefit from risk reduction, cost savings and sustainable growth.
- Companies can demonstrate their response to the legal obligation and responsibility to reduce the risk of corruption that represents a commitment to operate an ethical business.

Ecolab's Anti-Corruption Policy requires all intermediaries to execute anti-corruption undertakings. If a third party refuses to comply with Ecolab's Anti-Corruption Policy, this raises a significant risk and can lead to the termination of the relationship. We also require certain vendors, including a third party, to certify that they have not and will not violate basic anti-corruption laws, and this is a condition to do business on Ecolab's behalf.

Finally, Ecolab's Anti-Corruption Policy requires continuous monitoring of third-party compliance with our values. We require existing third parties to undergo an approval process every three to four years, depending on certain risk-based factors. Based on these risk factors, Ecolab will perform an internal attribute-based access control (ABAC) audit, and if necessary, audit the third parties to ensure they are in compliance with our Anti-Corruption Policy.

Training

Ecolab's anti-corruption policies and procedures are communicated through the annual Code of Conduct training, which is mandatory for all employees and almost all contingent workers globally. In addition, annual online anti-corruption training is mandatory for all employees that have relevant business responsibilities or interactions. More detailed anti-corruption training is provided to senior leaders in all markets and in high-risk

locations. Medium- and high-risk third-party intermediaries are also required to complete Ecolab's anti-corruption training.

ANTI-CORRUPTION TRAINING EMPLOYEE COMPLETION RATES

REGION	2021
Asia Pacific	100%
Europe	97%
Greater China	100%
India, Middle East & Africa	98%
Latin America	95%
North America	99%
Total	98%

Overall, there was a **98% completion rate** of anti-corruption training in 2021.

Audit Program

As part of the company's internal audit program, approximately 30 audits are completed each year focusing on internal/financial controls and operational processes, out of approximately 105 auditable units including countries, divisions and departments. Of these units, approximately 55 are individual country operating locations which are audited over a four- to five-year cycle. In these operational audits, procedures include testing controls relevant to Ecolab's anti-corruption program. In addition, six anti-corruption specific audits were completed in 2021 as part of Ecolab's anti-corruption program. The Global Compliance department also completes various assessments for markets and business units, including recently acquired operations. Few significant risks were identified and risks relating to the use of third-party intermediaries were the highest risk area identified.



HUMAN RIGHTS

Ecolab is committed to enhancing the well-being of people and communities around the world and has established formal policies and procedures to ensure human rights are respected across our global operations and supply chain.

Policy

We are committed to respecting international human rights standards, as defined by the UN Guiding Principles on Business and Human Rights which include the UN Universal Declaration of Human Rights and the International Labor Organization (ILO) 1998 Declaration on Fundamental Principles and Rights at Work. We operate in alignment with the policies and procedures outlined in the SA8000 Standard which seek to protect basic human rights of workers. We aspire to create an inclusive and respectful work environment, establish decent working conditions and work to eliminate all forms of child and forced labor, discrimination, anti-corruption and bribery. We have regional programs in place to assess conformity with these policies and commitments. In addition, Ecolab undertakes compliance and ethics assessments to better understand human rights related risks.

Supporting Policies and Positions

- Our [Code of Conduct](#) contains detailed human rights aspects relevant to our operations and requires Ecolab employees to report any potential human rights issues.
- Our [Ethical Sourcing Standards](#) communicate to our vendors and business partners our expectations on human rights and ethics and our standards for operation, including addressing implications of the UK Modern Slavery Act and the California Transparency in Supply Chains Act.
- Our [Supplier Code of Conduct](#) sets out expectations for suppliers in the areas of integrity, ethical and legal standards and compliance among other topics.

- Our [Anti-Human Trafficking Policy](#) communicates our expectations around slavery and human trafficking.
- Our [Conflict Minerals Policy](#) supports human rights organizations to end violence and atrocities in Central Africa, specifically the Democratic Republic of the Congo (DRC) and nine adjoining countries.

Due Diligence Processes

We conduct annual assessments led by the Global Compliance department to identify legal and regulatory compliance risks in 14 risk areas, including the assessment of human rights issues. Recommendations from the assessment process result in the creation of action plans and corrective actions or remediation, if deemed appropriate. Effectiveness of these actions are tracked through supplier audit results, legal review results, work-related accident results, operational audit results and Code of Conduct data. Reports are provided to top management and the Audit Committee of the Board of Directors.

To evaluate and address the risk of human trafficking and slavery in supply chains, Ecolab has developed a detailed supplier ethical assessment that top suppliers in parts of Ecolab's business where there is an elevated risk of slavery and human trafficking must complete to verify compliance with Ecolab's ethical sourcing requirements. Suppliers must also agree to Ecolab's Supplier Code of Conduct.

Disclosure

It is Ecolab's policy to disclose any human rights controversies which may relate to child employment, female or minority rights infringement, or other issues pertaining to human rights as defined by the EEOC. No fines related to human rights issues have been levied against the company by any governmental organization in the past five years.



SUPPLIER RELATIONS

Approach

Our [Supplier Code of Conduct](#) includes expectations around human rights, ethics, labor rights, employment law, health and safety, environment, fair competition and supplied materials. The Supplier Code applies to the selection and retention of all suppliers that provide goods and/or services to Ecolab worldwide, including raw material suppliers, semi-finished or finished goods suppliers, packaging suppliers, contractors, contract manufacturers and service providers/suppliers. Suppliers are expected to comply with the Supplier Code of Conduct in the course of doing business with Ecolab and its employees. To ensure full understanding of these expectations, Ecolab publishes this policy in 13 languages.

Suppliers are expected to comply with all applicable country labor, employment and environmental laws and regulations, and meet our [Ethical Sourcing Standards](#) regarding forced labor, child labor, health and safety in the workplace, fair pay, harassment, diversity, ethics and environmental policies. Our supplier requirements are based on international standards including the UN Declaration of Human Rights, the UN Convention on the Rights of the Child and the Conventions of the International Labor Organization (ILO) including its Fundamental Principles and Rights at Work.

Environmental Considerations

We require that suppliers have systems in place to prevent and mitigate pollution, avoid the use of hazardous materials where possible, engage in reuse and recycling activities, avoid environmental impacts with the potential to adversely impact human health or the environment and have systems in place to conserve and optimize the use of natural resources sustainably, such as energy, water and materials.

The scope of our sourcing requirements includes the carbon emissions footprint of our individual suppliers (Scope 3), as well as the total carbon impact of our own supply chain (Scope 1 and 2). When analyzing our suppliers carbon impact, which is comprised of over 15,500 direct and indirect suppliers, we found that their carbon footprint is ten times larger than our own.

As part of Ecolab's science-based emissions reduction target, Ecolab has committed to work with suppliers representing 70% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution) to set ambitious carbon reduction targets aligned with the science-based target methodology by 2024.

In 2021, Ecolab launched our first supplier sustainability survey to over 400 different suppliers to assess their current carbon and water reduction targets. Through this process, we found that suppliers accounting for 25% of Scope 3 emissions covering purchased goods and services, and downstream transportation have set, or are in the process of setting, science-based targets. Overall, suppliers who have already set science-based targets account for 6.5% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution). By working with our supply chain partners to adopt aggressive climate goals, Ecolab is accelerating meaningful action to mitigate climate change.

Training

To reinforce supplier expectations internally, we conduct an online, annual training for Supply Chain, Research and Development and Regulatory Affairs associates to help them identify environmental, ethical and labor concerns when interacting with suppliers. This training encourages associates to report concerns via the Code of Conduct hotline. Results from the training are shared with leadership and utilized to identify additional training needs.

Screening Process

Our suppliers go through a methodical screening process before being added to our portfolio, which includes detailed legal, financial, operational, quality and reputational risk assessments. For high-risk suppliers and suppliers deemed critical to Ecolab's business, we conduct on-site assessments.

Ecolab's Supplier Code of Conduct and Ethical Sourcing Standards are used to screen 100% of new suppliers for social and environmental criteria. In addition, we have published an [Anti-Human Trafficking Policy](#) and [Conflict Minerals Policy](#) which communicate additional details on our expectations for suppliers. To ensure compliance with our [Conflict Minerals Policy](#), new suppliers are asked if they have their own internal program/policy and if they have identified the risk it presents in their supply chain.



SUPPLIER RELATIONS

Ongoing Supplier Assessments

Ecolab conducts a biannual ethical sourcing survey to assess high-risk suppliers identified through internal assessments and reporting from third-party organizations such as Human Rights Watch and Transparency International. The ethical sourcing survey evaluates compliance with Ecolab's Supplier Code of Conduct and Ethical Sourcing Standards and covers health and safety, ethics, employment practices, diversity, harassment, environmental policy and environmental sustainability, including energy consumption, greenhouse gas emissions, waste management and water consumption.

To evaluate and address risks of human trafficking and slavery in its supply chains, Ecolab developed a supplier ethical assessment. In parts of Ecolab's business where there is an elevated risk of slavery and

human trafficking, suppliers complete this assessment to verify compliance with Ecolab's ethical sourcing requirements. Ecolab has required such suppliers in the chemical, packaging, equipment and contract manufacturing categories to complete the assessment, and we plan to expand the number and scope of suppliers required to complete the assessment.

The U.S. Department of Labor issues an annual List of Goods Produced by Child Labor or Forced Labor, which is generally consistent with lists issued by organizations such as Walk Free Foundation. The 2021 U.S. Department of Labor List identifies 156 goods produced by child labor and/or forced labor in 77 countries. Goods on the List that are, or may be, in Ecolab's global supply chain include palm oil from Malaysia and Indonesia and silica-based products and electrical components/electronics from China. Ecolab's Global Procurement team has begun monitoring multiple sources of information on

forced labor to identify potential risks within our supply chain. In 2022, a forced labor survey was conducted and targeted suppliers that we believed were of higher risk based on location, commodity and spend. Suppliers were questioned not only on their policies, but on management practices and specific performance related to protection of employees' human rights and prevention and elimination of trafficking and slavery. The Ecolab Procurement team also monitors suspected incidents of trafficking or slavery identified by governmental agencies such as the U.S. Customs & Border Patrol and requires suppliers of potentially impacted products to verify that no products supplied to Ecolab are sourced from entities suspected of trafficking or slavery.

Ecolab's business lines, including the manufacture and sale of cleaning chemicals and provision of water, hygiene and infection prevention services to other businesses, have not been identified by the International Labor Organizations' (ILO), Walk Free or other organizations as high-risk industries. Of the twenty countries with the highest estimated prevalence of modern slavery, based on the Walk Free Foundation Global Slavery Index, Ecolab does business in three countries, including Nicaragua, Russia and China representing approximately 7% of Ecolab's global procurement spend and 1,073 suppliers. We have not received reports of evidence or indications of modern slavery within our operations or our industry sector.

Reporting

We have established a Code of Conduct hotline to facilitate reporting of potential violations by internal and external stakeholders. Any concerns flagged through the ethical sourcing survey or Code of Conduct hotline are fully investigated, and mitigation steps are put in place to improve supplier performance and eliminate risk. If significant and urgent concerns are identified that cannot be remediated, suppliers are removed from Ecolab's approved list.





SUPPLIER DIVERSITY

Approach

Supplier diversity at Ecolab means driving equitable competition and economic inclusion. We believe:

- The best teams and partners are diverse and inclusive.
- Solving complex problems requires diverse perspectives and experiences.
- Driving our partner marketplace to equitably reflect our diverse society is core to our values. Doing so makes us more attractive to customers, employees and investors, an employer of choice and a stronger partner to both our customers and the communities in which we live, work and serve.

We define diverse suppliers as a small business as defined by CFR Title 13, Chapter 1, Part 121, or a supplier certified by one of the following organizations or agencies: National Minority Supplier Development Council (NMSDC), National Gay and Lesbian Chamber of Commerce (NGLCC), Women's Business Enterprise National Council (WBENC), US Pan Asian American Chamber of Commerce (USPAACC), Disability:IN, federal government agencies - including Veteran Affairs agencies - and/ or state or local government agencies.

Goals

In 2021, Ecolab continued to make progress on elevating supplier diversity goals and objectives across the enterprise. Plans and measures were shared frequently with executive leadership on goal progress, and we ensured the appropriate targets, resources and tools were put in place to double our spend with diverse suppliers by 2022.

In 2021, we implemented the following actions to increase diverse supplier spend and supplier outreach and engagement:

- Updated North America Procurement Policy to include diverse suppliers in all go-to-market sourcing activities where a diverse supplier can meet product and customer requirements
- Added external partnerships with Minority Supplier Development United Kingdom (MSDUK) and the United States Hispanic Chamber of Commerce (USHCC)
- Participated in and sponsored local and national business outreach activities
- Implemented first phase of a supply chain extended reporting program (Tier 2)
- Increased training and awareness within the procurement organization and among business stakeholders

To continue this progress, we will rely on our strong foundation of sound procurement practices and advanced data and analytics, expand our base of strong customer and partner relationships and implement several key growth opportunities to reach our 2022 goals.

Making Measurable Progress

Ecolab's 2021 spend with diverse suppliers totaled approximately \$204 million, or 5.4% of all U.S. procurement spend. This is a 96% increase over our reported 2020 spend of \$105M. Ecolab conducted business with over 650 diverse suppliers in all categories of diverse spend in 2021, representing a 30% increase over 2020.

Supporting Local Suppliers

Fundamentally, we choose to buy from suppliers within the markets in which we operate that abide by the ethical and sustainability goals set forth by our company. We base our purchasing decisions on safety, quality, service and price, opting to purchase within the market whenever possible to minimize emissions from shipping materials overseas and support local economies. More than 90% of our purchases are from local suppliers within our markets.

Local community is defined as the major markets in which we operate, including Asia Pacific, Europe, Greater China, India, Middle East and Africa, Latin America and North America. Significant locations of operations are defined as our manufacturing facilities and operation centers within the markets in which we operate.



POLITICAL ACTION

Public Policy

Engaging with policymakers is one means of furthering our sustainability objectives. We communicate with policymakers in proactive policy discussions, bringing our market segment and scientific expertise to the table on water, waste, food safety and customer health issues to ensure public policy decisions are grounded in principles of sound science. Ecolab engages with federal and state legislative and regulatory bodies, industry and customer trade associations and non-government organizations that provide a forum for environmental policy discussion relevant to our industry. These include a diverse set of stakeholders which focus on water-related issues and climate mitigation and adaptation issues to influence climate policy.

We maintain a formal process to manage all direct and indirect engagement with policy makers and related organizations to ensure we have a common approach consistent with our business strategy. This process covers the scope and business impact of specific policy issues and is integrated into the annual business continuity and risk management assessment process so any activities that influence policy are evaluated for alignment with Ecolab's strategic corporate business strategy. If inconsistent, these are immediately flagged for action by the Government Relations team.

Political Contributions

[Ecolab's Political Contribution Policy](#) provides an approval process for corporate political contributions by a committee of executives, as well as an annual review of the policy and political contributions by the Governance Committee of the Ecolab Board of Directors. In 2021, Ecolab Inc. contributed \$30,000 to the Democratic Governors Association, \$30,000 to the GOPAC, Inc. and \$5,000 to the Republican Governors Association.



Ecolab associates can also support the company's political action committee, the Ecolab Inc. Political Action Committee (ECOPAC). ECOPAC, which is funded by voluntary contributions from Ecolab associates, is a nonpartisan committee that supports candidates for U.S. Congress who share our basic philosophies and values. It contributes to legislators from across the country where the company transacts business. Contributions are determined by a board of Ecolab executives based on criteria including representation of Ecolab facilities and/or significant base of employees, committee membership, committee leadership, positions on issues and partisan balance. ECOPAC does not support candidates for local or presidential office. A list of all political contributions by ECOPAC and Ecolab is posted semiannually to the Ecolab website under [Political Contribution Reporting](#).

Membership of Associations

Industry and policy groups have a unique ability to influence standards, regulations and practices. Ecolab engages with a broad range of industry

groups, sharing expertise and insights to help these membership organizations enhance sustainability leadership across their respective industries.

In 2021, Ecolab actively participated in sustainability-related work groups within the following, among others: A.I.S.E. (International Association for Soaps, Detergents and Maintenance Products); American Chemistry Council; American Cleaning Institute; American Hotel & Lodging Association; Beverage Industry Environmental Roundtable; Chemical Footprint Project; Consumer Goods Forum; Household and Commercial Products Association; Corporate Eco Forum; Council of Great Lakes Industries; Food Marketing Institute; Global Food Safety Initiative; Grocery Manufacturers Association; International Organization for Standardization; National Association for Environmental Management; National Association of Manufacturers; National Restaurant Association; Steel Manufacturers Association; Sustainable Purchasing Leadership Council; United States Council for International Business; and World Travel and Tourism Council.



DATA PRIVACY AND SECURITY

At Ecolab, the security of our systems and solutions is a top priority. Our Board of Directors oversees Ecolab's global information security strategy and program and includes a cybersecurity expert that joined the Board in 2014. Our cybersecurity strategy and programs are overseen by our Chief Information Security Officer (CISO) who chairs an executive-level steering committee, the Information Security Steering Committee, and reports directly to the Chief Information Officer.

Ecolab's cybersecurity and privacy teams work to safeguard the company and customer's data. We partner with other companies and industry leaders to help protect access to information, ensure the security of data storage and transmission and track and communicate information regarding cyber threats. We continuously test our technical defenses with internal and external trained professionals seeking to probe the company's cybersecurity defenses and have a Security Incident Response team that is available 24/7, 365 days of the year.

Our [Global Privacy Policy](#) outlines how Ecolab uses and safeguards personal data, periodically reviews security measures and ensures that we are compliant with the data privacy laws and regulations of the jurisdictions in which we operate, including the EU General Data Protection Regulation (GDPR). This policy is published in 16 languages.

In 2021, Ecolab had zero substantiated complaints concerning breaches of customer privacy or losses of customer data.

TAX

Approach

The tax we pay is an integral part of our positive economic and social impact and supports the advancement of the countries in which we operate. We are committed to complying with all tax laws and regulations in each jurisdiction in which we do business and are guided by appropriate international standards as detailed in our global [Tax Position](#). Our [UK Tax Strategy Statement](#) is also available on our website.

Financial Support Received

In 2021, Ecolab received nominal monetary support, awards, tax reliefs or subsidies directly from governments. We received federal and state tax credits in the United States to support our research and development initiatives totaling approximately \$21.5 million based on estimates for the 2021 tax return year. Ecolab also received a U.S. federal family medical leave credit totaling an estimated \$1.2 million, a U.S. nonconventional source fuels credit of approximately \$140,000 and a U.S. work opportunity credit of an estimated \$310,000. Ecolab received a Dominican Republic tax holiday of \$2.9 million in 2021 (valued benefit equals the difference in the statutory tax rate applied to Ecolab's income for 2021 compared to the zero-tax paid). Anticipated tax deductions by the Australian government for research and development expenditures in Australia will total approximately \$180,000 for 2021. Anticipated tax deductions in the United Kingdom for research and development expenditures in the UK will total approximately \$720,000 for 2021.

COMPLIANCE

In 2021, there were no new material grievances related to environmental, health and safety, product and service information and labeling or marketing communications impacts filed through formal grievance mechanisms. We are aware of a relatively small number of noncompliance issues and have a proactive and robust compliance program to address them promptly and completely. None of these issues resulted in material fines or penalties to the company under applicable reporting requirements. Additional information is provided in Ecolab's Form [10-K](#) for the fiscal year ending December 31, 2021 in Part 1, Item 1, under Environmental Remediation and Proceedings and in Note 15 ("Litigation and Environmental Matters").

In 2021, our operations did not experience spills of material significance to our company or the communities in which we operate. There were no facilities identified or reported that may significantly impact water bodies from discharges of water and runoff. None of the river basins and water sources where Ecolab has operations are designated as protected areas (nationally or internationally). In 2021, two of Ecolab's manufacturing facilities received monetary penalties and one facility received a Notice of Violation related to wastewater operations.

APPENDIX



Transparency Through Recognized Frameworks

Ecolab is steadfast in upholding our longstanding commitment to our stakeholders and business strategy, while aligning with respected global frameworks. Reporting publicly and consistently on our performance demonstrates our dedication to transparency and we are committed to obtaining third-party assurance of our non-financial data to improve accountability and enhance stakeholder confidence in our reporting.



ESG PERFORMANCE DATA

This Appendix summarizes key environmental, social and governance (ESG) performance metrics and indicators identified in our most recent materiality assessment.

Emissions Performance

Our global Scope 1, 2 and 3 (business travel only) GHG emissions are verified by a third party, APEX Companies LLC, using the ISO 14064-3: Greenhouse Gases - Part 3 specification standard. Our NO_x, SO_x, volatile organic compounds and hazardous air pollutants emissions are verified through APEX Companies LLC using the International Standard on Assurance Engagements (ISAE) 3000 Revised. For more information, access our [Verification Opinion Declaration on Greenhouse Gas Emissions](#) and [Assurance Statement on Environmental Metrics](#).

	Absolute Scope 1 and Scope 2 GHG Emissions	% Reduction from 2018 Baseline
YEAR	MT CO ₂ e	%
2018	460,055	-
2019	469,175	-2%
2020	335,126	27%
2021	330,999	28%

Direct (Scope 1) GHG Emissions	UNITS	2019	2020	2021
Direct (Scope 1) Emissions	MT CO ₂ e	319,180	281,241	282,199
Biogenic Emissions	MT CO ₂ e	127	129.5	215.8

- Scope 1 emissions reported are independent of any GHG trades, such as purchases, sales or transfers of offsets or allowances.
- The inventory includes CO₂, CH₄ and N₂O emissions from fuel consumption and HFC emissions from refrigerant use.
- PFCs, NF₃ and SF₆ are not included since Ecolab does not use these compounds.
- Emissions factors used for electricity and other fuels are subregion-, country-

- or region-specific where applicable, using the latest databases from governmental sources (i.e., United States Environmental Protection Agency's eGRID, UK's Defra and the International Energy Association).
- Biogenic emissions include biodiesel and ethanol (E85) fuel use.
- United States Environmental Protection Agency's Climate Leaders Emissions factors were used to calculate direct emissions.
- Chosen consolidation approach for emissions is operational control.

Indirect (Scope 2) GHG Emissions	UNITS	2019	2020	2021
Market-based Indirect (Scope 2) Emissions	MT CO ₂ e	149,995	53,885	48,800
Location-based Indirect (Scope 2) Emissions	MT CO ₂ e	150,256	140,254	130,778

- Scope 2 emissions reported are independent of any GHG trades, such as purchases, sales or transfers of offsets or allowances.
- The inventory includes CO₂, CH₄ and N₂O emissions from electricity, heating and cooling consumption.

- Emissions factors used for electricity and other fuels are subregion-, country- or region-specific where applicable, using the latest databases from governmental sources (i.e., United States Environmental Protection Agency's eGRID, UK's Defra and the International Energy Association).
- Chosen consolidation approach for emissions is operational control.



Other Indirect (Scope 3) GHG Emissions	UNITS	2019	2020	2021
Purchased Goods and Services	MT CO ₂ e	4,748,231	4,427,992	4,715,805
Use of Sold Products	MT CO ₂ e	2,298,592	2,285,901	1,888,767
Downstream Transportation	MT CO ₂ e	716,341	559,389	371,058
Upstream Transport	MT CO ₂ e	310,943	133,832	165,775
Fuel and Energy Related Activities	MT CO ₂ e	83,356	100,319	104,719
Employee Commuting	MT CO ₂ e	72,871	76,045	80,149
Capital Goods	MT CO ₂ e	51,342	55,829	45,548
Business Travel	MT CO ₂ e	76,640	24,395	33,567
Waste Generated in Operations	MT CO ₂ e	24,748	24,263	31,675
End of Life of Sold Products	MT CO ₂ e	663	565	425
Upstream Leased Assets	MT CO ₂ e	N/A	N/A	N/A
Processing of Sold Products	MT CO ₂ e	N/A	N/A	N/A
Downstream Leased Assets	MT CO ₂ e	N/A	N/A	N/A
Franchises	MT CO ₂ e	N/A	N/A	N/A
Investments	MT CO ₂ e	N/A	N/A	N/A
Total	MT CO₂e	8,383,727	7,688,530	7,437,488

- We used Environmentally Extended Economic Input Output (EEIO) analysis for our annual supplier and procurement spend data. This is a categorization model to convert \$USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation and a portion of business travel acquired or purchased by Ecolab in the reporting year.
- Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and T&D emissions, and any other losses in this category. Data quality is consistent with inputs from our global database on sustainability metrics. Upstream emissions of purchased electricity are calculated for the US and other countries by multiplying electricity activity data by country or region-specific emission factors from UK Defra 2021 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, hot and chilled water are calculated using emissions factors from UK Defra 2021 Guidelines for GHG Reporting. Emissions associated with losses were calculated for the US

and other countries by multiplying the energy use by type by emission factors from UK Defra 2021 Guidelines for GHG Reporting. All GWPs are from the IPCC Fourth Assessment Report (GWP for CH₄ = 25, GWP for N₂O = 298, consistent with reporting under the United Nations Framework Convention on Climate Change (UNFCCC).

- Emissions from fuel and energy-related activities include energy consumption of upstream activities related to Scope 1 and 2 stationary fuel use, electricity, steam and hot and chilled water.
- Waste generated in operations represents global waste emissions from waste disposed via landfill, incineration, recycling, anaerobic digestion and composting based on actual destination sources for Ecolab's hazardous and non-hazardous waste streams. Data quality is consistent with inputs from our global database on sustainability metrics. Data on waste quantity are obtained and reported from global sites. Emissions from waste are calculated using methodologies and emission factors from the EPA's Waste Reduction Model (WARM), version 14, March 2019. Landfill emissions factors are used directly from WARM. This model bases its emissions calculations on a life-cycle analysis, including emis-

sions from the long-term decomposition of waste in a landfill and upstream sources/sinks. GWPs are from the IPCC (2007) Fourth Assessment Report. For all categories except landfill, the WARM method has been adjusted to align with the GHG Protocol's Corporate Value Chain (Scope 3) Standard, based on emissions for transport to destination and processing of materials prior to reaching the end destination (be it recycling, incineration or other).

- The scope of business travel emissions is global. Defra 2021 emissions factors were used to calculate Scope 3 business-travel GHG emissions. Data on air, rail and vehicle mileage is supplemented by procurement spend data where gaps in mileage data exist. Ecolab uses Environmentally Extended Economic Input Output (EEIO) analysis for a portion of its annual supplier and procurement spend data.
- We estimate that emissions associated with employee commuting constitute <5% of our total S3 footprint and are therefore not relevant. As of 2021, there were 47,000 Ecolab employees globally, with 25,000 sales-and-service associates. For a portion of the latter group, Ecolab provides company-owned vehicles for employees to get to and from work as a



part of their customer service job functions. We have estimated that two thirds of these employees use company owned (e.g., Scope 1 emissions) vehicles for their commuting activity. The 2018 EPA emissions factor for Global - Passenger Vehicles is .0003343 tCO₂e/mile (EPA April 2022). We assume each employee commutes 30.37 vehicle miles per day (U.S. average according to the 2009 U.S. National Household Travel Survey). Assuming 261 business days in a year, Ecolab's employee commute emissions total is less than 5% of our total S3 footprint. Given that some employees worked from home in 2021 due to COVID-19, we

consider this figure to be a conservative estimate.

- The scope for use of sold products is limited to Ecolab's Food & Beverage and Dishmachine product categories and Nalco Water's 3D TRASAR product portfolio. When calculating the lifetime CO₂e we used the following formula: Total emissions = new unit sales in the year * estimated annual electricity consumption * emissions factor * lifespan of product.
- Using the sales data from the Use of Sold Products methodology and related calculations, Ecolab assigned product type categories with available secondary LCA studies to estimate the end-of-life

emissions, and related recycling, landfill and/or energy recovery rates per product category. For some products where product weight is readily available, Ecolab multiplied the weights by the appropriate US EPA WARM emissions factors that is weighted by waste destination (based on US EPA research into waste destinations) to calculate tons of CO₂e per metric ton of material disposed, by destination and material. GWPs are from the IPCC (2007) Fourth Assessment Report.

- Ecolab does not have any franchises.
- Ecolab is not aware of any investments that could be estimated with a carbon emissions impact.

GHG Emissions Intensity

	UNITS	2019	2020	2021
Direct and Indirect GHG Emissions Intensity	MT CO ₂ e / MT	0.15	0.12	0.11
Direct (Scope 1) Emissions	MT CO ₂ e / MT	0.10	0.10	0.09
Market-Based Indirect (Scope 2) Emissions	MT CO ₂ e / MT	0.05	0.02	0.02
Other Indirect (Scope 3) Emissions Intensity	MT CO ₂ e / MT	0.07	0.05	0.06

- Gases included: CO₂, CH₄, N₂O. Includes Scope 1, 2 and business travel.
- The scope of Other Indirect (Scope 3) Emissions Intensity includes only business travel.
- Intensity unit is MT of emissions per MT of product produced.

Reduction of GHG Emissions

	UNITS	2020	2021
Asia Pacific	MT CO ₂ e	219	51
Europe	MT CO ₂ e	41	45
Greater China	MT CO ₂ e	-	-
India, Middle East, Africa	MT CO ₂ e	21	-
Latin America	MT CO ₂ e	-	24
North America	MT CO ₂ e	120	203
Total	MT CO₂e	391	324

- The scope of reduction of emissions consumption data is global supply chain manufacturing facilities. The inventory includes CO₂, CH₄ and N₂O emissions from fuel consumption and HFC emissions from refrigerant use. This includes both Scope 1 and 2 emissions.
- PFCs, NF₃ and SF₆ are not included, since Ecolab does not use these compounds.
- This is a voluntarily reported metric and therefore may not represent all projects completed in 2020 and 2021.



Ozone-Depleting Substances (ODS) Emissions	UNITS	2019	2020	2021
Asia Pacific	MT CFC-11 equivalents	0.0002	0.0008	-
Europe	MT CFC-11 equivalents	-	-	-
Greater China	MT CFC-11 equivalents	-	-	-
India, Middle East, Africa	MT CFC-11 equivalents	-	-	-
Latin America	MT CFC-11 equivalents	-	-	-
North America	MT CFC-11 equivalents	-	-	-
Total	MT CFC-11 equivalents	0.0002	0.0008	-

No Ozone-Depleting Substances (ODS) are used in the production of Ecolab products. The ODS reported are used in chiller and HVAC systems in Ecolab manufacturing facilities. The scope of this metric is all supply-chain manufacturing facilities, as reported. Substances included in 2019 and 2020 calculations include R22, R123 and R124A. Substances included in 2021 calculations include R123 and R124A. Emissions factors from the Montreal Protocol were used.

NOx Emissions by Region	UNITS	2019	2020	2021
Asia Pacific	MT	22.0	23.0	22.3
Europe	MT	16.8	17.0	16.2
Greater China	MT	1.4	1.4	1.2
India, Middle East, Africa	MT	55.2	54.3	50.1
Latin America	MT	6.4	4.5	5.5
North America	MT	569.2	475.6	507.4
Total	MT	671.0	576.9	602.7

SOx Emissions by Region	UNITS	2019	2020	2021
Asia Pacific	MT	0.34	0.21	0.18
Europe	MT	0.36	0.36	0.31
Greater China	MT	0.06	0.05	0.03
India, Middle East, Africa	MT	0.11	0.02	0.15
Latin America	MT	0.09	0.09	0.07
North America	MT	0.52	0.47	0.47
Total	MT	1.47	1.20	1.22

NOx and SOx Emissions Intensities	UNITS	2019	2020	2021
NOx Emissions Intensity	MT / MT	0.00022	0.00021	0.00020
SOx Emissions Intensity	MT / MT	0.00000048	0.00000044	0.00000040

The scope of NOx and SOx reporting is global facility and fleet fuel use. Intensity unit is MT of emissions per MT of product produced.



Energy Performance

Total Energy Use	UNITS	2019	2020	2021
Total Energy Use	GJ	6,617,004	5,912,147	5,901,077
Total Electricity Use	GJ	1,212,926	1,157,085	1,130,801
Total Renewable Electricity Use	GJ	125,301	791,233	783,310
Total Renewable Electricity Use	%	10.3%	68.4%	69.3%
Total Self-Generated Energy	GJ	214,694	201,729	56,305

Direct Energy Consumed by Source	UNITS	2019	2020	2021
Natural Gas	GJ	2,813,843	2,672,621	2,612,878
Gasoline	GJ	1,944,013	1,487,362	1,553,489
Diesel	GJ	532,374	512,583	505,657
LPG	GJ	16,522	12,463	12,117
Distillate Fuel Oil (#1, 2, 4)	GJ	11,137	6,668	7,723
Residual Fuel Oil (#5, 6)	GJ	2,695	2,736	2,269
Ethanol	GJ	2,305	2,351	3,916
CNG	GJ	2	-	-
Total	GJ	5,322,891	4,696,784	4,698,049

Indirect Energy Consumed by Source	UNITS	2019	2020	2021
Purchased Hot Water	GJ	124,620	789,536	782,619
Electricity	GJ	1,087,265	365,852	347,492
Steam	GJ	72,452	58,278	64,390
Solar	GJ	682	1,698	691
Purchased Chilled Water	GJ	8,734	-	7,837
Total	GJ	1,293,753	1,215,364	1,203,028

Electricity Sold	UNITS	2019	2020	2021
Electricity Sold	GJ	1,695	4,640	6,784

Our Legacy Nalco Water headquarters/RD&E facility in Naperville, Illinois, has an onsite tri-generation facility that produces the majority of the electricity used by the facility and all the chilled water and steam used for cooling and heating the building. Any unused electricity is sold back to the grid.

Energy Consumption Outside of the Organization	UNITS	2019	2020	2021
Fuel and Energy-Related Activities (Scope 3)	MWh	203,470	267,210	366,549

Includes energy consumption of upstream activities related to Scope 1 & 2 stationary fuel use, electricity, steam and hot and chilled water.



Energy Use by Region	UNITS	2019	2020	2021
Asia Pacific	GJ	368,870	372,171	369,758
Europe	GJ	597,223	587,799	559,141
Greater China	GJ	131,722	121,456	132,131
India, Middle East and Africa	GJ	453,909	447,082	398,606
Latin America	GJ	183,831	163,151	160,366
North America	GJ	4,881,450	4,220,307	4,281,076
Total	GJ	6,617,004	5,911,966	5,901,077

Electricity Use by Region	UNITS	2019	2020	2021
Asia Pacific	GJ	74,688	77,395	78,985
Europe	GJ	196,067	182,132	173,737
Greater China	GJ	49,114	47,134	54,642
India, Middle East and Africa	GJ	40,311	38,187	31,618
Latin America	GJ	65,527	58,727	54,670
North America	GJ	787,221	753,329	737,149
Total	GJ	1,212,926	1,156,904	1,130,801

Energy Intensity	UNITS	2019	2020	2021
Energy Use Intensity	GJ / MT	2.152	2.155	1.938
Electricity Use Intensity	GJ / MT	0.394	0.422	0.371

All energy and electricity use within the organization is included.

Reduction of Energy Consumption (Resulting from Conservation and Energy Efficiency Initiatives)

	UNITS	2020	2021
Asia Pacific	kWh	377,000	175,261
Europe	kWh	364,000	236,965
Greater China	kWh	-	-
India, Middle East, Africa	kWh	28,500	-
Latin America	kWh	-	57,622
North America	kWh	695,000	1,109,074
Total	kWh	1,464,500	1,578,922

The scope of energy consumption reductions includes global supply chain manufacturing facilities that reported energy efficiency projects. Energy savings represent a combination of direct measurements and estimations using best-practices methodologies, as reported. This is a voluntarily reported metric and therefore may not represent all projects completed in 2020 and 2021.



Water Performance

We verify our global water withdrawal and water replenishment volumes through APEX Companies LLC using the International Standard on Assurance Engagements (ISAE) 3000 Revised. For more information, access our [Assurance Statement on Environmental Metrics](#).

	Water Withdrawal	Replenishment	Water Impact Intensity	Reduction from 2018 Baseline
UNITS	Cubic meters	Cubic meters	(Withdrawal - Replenishment)/MT	%
2018	8,526,998	61,600	2.73	-
2019	7,695,696	447,302	2.36	14%
2020	6,770,530	447,301	2.31	16%
2021	6,749,720	520,019	2.05	25%

Intensity unit is cubic meters of water (withdrawal - replenishment) per MT of product produced.

Water Withdrawal by Source

	UNITS	2019	2020	2021
Municipal Water or Other Water Utility	Cubic meters	6,139,957	5,323,405	5,305,928
Groundwater	Cubic meters	944,565	926,983	827,427
Surface Water	Cubic meters	610,752	519,048	603,068
Rainwater	Cubic meters	-	1,094	12,806
Wastewater for Another Organization	Cubic meters	-	-	491
Total	Cubic meters	7,695,696	6,770,530	6,749,720

Water Withdrawal by Source from Water Stressed Areas

	UNITS	2019	2020	2021
Municipal Water or Other Water Utility	Cubic meters	1,109,905	976,063	129,691
Groundwater	Cubic meters	299,550	247,099	1,067,693
Rainwater	Cubic meters	-	1,113	-
Total	Cubic meters	1,409,455	1,224,275	1,197,384

In alignment with GRI standards, Ecolab defines water stressed areas as areas designated as having “extremely high” or “high” baseline water stress according to WRI’s Aqueduct Water Risk Atlas tool. Data is based on Aqueduct 3.0, the latest version of the Aqueduct tool. Included in the scope of this metric is all water withdrawal from Ecolab manufacturing and campus/technology center facilities where production occurs, which represents 100% of Ecolab’s global water footprint.

Water Withdrawal by Region

	UNITS	2019	2020	2021
Asia Pacific	Cubic meters	389,415	335,747	345,147
Europe	Cubic meters	1,612,120	1,453,120	1,391,400
Greater China	Cubic meters	245,988	283,579	264,237
India, Middle East and Africa	Cubic meters	171,654	164,338	154,535
Latin America	Cubic meters	345,585	272,973	285,530
North America	Cubic meters	4,930,934	4,260,772	4,308,871
Total	Cubic meters	7,695,696	6,770,530	6,749,720

Water Withdrawal Intensity

	UNITS	2019	2020	2021
Intensity Within the Organization	Cubic meters / MT	2.50	2.47	2.22

The scope of water withdrawal by source data includes global manufacturing and headquarters/RD&E facilities, whereas water withdrawal by region and intensity includes all Ecolab sites. Intensity unit is cubic meters of water per MT of product produced.



Total Water Recycled and Reused	UNITS	2019	2020	2021
Total Water Recycled and Reused	Cubic meters	224,560	309,260	401,984
Total Water Recycled and Reused as a Percent of Total Water Withdrawal	%	3.0%	4.7%	6.0%

The scope of water recycled and reused data includes global supply chain manufacturing sites.

Water Discharge by Destination	UNITS	2019	2020	2021
Sewer to Treatment Facility	Cubic meters	4,509,148	3,916,524	3,910,602
Over Land / Surface Water	Cubic meters	912,267	872,375	882,275
Hauled Off-Site	Cubic meters	84,123	65,725	106,646
Solidification	Cubic meters	7,886	13,591	2,913
Total	Cubic meters	5,513,424	4,868,216	4,902,436

Water Discharge by Region	UNITS	2019	2020	2021
Asia Pacific	Cubic meters	223,908	192,128	184,873
Europe	Cubic meters	940,678	982,396	967,115
Greater China	Cubic meters	129,653	119,934	149,379
India, Middle East and Africa	Cubic meters	93,095	91,871	96,203
Latin America	Cubic meters	203,031	172,501	192,953
North America	Cubic meters	3,923,058	3,309,386	3,311,913
Total	Cubic meters	5,513,424	4,868,216	4,902,436

Water Discharge Intensity	UNITS	2019	2020	2021
Intensity Within the Organization	Cubic meters / MT	1.79	1.77	1.61

The scope of water discharge by destination includes global manufacturing and headquarters/RD&E facilities, whereas water discharge by region and intensity includes all Ecolab sites. Intensity unit is cubic meters of water per MT of product produced.

Water Discharge by Quality	UNITS	2019	2020	2021
Biological Oxygen Demand (BOD)	MT	1,333	715	1,486
Chemical Oxygen Demand (COD)	MT	N/A	696	3,356
Total Suspended Solids (TSS)	MT	1,416	1,449	1,484

- The scope of water quality data is global supply chain manufacturing facilities.
- In 2019, 69% and 60% of supply chain manufacturing water discharge is represented in BOD and TSS volumes, respectively.
- In 2020, 53%, 12% and 43% of supply chain manufacturing water discharge is represented in BOD, COD and TSS volumes, respectively.
- In 2021, 61%, 32% and 53% of supply chain manufacturing water discharge is represented in BOD, COD and TSS volumes, respectively.

Water Consumption	UNITS	2019	2020	2021
Total Water Consumed Within the Organization	Cubic meters	2,182,272	1,902,314	1,847,284
Total Water Consumed in Water-Stressed Areas	Cubic meters	657,831	549,071	484,640



Waste Performance

We verify our hazardous waste volume through APEX Companies LLC using the International Standard on Assurance Engagements (ISAE) 3000 Revised. For more information, access our [Assurance Statement on Environmental Metrics](#).

Material Use Metric	UNITS	2020	2021
Raw Material Used (Nonrenewable)	MT	1,542,218	1,734,641
Material Used in Packaging	MT	21,526	24,947
Recycled Material Used in Packaging	MT	1,793	2,131
Percentage of Recycled Packaging Material	%	8.3%	8.5%
Post-Consumer Resin (PCR) used in Packaging	MT	1,245	2,496
Reconditioned Drums Purchased	MT	1,416	1,021
Reconditioned Intermediate Bulk Containers (IBC) Purchased	MT	180	44
Containers Returned for Reuse	MT	2,493	2,387

The scope of raw material data is limited to global supply-chain manufacturing facilities. Ecolab purchases reconditioned drums and uses reusable containers to avoid the use of virgin plastic. The scope of post-consumer resin packaging is North America, Europe and China. The scope of reconditioned and reusable packaging is North America and Europe.

Total Waste and Waste Intensities	UNITS	2019	2020	2021
Nonhazardous Solid Waste	MT	24,857	24,490	29,263
Hazardous Solid Waste	MT	25,204	22,861	28,028
Nonhazardous Solid Waste Intensity	MT / MT	0.0081	0.0087	0.0096
Hazardous Waste Intensity	MT / MT	0.0082	0.0081	0.0092

Intensity unit is MT of waste per MT of product produced.

Nonhazardous Waste by Region	UNITS	2019	2020	2021
Asia Pacific	MT	1,412	1,431	1,465
Europe	MT	4,627	4,902	4,353
Greater China	MT	416	294	100
India, Middle East and Africa	MT	301	384	554
Latin America	MT	1,112	1,145	1,146
North America	MT	16,989	16,335	21,645
Total	MT	24,857	24,491	29,263



Hazardous Waste by Region	UNITS	2019	2020	2021
Asia Pacific	MT	4,318	4,473	3,264
Europe	MT	4,803	4,177	6,990
Greater China	MT	1,295	898	2,078
India, Middle East and Africa	MT	677	654	886
Latin America	MT	3,387	3,009	3,196
North America	MT	10,725	9,650	11,614
Total	MT	25,205	22,861	28,028

- All waste is disposed of directly by the organization or otherwise directly confirmed by the waste disposal contractor. The primary type of hazardous waste that Ecolab produces is process waste from vessel washouts, equipment cleaning, etc. Generally, this waste is corrosive or flammable, which is why it is deemed hazardous.
- The scope of hazardous and nonhazardous solid waste by region and intensity is globally owned and leased facilities.

Nonhazardous Solid Waste by Destination	UNITS	2019	2020	2021
Landfill	MT	15,302	15,625	17,507
Recycling	MT	2,629	2,708	2,804
Treatment	MT	4,805	4,156	2,719
Energy Recovery	MT	928	665	2,600
Land Farm	MT	-	-	1,983
Reuse	MT	457	719	881
Land Application	MT	-	-	342
Wastewater Treatment	MT	-	-	319
Incineration	MT	484	366	76
Compost	MT	252	251	32
Total	MT	24,857	24,490	29,263

Hazardous Solid Waste by Destination	UNITS	2019	2020	2021
Landfill	MT	7,757	7,141	9,375
Treatment	MT	9,191	9,081	8,566
Wastewater Treatment	MT	-	-	4,464
Energy Recovery	MT	1,260	1,285	2,244
Reuse	MT	78	127	1,600
Recycling	MT	-	-	1,158
Land Application	MT	-	-	373
Incineration	MT	4,429	2,675	185
Fuel Blending	MT	1,012	1,035	63
Deep Well Injection	MT	1,467	1,482	-
Evaporation	MT	-	21	-
Sewer	MT	8	10	-
Compost	MT	2	3	-
Total	MT	25,204	22,860	28,028

The scope of nonhazardous and hazardous waste by destination is global manufacturing facilities and headquarters/RD&E facilities. The scope of recycled nonhazardous waste is global supply chain manufacturing facilities.



Talent Performance

GLOBAL NEW EMPLOYEE HIRE RATES Based on 8,905 hires

▶ Asia Pacific

New Hire Rate	Female	Male	Total
> 50 Years Old	4.3%	5.3%	5.2%
30 - 50 Years Old	13.7%	9.3%	10.6%
< 30 Years Old	35.6%	27.8%	38.7%
Total	15.6%	10.5%	13.4%

▶ Europe

New Hire Rate	Female	Male	Total
> 50 Years Old	4.7%	3.3%	3.5%
30 - 50 Years Old	13.3%	10.0%	11.2%
< 30 Years Old	38.7%	35.0%	37.3%
Total	15.1%	9.9%	11.6%

▶ Greater China

New Hire Rate	Female	Male	Total
> 50 Years Old	0%	4.7%	4.1%
30 - 50 Years Old	21.0%	15.9%	17.0%
< 30 Years Old	49.4%	44.1%	46.8%
Total	23.8%	20.6%	21.6%

▶ India, Middle East and Africa

New Hire Rate	Female	Male	Total
> 50 Years Old	7.9%	4.7%	5.4%
30 - 50 Years Old	17.1%	13.6%	14.3%
< 30 Years Old	46.1%	38.4%	40.8%
Total	25.3%	17.2%	19.2%

▶ Latin America

New Hire Rate	Female	Male	Total
> 50 Years Old	5.6%	9.8%	9.0%
30 - 50 Years Old	11.5%	17.6%	15.9%
< 30 Years Old	25.2%	37.4%	31.9%
Total	16.2%	20.8%	19.3%

▶ North America

New Hire Rate	Female	Male	Total
> 50 Years Old	8.1%	9.7%	9.2%
30 - 50 Years Old	22.4%	20.1%	20.6%
< 30 Years Old	72.4%	60.1%	64.8%
Total	22.8%	18.3%	19.6%

GLOBAL VOLUNTARY TURNOVER RATES Based on 5,955 terminations

▶ Asia Pacific

Voluntary Turnover Rate	Female	Male	Total
> 50 Years Old	8.6%	10.0%	9.9%
30 - 50 Years Old	13.2%	8.7%	9.9%
< 30 Years Old	33.5%	12.7%	19.9%
Total	15.6%	9.5%	11.3%

▶ Europe

Voluntary Turnover Rate	Female	Male	Total
> 50 Years Old	9.0%	8.4%	9.5%
30 - 50 Years Old	8.9%	7.3%	7.9%
< 30 Years Old	15.3%	17.1%	16.2%
Total	9.9%	8.4%	9.2%

▶ Greater China

Voluntary Turnover Rate	Female	Male	Total
> 50 Years Old	7.1%	10.9%	10.4%
30 - 50 Years Old	10.6%	8.9%	9.2%
< 30 Years Old	20.5%	20.3%	21.6%
Total	11.7%	11.3%	11.6%

▶ India, Middle East and Africa

Voluntary Turnover Rate	Female	Male	Total
> 50 Years Old	10.5%	6.7%	7.5%
30 - 50 Years Old	17.5%	12.1%	13.2%
< 30 Years Old	16.3%	17.9%	17.1%
Total	16.5%	12.7%	13.5%

▶ Latin America

Voluntary Turnover Rate	Female	Male	Total
> 50 Years Old	6.4%	4.3%	4.7%
30 - 50 Years Old	6.6%	6.1%	6.3%
< 30 Years Old	10.9%	15.7%	13.5%
Total	8.2%	7.9%	8.0%

▶ North America

Voluntary Turnover Rate	Female	Male	Total
> 50 Years Old	11.3%	14.2%	13.5%
30 - 50 Years Old	16.2%	15.3%	15.5%
< 30 Years Old	29.5%	28.5%	28.8%
Total	18.1%	16.7%	17.0%

GLOBAL INVOLUNTARY TURNOVER RATES Based on 1,925 terminations

▶ Asia Pacific

Involuntary Turnover Rate	Female	Male	Total
> 50 Years Old	2.2%	1.8%	1.9%
30 - 50 Years Old	1.7%	1.1%	1.3%
< 30 Years Old	0%	1.4%	1.2%
Total	1.5%	1.3%	1.4%

▶ Europe

Involuntary Turnover Rate	Female	Male	Total
> 50 Years Old	2.3%	4.4%	4.1%
30 - 50 Years Old	2.5%	3.9%	3.4%
< 30 Years Old	2.1%	3.7%	2.9%
Total	2.4%	4.0%	3.6%

▶ Greater China

Involuntary Turnover Rate	Female	Male	Total
> 50 Years Old	17.9%	10.9%	11.8%
30 - 50 Years Old	5.1%	3.8%	4.1%
< 30 Years Old	2.4%	3.7%	3.5%
Total	5.3%	4.3%	4.5%

▶ India, Middle East and Africa

Involuntary Turnover Rate	Female	Male	Total
> 50 Years Old	2.6%	2.7%	2.7%
30 - 50 Years Old	4.4%	2.0%	2.5%
< 30 Years Old	1.4%	1.1%	1.2%
Total	3.3%	1.9%	2.2%

▶ Latin America

Involuntary Turnover Rate	Female	Male	Total
> 50 Years Old	3.2%	7.6%	6.7%
30 - 50 Years Old	3.4%	7.1%	6.1%
< 30 Years Old	1.8%	6.5%	4.5%
Total	2.8%	7.1%	5.7%

▶ North America

Involuntary Turnover Rate	Female	Male	Total
> 50 Years Old	3.1%	4.4%	4.1%
30 - 50 Years Old	4.9%	4.2%	4.4%
< 30 Years Old	7.6%	6.7%	7.0%
Total	5.1%	4.6%	4.7%



Diversity, Equity and Inclusion Performance

GLOBAL DIVERSITY BY JOB LEVEL, GENDER AND AGE

▶ 37,272 Individual Contributors

Gender as a Percent of Total	Male	70.8%
	Female	28.3%
	Not Specified	0.8%
Age Group as a Percent of Total	> 50 Years Old	21.0%
	30 - 50 Years Old	58.9%
	< 30 Years Old	20.1%

▶ 7,147 Junior Management Employees

Gender as a Percent of Total	Male	73.7%
	Female	26.1%
	Not Specified	0.2%
Age Group as a Percent of Total	> 50 Years Old	29.2%
	30 - 50 Years Old	68.6%
	< 30 Years Old	2.3%

▶ 1,697 Management Employees

Gender as a Percent of Total	Male	76.7%
	Female	23.3%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	45.1%
	30 - 50 Years Old	54.6%
	< 30 Years Old	0.2%

▶ 18 Top Management Employees

Gender as a Percent of Total	Male	66.7%
	Female	33.3%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	72.2%
	30 - 50 Years Old	27.8%
	< 30 Years Old	0%

▶ 13 Board of Directors

Gender as a Percent of Total	Male	61.5%
	Female	38.5%
	Not Specified	0%

ETHNIC/RACIAL DIVERSITY OF U.S. EMPLOYEES

▶ 14,269 Individual Contributors

Minority	31.9%
Non-minority	65.4%
Not Specified	2.7%

▶ 3,122 Junior Management Employees

Minority	19.7%
Non-minority	78.8%
Not Specified	1.5%

▶ 1,151 Management Employees

Minority	16.3%
Non-minority	82.5%
Not Specified	1.2%

▶ 17 Top Management Employees

Minority	17.6%
Non-minority	82.4%
Not Specified	0%

▶ 13 Board of Directors

Minority	15.4%
Non-minority	84.6%
Not Specified	0%

Human Capital Development Performance

2021 LEARNING ADOPTION RATE¹

Employee level	COMPLETED	TOTAL	%
Individual Contributor	34,849	37,273	94%
Junior Management	7,079	7,147	99%
Management	1,691	1,697	99%
Top Management	17	18	94%
Total	43,636	46,135	95%

Gender	COMPLETED	TOTAL	%
Female	11,643	12,819	91%
Male	3,816	32,990	96%
Not Specified	177	326	54%
Total	43,636	46,135	95%

¹Percent of employees who have completed at least one learning course

ANNUAL PERFORMANCE REVIEW COMPLETION RATES

Gender	2019	2020	2021
Female	98%	99%	99%
Male	98%	99%	99%
Not Specified	100%	95%	94%

Region	2019	2020	2021
Asia Pacific	99%	99%	100%
Europe	96%	99%	100%
Greater China	100%	100%	100%
India, Middle East and Africa	98%	99%	99%
Latin America	98%	100%	100%
North America	98%	99%	99%



Health and Safety Performance

Ecolab global operations conform to the Occupational Safety and Health Administration (OSHA) injury reporting standards. The data provided cannot be broken down by gender and does not include independent contractors, except where stated otherwise. As Ecolab transitioned to a web-based platform for injury and incident reporting, we identified opportunities to improve the consistency of tracking lost time injury rates outside of North America. This improvement process will continue in 2022.



Total Recordable Injury Rate (TRIR)¹

Number of injuries and illnesses per 200,000 working hours

	2019	2020	2021	% Change vs 2019
Asia Pacific	0.60	0.49	0.44	-27%
Europe	0.88	0.63	0.53	-40%
Greater China	0.14	0.19	0.16	14%
India, Middle East & Africa	0.67	0.32	0.36	-46%
Latin America	0.63	0.48	0.37	-41%
North America	1.55	1.03	1.49	-4%
Total	1.10	0.79	0.93	-15%

Lost Time Injury Rate (LTIR)

Number of injuries with lost days per 200,000 working hours

	2019	2020	2021	% Change vs 2019
North America	0.65	0.36	0.61	-6%

Total Vehicle Accident Rate (TVAR)

Number of vehicular accidents per million miles driven

	2019	2020	2021	% Change vs 2019
Asia Pacific	1.83	1.93	1.60	-13%
Europe	4.34	3.38	3.14	-28%
Greater China	1.17	0.61	0.67	-43%
India, Middle East & Africa	2.39	1.89	1.96	-18%
Latin America	2.46	2.32	2.04	-17%
North America	2.66	2.23	2.06	-23%
Total	2.81	2.37	2.17	-23%

Severe Vehicle Accident Rate (SVAR)¹

Number of severe vehicular accidents per million miles driven

	2019	2020	2021	% Change vs 2019
Global	0.08	0.07	0.08	0%

¹Includes fatalities, bodily injuries, vehicle rollovers, incidents involving drugs and/or alcohol and environmental spills to ground or waterways

Occupational Illness Frequency Rate (OIFR)

Number of occupational illnesses per 200,000 working hours

	2019	2020	2021	% Change vs 2019
Asia Pacific	0.14	0.14	0.00	-100%
Europe	0.00	0.05	0.00	0%
Greater China	0.00	0.00	0.00	0%
India, Middle East & Africa	0.00	0.00	0.00	0%
Latin America	0.00	0.18	0.09	100%
North America	0.15	0.11	0.11	-27%
Total	0.08	0.09	0.06	-25%

Fatalities

	2019	2020	2021	% Change vs 2019
Ecolab Employees	1	1	0	-100%
Contract Employees	0	0	0	0%



REPORTING REFERENCE TABLES AND INDEXES

Global Reporting Initiative (GRI) Content Index

The Global Reporting Initiative (GRI) Index provides an overview of the material sustainability-related disclosures contained in the 2021 Ecolab Corporate Responsibility Report, [2021 Ecolab Annual Report and Form 10-K](#) and other sources. We report in accordance with the Global Reporting Initiative's GRI Standards: Core option.

▶ [Access Ecolab's GRI Index](#)

Sustainability Accounting Standards Board (SASB) Reference Table

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. Our SASB Table references the Standards for the Chemicals and Professional Services industries as defined by SASB's Sustainable Industry Classification System (SICS) and outlines where Ecolab addresses each topic.

▶ [Access Ecolab's SASB Reference Table](#)

Task Force on Climate-Related Financial Disclosures (TCFD) Index

The Financial Stability Board created the Task Force on Climate-related Financial Disclosures (TCFD) to improve and increase reporting of climate-related financial information. Our TCFD Index includes details on climate-related matters across governance, strategy, risk management and target-setting processes.

▶ [Access Ecolab's TCFD Index](#)

World Economic Forum (WEF) Stakeholder Capitalism Metrics Reference Table

The World Economic Forum (WEF) Stakeholder Capitalism Metrics are a set of universal and comparable disclosures focused on people, planet, prosperity and principles of governance that are considered most critical for business, society and the environment, regardless of region or industry. Our WEF Table identifies where Ecolab addresses each of the 21 core metrics.

▶ [Access Ecolab's WEF Reference Table](#)





REPORTING CHANGES AND RESTATEMENTS FOR 2021 REPORTING PERIOD

Adjustments and Restatements of Information in Previous Reports

Ecolab first developed an inventory of greenhouse gas (GHG) emissions as part of our commitment to reducing our carbon footprint in 2007. In 2009, we expanded the primary inventory to include other key operational environmental impacts including, but not limited to, water withdrawal, wastewater discharge and waste disposal. During completion of these 2021 inventories, data and methodological gaps were identified and corrected, which impacted historical inventories and data.

We also continue to implement many new data-management collection processes to maintain our energy and water invoices for all owned and operationally controlled fixed facilities. This serves as another way to perform internal and third-party auditing of this data. Globally, Ecolab had an 83% invoice-compliance rate in 2021, meaning that 83% of all energy and water invoices from all owned and operationally controlled fixed facilities were used to compile 2021 data.

Net sales are adjusted to constant 2015 dollars to factor out inflation when normalizing Ecolab's emissions performance against the base year, following best-practice guidance from the GHG Protocol and EPA Climate Leaders. Ecolab's net sales are adjusted for inflation using Producer Price Indexes (PPI) from the Bureau of Labor Statistics.

Greenhouse Gas, Water, Wastewater and Waste Inventory Changes

In 2018 we changed the accounting method we use to report GHG emissions progress against our climate targets from location-based to market-based. Primarily, this allows us to account for the renewable electricity purchases we are making in North America, Europe and other regions.

In 2020 Ecolab completed a significant divestiture of its upstream energy business. Ecolab's greenhouse gas, water, wastewater and waste inventories for 2019 and years prior have been revised to account for this divestiture. In 2020 Ecolab revised its Scope 3 Use of Sold Products emissions for prior years due to methodological improvements in estimating product sales. For the 2021 reporting year, Ecolab has restated its historical Scope 3 emissions for purchased goods & services, capital goods, upstream transportation and distribution, and downstream transportation & distribution categories due to improvements in procurement spend data collection and categorization.

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