ECOLAB®

2022
Corporate Responsibility Report

Building a 100% positive future, together

Table of Contents

Report overview

The Ecolab Corporate Responsibility Report documents Ecolab Inc.'s performance on environmental, social and governance (ESG) topics. This report includes data from 1 January – 31 December 2022, unless otherwise stated, and covers Ecolab's global entities over which we have operational control, including our offices, manufacturing plants and research, development and engineering facilities. Reporting on other matters specific to financial performance of the Company and its subsidiaries and a discussion of forward-looking statements and risk factors can be found in our 2022 Annual Report. For more information, please see About this report.

Building a 100% positive future, together

For a century, we've been growing fast by protecting what's vital. We've been solving some of the world's most complex problems, helping protect people from infections and protect the resources vital to life by making a positive impact on our customers, communities and the planet.

This mission is more important than ever. Climate change, water scarcity and pandemics—three defining challenges of our time—are growing more urgent, impacting businesses and communities every day.

As the global leader in water, hygiene and infection prevention solutions, we understand that to lead and have a positive impact, we need ambitious goals. And from those goals must come action.

Ecolab has remained focused on delivering concrete results year after year. Our results in 2022 show once again how we are delivering on our goals and are making major steps toward our ambition to become a company with a net positive impact.

In 2022, together with our customers,

- We helped conserve 219 billion gallons of water, equivalent to the drinking water needs of 758 million people;
- We provided safe food to 1.4 billion people;
- We cleaned 57 billion hands;
- And we avoided 3.6 million metric tons of greenhouse gas emissions, helping prevent almost 6 million pollution-related illnesses.

And while we have our biggest positive impact through the work we do with our customers, we continue to lead in our own operations and communities, where we are advancing our water stewardship efforts, lowering our carbon emissions, delivering on our diversity, equity and inclusion commitments and fostering a culture of care and safety.

Working toward a 100% positive future requires a collective effort. It is a mindset that propels us, our customers and our communities forward. As we reflect on our achievements from this past year and the hard work that got us here, we remain focused on our future and the next 100 years. We aim to grow even faster.

Our 2030 Impact Goals reflect our ongoing dedication to delivering strong value to customers and shareholders by achieving positive outcomes. By 2030, we aim to help customers save enough water to meet the drinking water needs of 1 billion people, reduce greenhouse gas emissions by 6 million metric tons, provide quality and safe food for 2 billion people and clean 90 billion hands. We plan to do this all while achieving net positive water and carbon impact, 100% use of renewable energy and a workplace unwavering in our dedication to equity and safety as priorities.

We're proud of the progress we've made. And we're excited for the next 100 years, and the meaningful, positive outcomes we contribute to our customers, our communities and the planet.
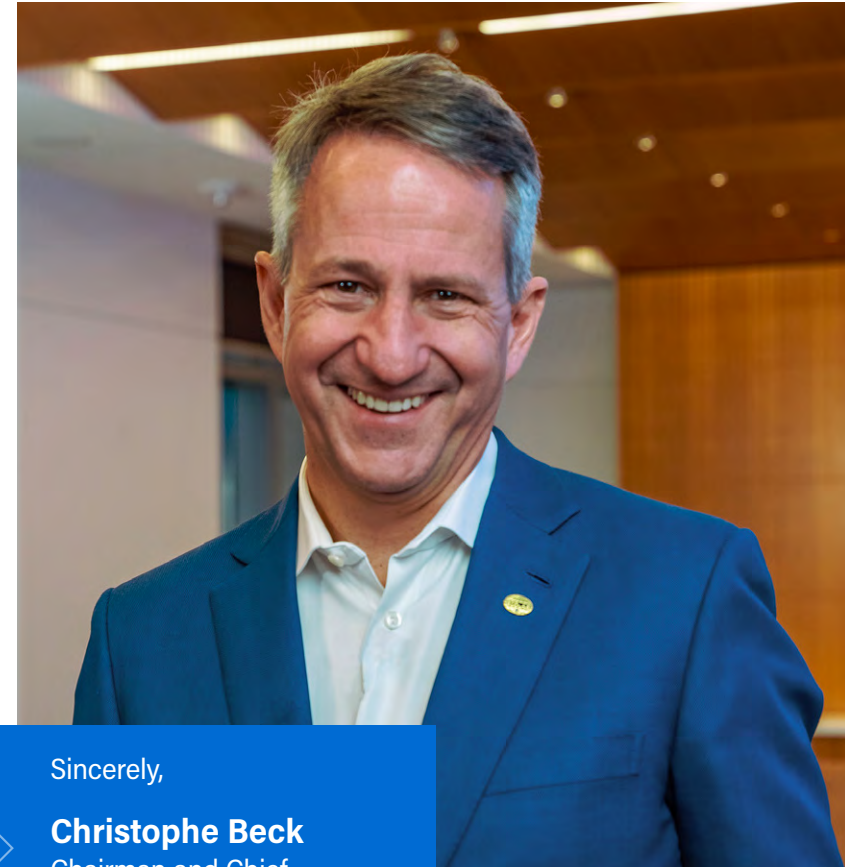
Sincerely,

Christophe Beck
Chairman and Chief Executive Officer

Doing well by doing good: 100 years and counting

In March 2023, Ecolab marked its 100-year anniversary. This was also the month that the most important water event in a generation took place – the first United Nations (UN) Water Conference since 1977. As Ecolab looks toward our next century of positive impact and growth, we know we must rise to the challenges presented to us by climate change, water scarcity and threats to biodiversity.

To that end, we continue to progress toward our [2030 customer Impact Goals](). And while our biggest impact is through our customers, we're also driving significant action in our own operations. We have made great progress toward our Net Positive Water Impact and carbon emissions reduction goals while supporting a diverse and inclusive workforce and prioritizing safety in everything we do.

Here are some highlights:

- At the 2023 UN Water Conference in New York, we participated in the Open Call to Accelerate Action on Water, joining other private sector companies in a commitment to make a collective positive impact in 100 basins supporting over 3 billion people by 2030 – a key contribution to the UN's Water Action Agenda.
- We joined Starbucks, Gap, Inc., Reckitt and DuPont and the U.S. International Development Finance Corporation in investing nearly $140 million in the WaterEquity Global Access Fund IV. The fund aims to reach up to 5 million people with access to water, sanitation

and hygiene and targets households in at least eight countries in South and Southeast Asia, sub-Saharan Africa and Latin America.
- We affirmed our commitment as a founding member of the Water Resilience Coalition (WRC) to work collectively to achieve Net Positive Water Impact through public/private partnerships, policy, technology and a roadmap to reach the WRC's goals for 100 priority basins by 2030. Through the work of the WRC, we know that 150 companies can directly impact approximately one-third of the world's water use, which means that industry has a unique responsibility and opportunity to address the global water crisis.
- As part of our efforts to reach Net Positive Water Impact, we Achieved Alliance for Water Stewardship (AWS) certifications at two Ecolab facilities, bringing our total AWS-certified facility count to eight across Brazil, China, Mexico and the U.S.

In 2022 and throughout our history, Ecolab has seen an unparalleled opportunity to advance both our business and positive impact in the world. The journey isn't an easy one and the challenges are many but when the course is set by leaders like ours, we can achieve seemingly unsurmountable tasks. We are proud of the progress we have made and look forward to more in the years ahead. Together, with our customers, we plan to continue to grow and deliver on our purpose to protect people and the resources vital to life.
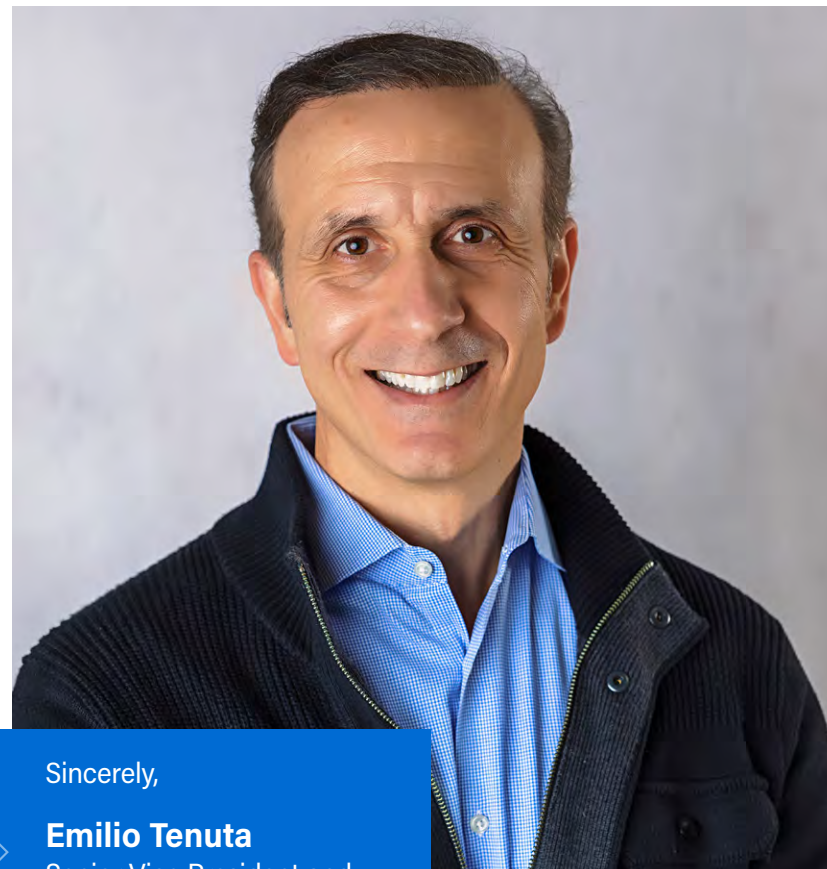
Sincerely,

Emilio Tenuta
Senior Vice President and
Chief Sustainability Officer

Ecolab at a glance

An innovative and trusted partner at millions of customer locations, Ecolab Inc. is a global sustainability leader offering water, hygiene and infection prevention solutions and services that help protect people and the resources vital to life.

Customers in more than 40 industries choose Ecolab's comprehensive science-based solutions, data-driven insights and world-class service to advance food safety, maintain clean and safe environments and optimize water and energy use.

Protecting people and the resources vital to life

Building on a century of innovation, our 47,000 associates deliver comprehensive science-based solutions, data-driven insights and world-class service to advance food safety, help maintain clean and safe environments and optimize water and energy use in more than 170 countries around the world.

We are united by our purpose to make the world cleaner, safer and healthier – helping businesses succeed while protecting people and vital resources. Our vision is to be the global leader in water, hygiene and antimicrobial technologies and services - providing and protecting what is vital: clean water, safe food and healthy environments.

Helping customers succeed

From restaurants and hotels to power and manufacturing facilities, Ecolab's more than 25,000 sales-and-service associates, the industry's largest and best-trained direct sales-and-service force, help customers solve their cleaning, sanitizing and water and energy management challenges. Many of the world's most recognizable brands rely on Ecolab to help ensure operational efficiencies, product integrity and brand reputation.

Providing personalized service

Ecolab's ultimate competitive advantage is found in our industry-leading sales-and-service force. Every customer challenge is unique, which is why our 25,000 field associates partner with customers in their facilities, providing innovative solutions, digital technologies and unmatched insights. Our experts employ a rigorous process to gather data, apply advanced technology, rethink processes and provide solutions to address our customers' unique economic, social and environmental challenges.

Developing innovative solutions

Ecolab has a long history of innovation. Our strategy is based on chemistry, digital technology and service to deliver exponential customer value. Our team of 1,200 scientists, engineers and technical specialists create innovative solutions that are responsibly sourced and developed with close attention to human and environmental impact. With our expertise in core technologies, including antimicrobials, dispensing and monitoring, personal and environmental hygiene, polymers, surfactants, solid chemistry, water management and data analytics, we help improve operational efficiency, product quality and safety for our customers.

Ecolab is headquartered in St. Paul, Minnesota and its common stock is listed under the ticker symbol ECL on the New York Stock Exchange. For more information, visit ecolab.com or call 1.800.2.ECOLAB.

Our businesses

Institutional

Our Institutional business provides specialized cleaning and sanitizing products to the foodservice, hospitality, lodging, healthcare, government, education and food retail industries.

Industrial

Our Industrial business provides water treatment and process applications, and cleaning and sanitizing solutions to customers within the manufacturing, food and beverage processing, transportation, chemical, primary metals, power generation, refining, petrochemical, pulp and paper, mining and commercial laundry industries.

Healthcare and Life Sciences

Our Healthcare and Life Sciences businesses provide specialized cleaning and sanitizing products to the healthcare, personal care and pharmaceutical industries.

Other

Our Pest Elimination business provides services to the foodservice, food and beverage processing, healthcare, lodging, grocery and other commercial settings. 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 the semiconductor, aerospace and other industries.

Our Water Brand

NALCO Water
An Ecolab Company

Nalco Water, an Ecolab company, provides innovative solutions for water treatment and management, process improvements and pollutant control – optimizing product quality and operating costs for our customers while reducing their impact on the environment.

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 research and development 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, 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.

Delivering impact in every industry

Customers and partners around the world trust our science-backed solutions to help overcome their greatest challenges. From hotels, restaurants and healthcare facilities to food and beverage processers, manufacturing facilities and power generation plants across the globe, Ecolab's 25,000-strong sales-and-service associates, the industry's largest and best-trained, help solve cleaning, sanitizing and water and energy management challenges. Each day, we dispatch our customer experts to locations around the world in businesses spanning more than 40 industries. 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.

Hotel
Cleaning and sanitizing solutions, cooling and boiler water treatment, food safety solutions, laundry solutions, pest elimination, pool and spa solutions & warewashing

Office building
Air filtration solutions, cleaning and sanitizing solutions & water treatment

School
Cleaning and sanitizing solutions, food safety solutions, warewashing & water treatment

Oil rig
Acidizing additives, cementing specialty solutions & drilling fluid additives, emulsifiers, agents and lubricants

Dairy farm
Cleaning and sanitizing solutions & animal hygiene products

Oil refinery
Corrosion and fouling control, desalting and emulsion breaking, fuel additives and stabilizers & water treatment solutions

Food processing plant
Antimicrobial treatments, cleaning and sanitizing solutions, product quality solutions, pest elimination, energy reduction solutions & water management solutions

Hospital
Cleaning and sanitizing solutions, food safety solutions, hand hygiene, laundry solutions, patient and equipment drapes, surgical room turnover & water treatment

Mining site
Air quality solutions, water and effluent treatment & processing applications

Heavy manufacturing plant
Air filtration, analytical services, energy reduction solutions & water and wastewater treatment

Restaurants
Cleaning and sanitizing solutions, food safety solutions and audits, hand hygiene, kitchen equipment repair, pest elimination, warewashing & water filtration and treatment

Paper plant
Process solutions, product quality solutions & water and effluent treatment

Grocery store
Cleaning and sanitizing solutions, food safety solutions & pest elimination

Our approach

▶ ## Protecting What's Vital™

Ecolab is a force for good. For 100 years, we've worked to improve the health of people, planet and business around the world.

No company reaches 100 years without a clear vision and mission. And ours — Protecting What's Vital™ — is our inspiration. Each year has been an opportunity to gain new experience, break into new markets, solve new problems and invite new perspectives to the table.

Today, we remain committed to building a 100% positive future, together with our customers, suppliers, partners and communities. We maximize the impacts of our work within our business operations and deliver exponential results for our customers in critical areas around water, climate, food and health.

Our storied history has made us who we are, establishing a legacy of global good. That foundation fuels our drive to continue this important work into the next 100 years.

Our sustainability strategy: Advancing people, planet and business health around the world

People health + Planet health + Business health

Helping people thrive by protecting their individual health, the food they eat and the spaces where they live and work.

Helping the planet thrive by prioritizing the earth's climate and its most valuable resource: water.

Helping businesses thrive by protecting their reputations and their bottom line.

With more than 1,200 scientists, engineers and technical specialists, we help our customers address both known and emerging public health and food safety issues. Our solutions and services help promote good hygiene and prevent the spread of pathogens to keep people healthy where they eat, sleep, work, play and heal. They help keep food safe all along the supply chain, helping prevent foodborne illnesses and provide safe, high-quality food for people around the world. And our purification solutions for the healthcare, personal care and pharmaceutical industries help enable product safety and quality for life-saving drugs and vaccines.

At Ecolab, we believe what's good for the planet is good for business. Operating sustainably should cost less – not more – so we work to help our customers prioritize sustainability while advancing operational goals. We share our expertise in smart water use to help our customers reduce, reuse and recycle water in their operations. And our tailored solutions help them use energy more efficiently, reduce waste and cut greenhouse gas emissions to advance a more sustainable future.

We help businesses thrive by building resilience and reducing risk to help safeguard their reputations and their bottom line. We do this by providing deep expertise and comprehensive programs to help customers protect staff and consumers from the spread of pathogens, solve complex operational challenges and meet their business goals. We are also committed to being a responsible corporate citizen and a partner our customers can trust through our commitment to ESG and operating ethically and sustainably.

Our sustainability strategy

We activate our sustainability strategy to advance people, planet and business health through areas that are important to our stakeholders and vital to commercial success. Because our growth and impact are fundamentally linked, our sights are set on building a 100% positive future.

People health + **Planet health** + **Business health**

When we deliver on our mission to protect what's vital, we simultaneously grow our business and our positive impact on the world. By 2030, in partnership with our customers, we expect to:

positively impact the lives of over 3 billion people by protecting water, providing safe food and preventing infections.

Through utilization of our water and food solutions and services, we anticipate helping customers save water equal to the annual drinking water needs of 1 billion people and provide safe and quality food to 2 billion people by 2030. Additionally, our health and hygiene technologies will promote the health and wellness of millions more.

achieve a net positive water and climate impact by conserving water and avoiding emissions.

While we work tirelessly to minimize our environmental footprint, Ecolab water- and energy-saving technologies continually help our customers reduce freshwater use and avoid generation of greenhouse gas (GHG) emissions.

By 2030, the positive sustainability outcomes realized through use of Ecolab programs at customer locations are expected to outweigh our own water and carbon footprints, resulting in billions of gallons of water savings and millions of metric tons of avoided GHG emissions each year.

deliver >25% eROI to customers through use of Ecolab solutions.

Using our exponential return on investment (eROISM) framework, we plan to deliver greater than 25% eROI to customers by 2030 as a result of improved performance, enhanced operational efficiency and prioritized sustainable impact through use of Ecolab service and solutions.

Our sustainability strategy

ESG governance

Our Board has an established framework for assessing key environmental, social and governance (ESG) risks and opportunities most relevant to the company's long-term sustainability goals. The framework takes into consideration the metrics and disclosures described in the World Economic Forum ("WEF") report entitled, Measuring Stakeholder Capitalism: *Towards Common Metrics and Consistent Reporting of Sustainable Value Creation*. Our Board actively oversees these efforts primarily through the Safety, Health and Environment (SHE) Committee which is responsible for many of the company's sustainability policies, programs and practices that affect, or could affect, Ecolab employees, customers, stockholders and neighboring communities. The Audit Committee, Compensation and Human Capital Management Committee, and Governance Committees of the Board of Directors also address various ESG matters. In addition to reports from these committees, the Board receives an annual presentation from the SHE Committee on the company's progress against its sustainability goals and implementation of projects and related activities.

Ecolab's sustainability strategy includes ESG components and is governed by a Sustainability Executive Advisory Team (SEAT) that is made up of members of the company's executive leadership team including our Chief Sustainability Officer. The SEAT meets with the Corporate Sustainability team on a quarterly basis.

Outputs of these meetings are reported by the 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 polices 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.

ESG incentives

Strategic ESG and sustainability indicators are included in measures of performance used to determine compensation for senior leaders and associates. 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.

Beginning in 2023, the annual cash bonus for senior leaders will be measured against ESG metrics which include goals for water use impact, gender diversity and racial/ethnic diversity. Achievement at target or better for one or more of the metrics will increase the payout by 3-10%, whereas failure to achieve any of the metrics will decrease the payout by 10%. Other 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. In addition, many senior management members have adjusted earnings per share (EPS) as a goal in their annual cash incentive plan, and adjusted return on invested capital (ROIC) is a metric for our long-term equity incentive awards.

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 into the EPS goal in our annual incentive plan and ROIC goal in our equity program.

Clean revenue

We define 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. In 2022, our clean revenue total includes:

1. Revenue from water- and energy-saving technologies within our Global Industrial and Global Institutional divisions that 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 stringent water quality requirements.

3. Revenue from separation, purification and extraction technologies from our Purolite business.

4. 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 66% of our 2022 revenue can be considered clean and 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.

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, interest and 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 2022, we surveyed more than 600 associates and held in-person interviews to contribute to our sustainability strategy and focus areas for subsequent years. In addition, our annual assessment of significant business risks and 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.

Investment community

As a publicly traded company, we place a priority on the opinions of our shareholders. We engage in direct dialogue each year in connection with 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.

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.

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 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.

Supply partners

Ecolab works with suppliers to ensure the quality of our products and the integrity of our operations to meet our customers' world-class expectations. Within our supply chain, we place a great focus on addressing environmental risks, helping people thrive and contributing meaningfully to the communities where we live and operate. As such, we interface with suppliers through daily business operations and garner feedback during screening processes upon inclusion into our procurement portfolio, on-site assessments, business reviews, internal and external surveys and as members of mutual industry associations.

Ecolab's business relationship with its suppliers is based on supplier policies as well as contracts or purchase order terms and conditions that are specific to supplier transactions with Ecolab. We additionally have global strategic sourcing agreements with multinational chemical and material companies to co-innovate and drive product stewardship benefits of our programs. As an integral part of our sustainability strategy, we also engage with suppliers on collective environmental and social topics through direct dialogue and surveying to continually and holistically refine our approach along our entire value chain.

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 2022, our NGO partnerships included the Water Resilience Coalition as part of the United Nations 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 NGOs 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.

The Global Sustainability Network multiplies employees' impact around the world

Sustainability is resolutely woven into our culture and core to everything we do at Ecolab. Our purpose to protect the resources vital to life drives our 47,000 associates to address the world's most pressing sustainability challenges every day, including water scarcity and climate change.

To continue to build a 100% positive future, our teams recognized the need to unite and work together more closely than ever before. That's why on Earth Day 2022, Ecolab's associates launched the Global Sustainability Network (GSN), an employee-led community group to accelerate Ecolab's growth and impact through education, communication and collaboration on environmental sustainability issues.

The GSN was formed to bring to light the individual impact each Ecolab associate can have in reaching our sustainability goals through their day-to-day work, no matter their geography or role. With over 550 founding members, the group has now grown to over 1,300 associates, representing an over 130% increase in total membership in just one year.

While the GSN provides global programming, a diverse leadership team ensures each employee can make a meaningful connection between their work and Ecolab's business results that are driven through environmental sustainability, no matter where in the

world they are. With representation from over 60 countries, the Network is truly supporting Ecolab's relentless pursuit to do good, globally.

The Global Sustainability Network's strategic plan is focused on three pillars:

(1) Providing education on sustainability topics
The GSN delivers regular educational sessions to members focused on topics that are material to Ecolab and our customers, including water stewardship, climate action, product sustainability and

circularity. These seminars are translated into multiple languages and help Ecolab associates stay up to date on current trends while fostering a collective sustainability mindset. Ongoing communication outlets like newsletters, podcast episodes and more supplement the educational sessions to aid associates in turning our sustainability commitments into actions.

(2) Enriching a strong sustainability culture
In 2022, a Sustainability Champions program was created by the GSN to support over

60 passionate associates in sharing environmental best practices within their respective working groups. Sustainability Champions build bridges and connections between teams in global markets and the GSN. The Champions provide local context to global sustainability issues and act as regional representatives of the GSN to enhance Ecolab's sustainability culture at every level of the organization.

(3) Collaborating across boundaries
GSN leaders organize and participate in volunteer efforts to deliver a positive environmental impact in their local communities. In 2022, with the support of the Ecolab Foundation, employee-led groups across the world focused on natural service events including planting climate-resilient native species in Kenya, building food gardens in Mexico and litter cleanup in Korea and Spain.

Sustainability materiality assessment

Building on learnings from previous materiality assessments, achievements to date toward our 2030 Impact Goals and previous and ongoing sustainability initiatives, we conducted a refreshed materiality assessment in 2022 to reaffirm and update topics that are of significance to our business. With input from our diverse set of stakeholders, we prioritized material topics and related risks and opportunities to inform our future business strategy.

Approach

We are committed to reviewing our materiality assessment findings at least every three years to ensure our strategy and reporting activities continue to focus on areas where we have the most significant actual and potential impact while maintaining and strengthening our sustainability leadership position.

Our multifaceted materiality assessment process captures and prioritizes sustainability topics that are important to our stakeholders, align with our company's and customers' key business drivers and inform our business strategy and reporting of these issues as required in our Annual Report and 10-K. The classification and selection of topics is prepared with reference to the Global Reporting Initiative's (GRI) Reporting Principles, Topic Standards and definitions.

We validate material topics with a thorough review of industry-specific sustainability trends and best practices, a process that involves testing topics with peers, customers, senior leadership, employees, investors and third-party consultants. This systematic approach ensures we engage in meaningful dialogue, understand and integrate stakeholder expectations, focus on the most strategic sustainability issues and align our efforts with our purpose to make the world cleaner, safer, and healthier while protecting people and the resources vital to life.

Results are 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 ensure topics align with our core values, goals and competencies. The results and findings of our materiality assessment process inform advancements of our 2030 Impact Goals, when applicable, and drive the continued integration of sustainability into our corporate culture while targeting net positive impact through our products, services, partnerships and value chain. Outputs of the materiality assessment are also integrated into our annual assessment of significant business risks to ensure critical sustainability risks and opportunities are further evaluated and linked to our core business strategy.

The United Nations Sustainable Development Goals (SDGs) are the 2030 blueprint to achieve a better and more sustainable future for all. 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 most aligned with our material topics.

GOAL 6:
Clean Water and Sanitation

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

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.

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.
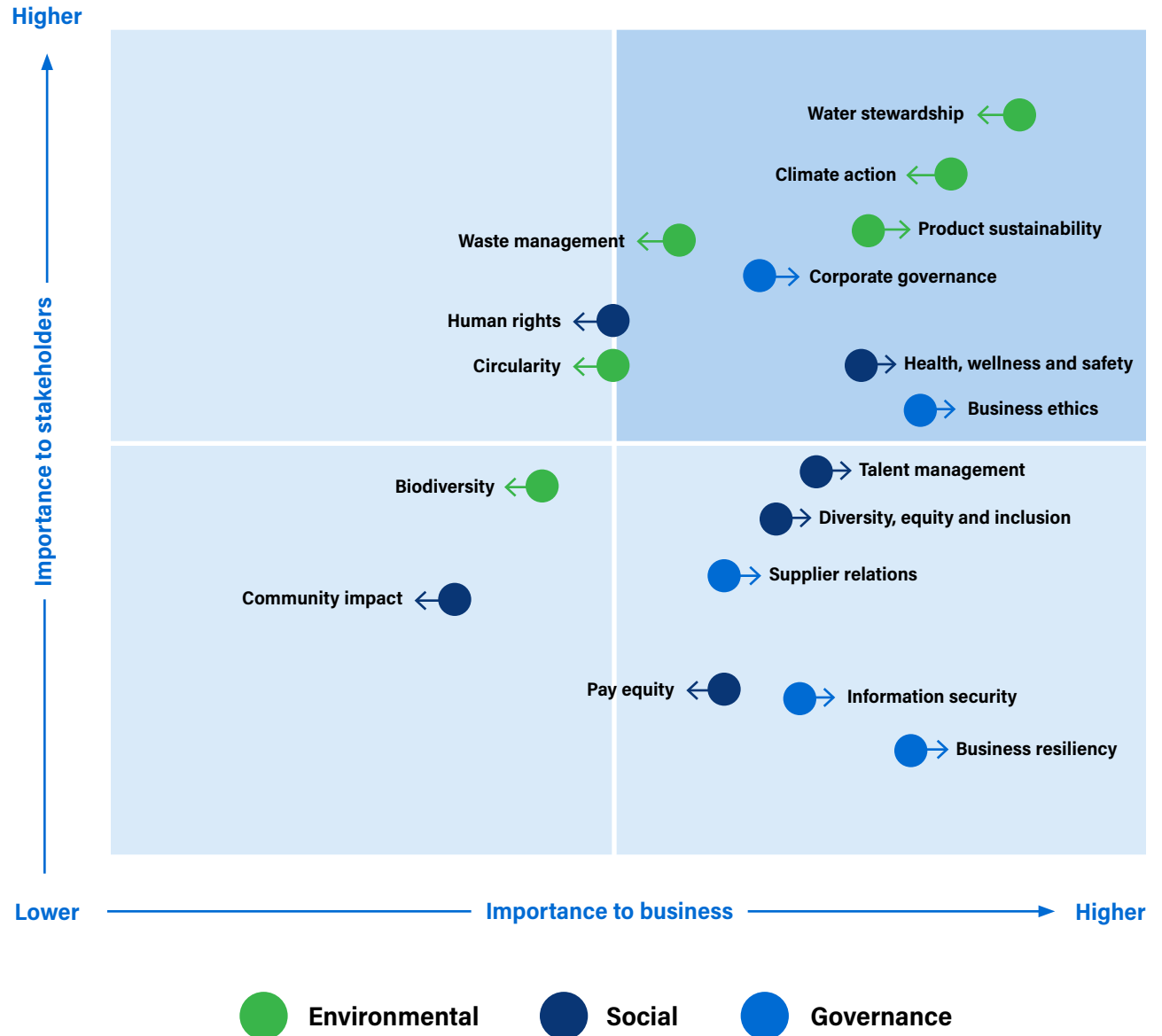
Sustainability materiality assessment

Findings

Our 2022 assessment resulted in the identification and prioritization of 17 material topics that are relevant to stakeholders and our business. Identified topics are prioritized and grouped according to significance of impact and importance.

These 17 material topics are critical components of our business strategy and considered foundational to Ecolab's business model.

Key drivers of Ecolab's sustainability efforts such as water stewardship, climate action and health, wellness and safety remain high on the relative ranking of significance. The majority of topics are consistent with previous materiality assessments or reflect minor adjustments to specificity.

The maturation of sustainability topics in both global frameworks and our stakeholders' experiences have brought new dimensions to materiality, with the most substantial additions occurring across governance areas with a steep rise in granular topics such as pay equity, business ethics and business resiliency. Also notable is the addition of biodiversity protection and restoration to address growing attention to this aspect of environmental sustainability.

Higher

Importance to stakeholders

- Water stewardship
- Climate action
- Waste management
- Product sustainability
- Corporate governance
- Human rights
- Circularity
- Health, wellness and safety
- Business ethics
- Biodiversity
- Talent management
- Diversity, equity and inclusion
- Community impact
- Supplier relations
- Pay equity
- Information security
- Business resiliency

Lower ——————— Importance to business ——————→ **Higher**

● **Environmental**   ● **Social**   ● **Governance**

eROI: Creating and measuring value

100 years of innovation has laid the groundwork for building the next century of positive growth, to be achieved, in part, through science-based solutions, data-driven insights and world-class service that help customers achieve ambitious business and environmental goals.

With an unparalleled combination of science and service, we deliver exponential outcomes that benefit customers and communities. We call this our eROI[SM] 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 estimate our sustainable impact and customers' return on investment. By helping to measure value, Ecolab supports our customers in tracking and enhancing the value they create in the world.

We start with what matters most to our customers - performance - and link performance outcomes to environmental and social metrics and cost savings to demonstrate the triple-bottom-line benefits of sustainability. Ecolab's innovative solutions help customers achieve superior operational efficiency while reducing water, energy and carbon at the highest return.

Every year, we measure our total impact using our eROI Customer Impact Counter. The counter includes 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.

> 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 which confirmed appropriate systems for collection, aggregation and analysis of quantitative data for determination of the potential savings and benefits of its products and services for the stated period and boundaries, within a reasonable degree of uncertainty.

eROI[SM] **by Ecolab**

In 2022

eROI projects delivered more than

$1.1 billion globally

in annualized savings for our customers.

We also helped our customers:

Conserve more than

219 billion
gallons of water

Conserve more than

45 trillion
BTUs of energy

Avoid more than

3.6 million
metric tons of greenhouse gas emissions

Avoid more than

60 million
pounds of waste

Helping Sinopec achieve peak performance while reducing its environmental impact

Insights

Sinopec Chongqing SVW Chemical Company (SVW) is a chemical manufacturer based in China. The company

is focused on continuously improving water reuse and recycling while increasing output and aligning with the Chinese government's efforts to conserve energy and reduce emissions. SVW recently launched an initiative to recycle wastewater for use in its cooling towers at its plant in Chongqing, China.

Actions

Ecolab's water and process management business, Nalco Water, worked with SVW to develop a program that is designed to control corrosion and scale while maintaining a ratio of up to 60% recycled wastewater in the cooling tower makeup water. SVW implemented Nalco Water's corrosion control solution for cooling systems, along with 3D TRASAR™ Technology to provide integrated water quality management along with real-time, automated monitoring and dosing.

Outcomes

The partnership with Nalco Water enabled SVW to achieve historically high levels of compliance with key control and performance indicators in the cooling water systems (>99%). It also improved system reliability, water use and sustainable development and led to substantial cost savings. In addition, production increased and maintenance time was reduced, due to the prevention of leaks in the heat exchanger system.

Learn more about eROI

The results in this case study are specific to this individual customer and may vary for other customers based on factors and circumstances in their operations.

eROI℠ by Ecolab

Annual Savings

Water
630 million gallons
(~2.4 million m³)

Energy
29 billion BTU

Greenhouse Gases
750 metric tons
of CO_2e

Costs
$890,000
in preventative maintenance costs

Product Quality
>99%
compliance with key control and performance indicators

Environmental Responsibility
compliance with environmental regulations

Total Value Delivered
$1.7M

Sustainable solutions take Loews Hotels to new heights

Insights

Loews Hotels & Co is a hospitality company that owns or operates 26 hotels and resorts in the U.S. and Canada. The company is committed to adopting solutions that help reduce its environmental footprint while maintaining a high-end experience for its guests.

To this end, Loews Hotels & Co has set a goal of reducing portfolio-wide energy use intensity by 30% by 2030. It also actively sources recyclable products to reduce packaging waste and works to protect earth's natural resources through partnerships with sustainable suppliers across its value chain.

Actions

Nalco Water, Ecolab's water and process management business, partnered with Loews Hotels & Co to deliver solutions designed to reduce water, energy, emissions and waste. These include 3D TRASAR™ Technology, which minimized scale and corrosion in the company's cooling towers to enhance asset protection and efficiency while dramatically reducing water and energy usage. Loews Hotels & Co has also realized sustainability and safety benefits by switching from single-use drums of product to Nalco Water's PORTAFEED™ delivery service. The system helps

reduce waste by providing chemistry in reusable containers and enhances worker safety by simplifying chemical handling through "hands-off" dispensing.

In addition, the company transitioned from using traditional liquid products to 3D TRASAR solid concentrates, which has reduced plastic waste, eliminated the need for employees to lift heavy pails and helped minimize exposure risks.

Ecolab and Nalco Water also deliver a wide range of solutions to Loews Hotels & Co including water safety programs for its pools and spas, the SMARTPOWER™ warewashing program, which helps reduce wash time, water usage and water temperature, and Oasis Pro™ Housekeeping solutions, which reduce plastic packaging and improve productivity through easier, faster cleaning processes.

Outcomes

The simple and resource-efficient solutions provided by Nalco Water and Ecolab helped Loews Hotels & Co save money, water and energy and reduce waste, enhancing its sustainability efforts while continuing to provide a stellar experience to its guests.

Learn more about eROI

Learn more about eROI" box (as it is displayed on page 17): The results in this case study are specific to this individual customer and may vary for other customers based on factors and circumstances in their operations.

LOEWS HOTELS & CO
EST 1960

---

eROI℠ by Ecolab

Annual Savings

Water
57.6 million gallons
(~218,000 m³)

Energy
3 million kWh

Greenhouse Gases
1,400 metric tons
of CO₂e

Waste
75,000 lbs

Productivity
92,000 hours
of labor gained by reduced rewash, avoided chemistry handling and faster cleaning processes

Assets
$70,000
asset life extension

Human Health & Safety
Advanced packaging and dispensing systems reduce exposure

Total Value Delivered
$1.7M

Our 2030 Impact Goals for customer outcomes

Working toward a 100% positive future requires a collective effort — it is a mindset that propels our associates, customers and communities forward. Our 2030 Impact Goals reflect our ongoing dedication to our vision for a thriving world.

These goals are focused on the change we can create for our company, communities, customers and environment. Ecolab technologies and services help drive exponential return on investment (eROI) for our customers, while helping protect people and vital resources. Our 2030 Impact Goals showcase our global team's dedication to helping customers maximize business outcomes at the highest rate of return while making a positive impact on water, climate, food and health.

How we measure progress

Using our eROI methodology, we use global sales data and business growth related to our water- or energy-saving technologies alongside industry-specific assumptions to estimate enterprise-wide impact. A strong innovation pipeline and improved data capture techniques from global markets contribute to continued progress.

Water

Goal: 300 billion gallons water saved (~1.1 billion cubic meters)

By 2030, our goal is to help customers conserve 300 billion gallons (~1.1 billion cubic meters) of water annually, equivalent to the annual drinking water needs of 1 billion people.

In 2022, we continued ahead of pace, achieving 109% of our annual target by helping customers save 219 billion gallons (~829 million cubic meters) of water, equivalent to the drinking water needs of almost 757 million people.

109%
of 2022 target

Climate

Goal: 6 million MT CO_2e avoided

By 2030, our ambition is to help customers become carbon neutral by reducing greenhouse gas emissions by 6 million metric tons annually, preventing nearly 10 million pollution-related illnesses.

In 2022, we helped customers avoid the generation of 3.6 million metric tons of greenhouse gas emissions, preventing almost 6 million pollution-related illnesses, achieving 104% of our annual target.

104%
of 2022 target

2030 Impact Goals for customer outcomes

Food

Goal: 2 billion people provided safe and quality food

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 2022, we helped customers provide high-quality and safe food to 1.4 billion people for an entire year, preventing over 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 Full Service Restaurants customers and annual food consumption in the United States.

In 2022, we achieved 93% of our annual target due largely to a decline in global food production, which affected the Food and Beverage industry as a whole. We will be focusing on acceleration strategies in 2023 while refining our impact methodology to minimize the effects of market volatility.

93% of 2022 target

Health

Goal: 90 billion hands cleaned

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 2022, we helped customers clean 57 billion hands, provided safe medical care to 64 million people and reduced 2.1 million infections.

We measure our progress based on the average number of healthcare instruments washed, chemistry sales and our business growth.

While hand hygiene sales continue to stabilize in the aftermath of the COVID-19 pandemic, we remain ahead of pace. In 2022, we achieved 113% of our annual target.

113% of 2022 target

Accelerating startups focused on food security and sustainability

The best entrepreneurs in the world are completely obsessed with a problem. That obsession fuels innovation. And within the food system, there are no shortages of problems. Climate change causes more catastrophic weather events each year. Crop yields are damaged or diminished from flooding or drought. Population growth contributes to food and water scarcity. Unprecedented labor shortages are affecting businesses throughout the world.

Techstars Farm to Fork food system accelerator program, co-funded by Cargill and Ecolab, focuses on supporting entrepreneurs who are developing innovative ways to solve these problems. These entrepreneurs are digital disruptors — they use technologies to overcome challenges found in the food and/or agriculture systems.

Launched in 2018, the Farm to Fork accelerator is a mentorship-driven program that identifies and fosters 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.

Ecolab believes that innovative, sustainable ideas can come from anyone and anywhere, and our involvement in the

Ecolab's expertise helps our customers:

▶ Provide safe and high-quality food to **1.4 billion people**
▶ Produce **44% of the global milk supply**
▶ Produce and protect **36% of the world's packaged food**
▶ Prevent more than **8 million foodborne illnesses**

Techstars Farm to Fork program is one way that we are helping to advance innovation to benefit the food industry and ultimately, society. We provide mentorship to help entrepreneurs advance their solutions and enable a more efficient and sustainable food system.

Over the years, the accelerator has seen a consistent thrust toward sustainability. Now, every applicant to the program has

sustainability as a primary component of their value proposition or is touching environmental, social and governance (ESG) issues in some way. And many founders from the accelerator are tackling sustainability issues head-on in non-conventional ways.

For example, Agtools Inc. emerged from the 2020 cohort and uses AI and modeling to predict good growing seasons and

crop yields around the world. When considering the potential negative effects of climate change and the impact that is felt throughout the supply chain, a business like this could be especially important in predicting supply changes. A bad growing season wouldn't just affect individual farmers — it has the potential to disrupt business all over the world and create major food scarcity or food security issues.

Another company from the 2020 cohort, IXON Food Technology, has created aseptic packaging that allows meat to be stored at room temperature for up to two years. The environmental implications of a food wrap that can keep food safe longer than traditional methods could eliminate the need for refrigerated transport – lowering energy use, emissions and cost – and significantly reduce food waste.

Every year, the Farm to Fork accelerator participants shine a brighter and brighter spotlight on the state of the food system. And, year after year, with our food safety expertise and knowledge of the industry, Ecolab looks forward to helping these entrepreneurs advance solutions that enable a more secure and sustainable food supply.

Promoting health and hospitality with the Ecolab Science Certified™ program

The COVID-19 pandemic served as an important reminder of why precautionary steps are crucial to help minimize the spread of illness. No matter if it's for school, work or recreation, remaining committed to good hygiene practices built during the pandemic can help prevent the spread of germs in shared spaces. One solution that helps our partners remain committed to clean is the Ecolab Science Certified™ program.

Ecolab Science Certified is a comprehensive, science-based public health and food safety program that helps businesses including hotels, restaurants and grocery stores advance cleaner, safer practices to achieve a higher level of cleanliness. Businesses that commit to these rigorous standards and periodic audits earn the Ecolab Science Certified seal, giving consumers confidence in their choices.

This comprehensive program leverages insights from Ecolab's decades of experience helping keep hospitals clean, as well as partnerships with some of the world's largest hospitality and foodservice brands. The program includes science-based protocols and products, including hospital disinfectants and food-contact sanitizers proven effective against known and emerging pathogens. In addition to these advanced products, the program incorporates the latest public health and food safety training and periodic audits that help verify protocols are being followed.

The Ecolab Science Certified seal, available only after meeting rigorous program criteria, signifies participation in the program and the business's commitment to delivering a higher level of cleanliness. The Ecolab Science Certified program addresses consumer expectations for cleaning, disinfecting and food safety so all can enjoy the places we eat, stay, shop and play.

The Ecolab Difference

The Ecolab Science Certified program is backed by deep scientific expertise that goes beyond products. The program includes:

One of the broadest product portfolios proven to quickly kill established and emerging pathogens, including hospital disinfectants and food-contact sanitizers, offered as part of a suite of science-based products and practices.

A requirement that employees are trained on current public health and food safety cleaning and disinfecting practices and procedures.

Protocols created to support a higher level of cleanliness informed by the U.S. Centers for Disease Control and Prevention (CDC) and developed by our team of food safety and public health experts backed by decades of expertise helping keep hospitals, restaurants and hotels clean.

An independent audit by an Ecolab food safety and public health specialist to verify practices and products are being used correctly and additional support and training to resolve any gaps.

A dedicated seal that gives consumers confidence that their choice is backed by Ecolab science.

Our 2030 Impact Goals for Ecolab operations

Alongside the impact we make with our customers, we 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 Net Positive Water Impact

Prioritizing investments in smart water management, water stewardship and a commitment to collective action starts within our own operations. We will continue to demonstrate that companies can accelerate their growth while prioritizing superior water stewardship. That's why by 2030, in combination with our commercial efforts, we plan to continue to achieve a Net Positive Water Impact by:

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

In 2022, operational adjustments resulting from supply changes necessitated water use above our annual objective. Nevertheless, we made progress toward our 2030 goal by reducing overall water impact by 10% per unit production from a 2018 base year, achieving 78% of our 2022 target. We have intensified measures to meet our 2023 target as supply variance stabilizes.

In 2022, we also restored almost 25% of our absolute water withdrawal at high-risk sites and have received AWS certification at a total of six of our high-risk facilities.

78%
of 2022 target

Tackling carbon emissions

We are focused on reducing greenhouse gas emissions in our own operations in line with the level of decarbonization required to limit global warming to 1.5 degrees Celsius. We have a Science-Based Target, verified by the Science Based Target Initiative, committing us to reduce absolute Scope 1 and Scope 2 greenhouse gas emissions by 50% by 2030 from a 2018 base year and achieving net-zero emissions across all three Scopes by 2050.

We have also pledged to operate using 100% renewable electricity by 2030 and are working with suppliers to

set similarly ambitious carbon targets aligned with the science-based target methodology by 2024.

In 2022, we reduced absolute Scope 1 and 2 carbon emissions by 48% from a 2018 base year, exceeding our 2022 target by 146%. Also in 2022, 61% of our total electricity usage was considered renewable. We additionally established that suppliers accounting for 14% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution and business travel) have set targets aligned with SBTi criteria.

146%
of 2022 target

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 continue to focus on:

- 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
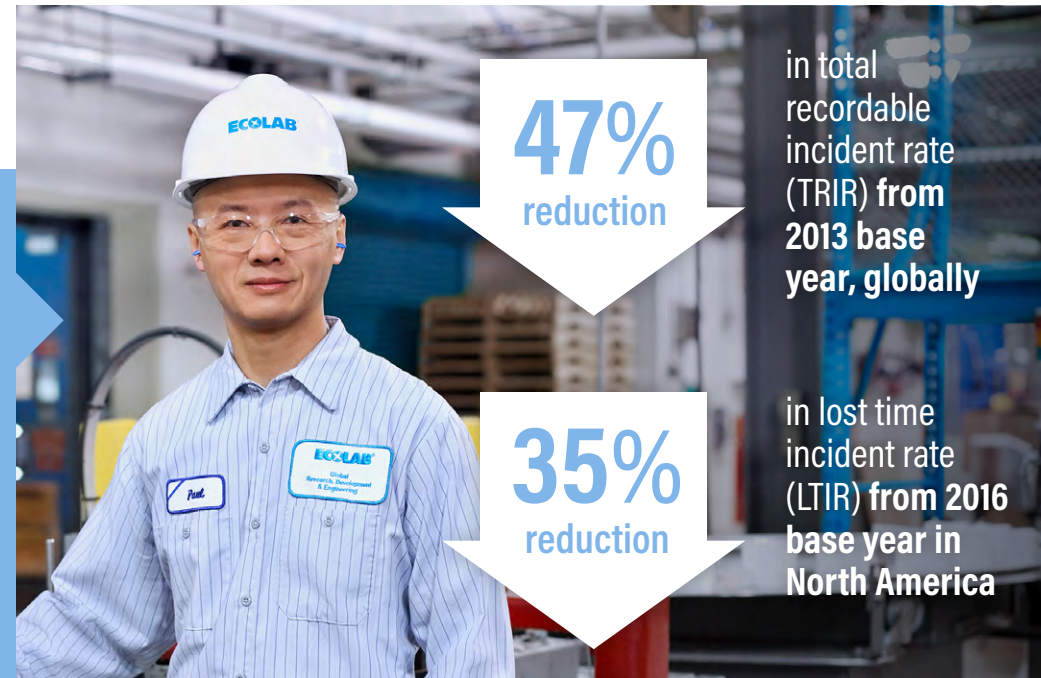
We continue to outperform annual targets and in 2022, achieved 102% of our annual gender equity target and 108% of our annual ethnic/racial diversity target, propelling us to nearly 30% fulfillment of the ultimate 2030 Impact Goals.

102%
of 2022 target

Gender diversity

108%
of 2022 target

Ethnic/racial diversity

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. Employees are trained and empowered to stop work anytime conditions are considered unsafe.

By 2030, we aim to train and educate 100% of our associates to work safely 100% of the time. In 2022, we made strides toward this goal by reducing total recordable incident rate (TRIR) by 47% from a 2013 based year, globally, and reducing lost time incident rate (LTIR) by 35% from a 2016 base year in North America.

47%
reduction

in total recordable incident rate (TRIR) **from 2013 base year, globally**

35%
reduction

in lost time incident rate (LTIR) **from 2016 base year in North America**

Awards and recognition

The right results, delivered the right way

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 2022, were recognized by several leading organizations for our commitment to operating responsibly and sustainably.

Sustainability

Global 100 World's Most Sustainable Corporations (Corporate Knights)

ESG AAA Rating (MSCI)

Climate & Water Security (A-) (CDP)

Top 100 Most Sustainable Companies (Barrons)

DJSI World and North America Indices (S&P Global)

Terra Carta Seal

Global good

Americas Most JUST Companies (JUST Capital & CNBC)

World's Most Admired Companies (Fortune)

World's Most Ethical Companies (Ethisphere)

50 Best Companies to Sell for (Selling Power)

Corporate responsibility

America's Most Responsible Companies (Newsweek)

100 Best Corporate Citizens (3BL Media)

FTSE4GOOD Index Series (FTSE4GOOD)

Diversity, equity, and inclusion

Gender Equality Index (Bloomberg)

Top 50 Companies for Diversity (Diversity Inc)

Best Places to Work for LGBTQ+ Equality (Human Rights Campaign)

Best Places to Work for Disability Inclusion (Disability Equality Index)

Best Employers for New Grads (Forbes)

Environment

▶ Working to build a 100% positive future

At Ecolab, we've spent the past 100 years taking a science-driven and customer-centric approach to pursuing solutions to the world's most complex problems, including water scarcity and climate change.

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 increasingly complex challenges for businesses. And it is increasingly clear that the window for action for environmental protection 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. We are unwavering in our commitment to create a world in which we all thrive. And we're just getting started.

Environmental management

At Ecolab, we believe what's good for the planet is good for business. For 100 years, our sustainability leadership and achievement has been rooted in our enterprise-wide commitment to operational efficiency and environmental stewardship. We employ our expertise and technology to continually find ways to deliver strong business results while saving water, energy, emissions and waste 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.

Ecolab's Global Safety Health & Environmental Position and Sustainability Position formalize our dedication 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 oversees Ecolab's SHE program primarily through the SHE Committee of the Board and the SHE Position is executed through our internal SHE management system, which is implemented at all global facilities.

In addition to 100% certification to the Ecolab SHE management system requirements, 44% of our plants have achieved International Organization for Standardization (ISO) 14001 – Environmental Management Systems or Responsible Care 14001 certification. Moreover, 22% of sites are ISO 45001 certified and 73% are ISO 9001 certified.

Verification of environmental inventories
Our global Scope 1, 2 and 3 (business travel only) greenhouse gas (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 volumes, water replenishment projects, NOx and SOx 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.
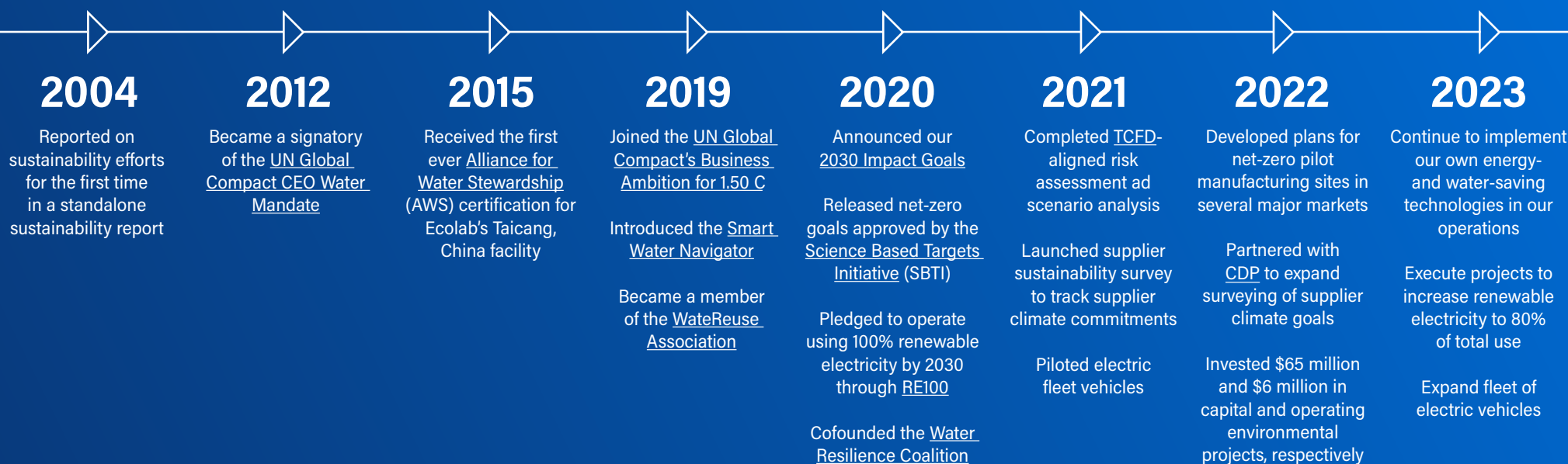
▶ **Recognized by CDP for sustainability leadership year after year**

Ecolab has participated in and reported to CDP since 2006 to transparently disclose our environmental impacts. In 2022, we received leadership-level rankings from CDP, earning an A- ranking for both climate change and water security submissions.

Our ongoing journey to deliver a net positive environmental impact

Ecolab has a long history of reducing our environmental footprint. We continually set and achieve bold environmental performance goals that align with our business strategy as we work to decouple resource use from growth.
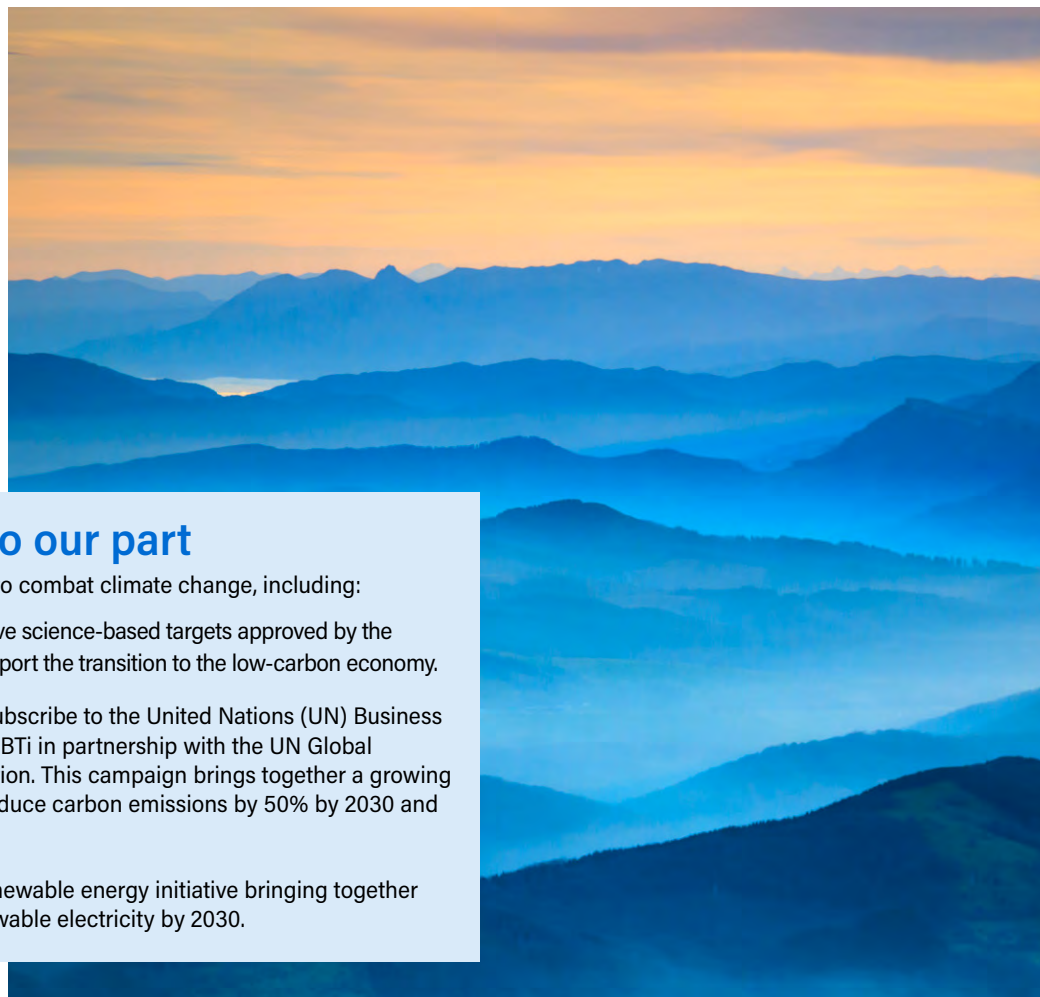
2004	2012	2015	2019	2020	2021	2022	2023
Reported on sustainability efforts for the first time in a standalone sustainability report	Became a signatory of the UN Global Compact CEO Water Mandate	Received the first ever Alliance for Water Stewardship (AWS) certification for Ecolab's Taicang, China facility	Joined the UN Global Compact's Business Ambition for 1.50 C Introduced the Smart Water Navigator Became a member of the WateReuse Association	Announced our 2030 Impact Goals Released net-zero goals approved by the Science Based Targets Initiative (SBTI) Pledged to operate using 100% renewable electricity by 2030 through RE100 Cofounded the Water Resilience Coalition	Completed TCFD-aligned risk assessment ad scenario analysis Launched supplier sustainability survey to track supplier climate commitments Piloted electric fleet vehicles	Developed plans for net-zero pilot manufacturing sites in several major markets Partnered with CDP to expand surveying of supplier climate goals Invested $65 million and $6 million in capital and operating environmental projects, respectively	Continue to implement our own energy- and water-saving technologies in our operations Execute projects to increase renewable electricity to 80% of total use Expand fleet of electric vehicles

Climate action

The science is clear on what's needed to mitigate climate change: significant, global action to reduce greenhouse gas emissions (GHG)and limit warming to 1.5°C. Climate change must be treated with the urgency it demands, and we are committed to leading the way while supporting those who are doing their part. As we focus on building a 100% positive future, that means turning sustainability commitments into results.

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

We have science-based targets to reduce GHG emissions and achieve net-zero in our own operations and product innovation processes, are aligned 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).

We define 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.

▶ We have pledged to do our part

Ecolab subscribes to external movements to combat climate change, including:

Science Based Targets Initiative: We have science-based targets approved by the Science Based Targets (SBTi) initiative to support the transition to the low-carbon economy.

UN Business Ambition for 1.5ºC: We subscribe to the United Nations (UN) Business Ambition for 1.5ºC, a campaign led by the SBTi in partnership with the UN Global Compact and the We Mean Business coalition. This campaign brings together a growing group of leading companies pledging to reduce carbon emissions by 50% by 2030 and achieve net-zero by 2050.

RE100: Ecolab is a member of RE100, a renewable energy initiative bringing together businesses committed to using 100% renewable electricity by 2030.

▶ Ecolab's greenhouse gas emissions footprint

Total GHG emissions
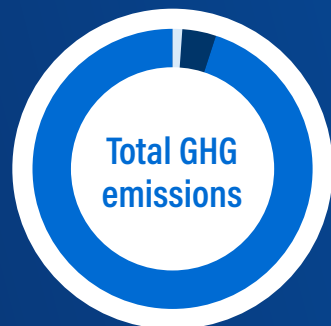
- 94.8% Scope 3
- 4.0% Scope 1
- 1.2% Scope 2

Scopes explained

Scope 1: Direct emissions from owned or controlled sources or activities. Examples include company-owned vehicles or on-site fuel combustion.

Scope 2: Indirect emissions from purchased electricity or heat sources.

Scope 3: 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.

See the ESG performance data appendix for more information on our carbon emissions inventories.

Climate action

Our journey toward a 100% positive future

As a company with a global manufacturing footprint, we actively seek to make a positive impact on the world's climate through responsible processes while advancing our resilience to the world's changing climate.

To guide our journey, we have targets approved by the Science Based Targets Initiative (SBTi) to halve Scope 1 and 2 emissions from a 2018 base year by 2030 and reach net-zero emissions while reducing absolute Scope 1, 2 and 3 emissions by 90% from a 2018 base year by 2050. We follow GHG Protocol accounting standards which exclude capturing customers' emissions

reduction in our inventories but realize our positive contribution on the planet is maximized in partnership with our customers.

To have a truly exponential impact, we rely on our unique value proposition to help customers achieve their business and cleanliness goals in a more sustainable way. That result is achieved through use of Ecolab solutions and services which reduce water and energy use, and therefore GHG emissions. So, building on proven performance year over year, and ahead of our net-zero milestone, we intend to achieve a net positive climate impact in partnership with our suppliers and customers by 2030. Here's how:
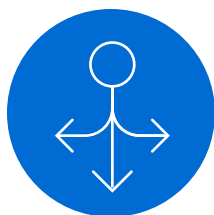
Engaging across our supply chain to work toward ambitious climate goals

We are working with suppliers representing 70% of Scope 3 emissions* to set ambitious carbon targets aligned with the Science-Based Targets initiative methodology by 2024.

*Covering purchased goods and services, capital goods, upstream transportation and distribution and business travel

Optimizing our processes to reduce operational emissions

We are focused on reducing absolute Scope 1 and 2 emissions by 50% from a 2018 base year and using 100% renewable electricity by 2030.

Helping customers become carbon neutral through use of Ecolab solutions and services

Our goal is to help customers along their decarbonization journey by avoiding 6 million metric tons CO_2e, preventing nearly 10 million pollution-related illnesses each year by 2030.
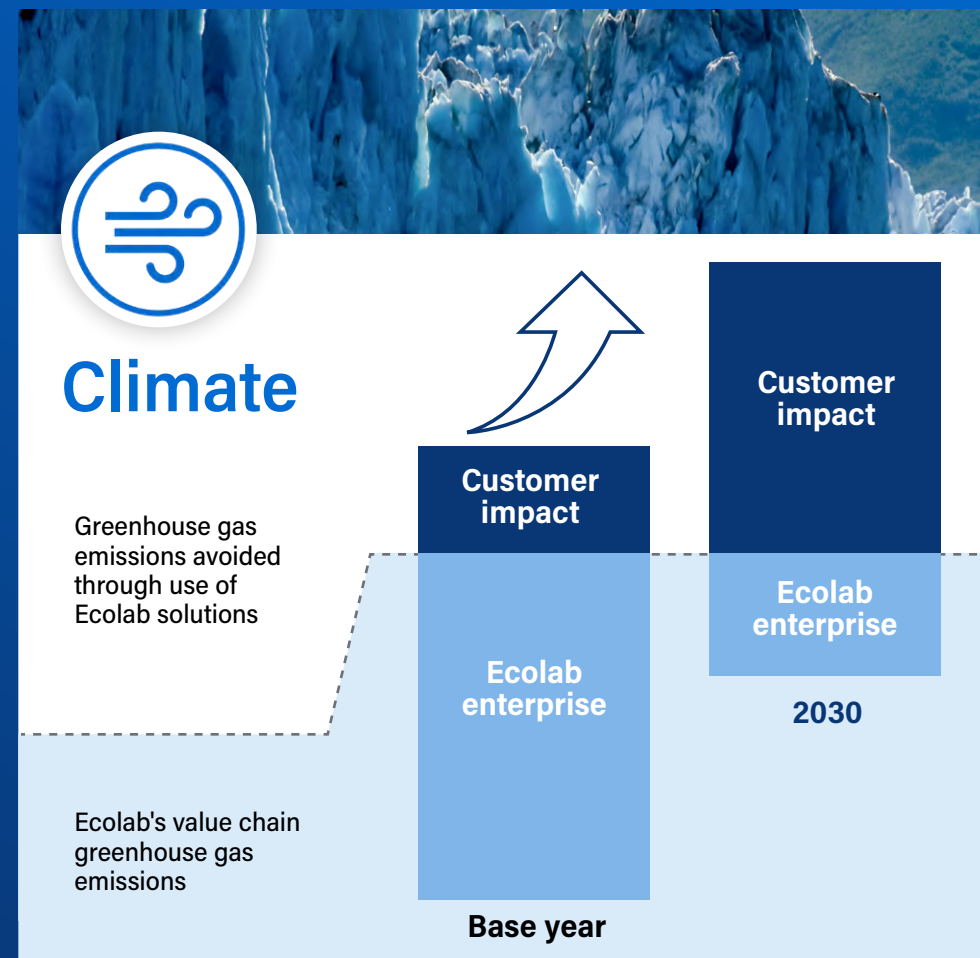
A force for good beyond our own operations

Ecolab's positive impact on the planet is multiplied through the work we do with our customers. While we actively work to minimize our total carbon footprint, Ecolab's innovative energy-saving solutions and services help customers reduce greenhouse gas emissions in their own operations.

In combination, these continuous efforts are expected to help avoid more emissions at customer locations than those generated by our entire value chain, delivering a net positive climate impact by 2030.

Achieving a positive contribution by 2030

Climate

Greenhouse gas emissions avoided through use of Ecolab solutions

Ecolab's value chain greenhouse gas emissions

Customer impact

Customer impact

Ecolab enterprise

Ecolab enterprise

2030

Base year

Climate action

Helping customers become carbon neutral
Just as climate change is one of the greatest challenges of our time, finding the path to net-zero emissions is the corresponding growth opportunity. We continue to innovate with an eye toward a low carbon future: over an eighth of new technologies launched in 2022 contributed to positive energy and carbon impacts. Through utilization of many of these innovative programs and services, we are growing our business while minimizing customers' environmental footprint at the highest rate of return.

Continuing to deliver on our promise

2030 Impact Goal
Help customers become carbon neutral by avoiding 6 million metric tons of GHG emissions, preventing nearly 10 million pollution-related illnesses.

2022 performance
We helped customers avoid the generation of 3.6 million metric tons of GHG emissions, preventing almost 6 million pollution-related illnesses, achieving 104% of our annual target.

104%
of 2022 target
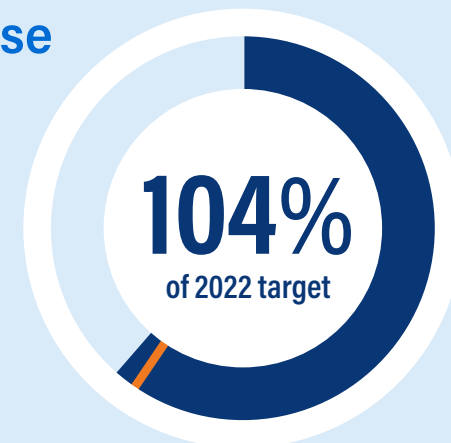
Combining expertise and innovation on the road to decarbonization

Click through examples to learn our how we combine sustainable, world-class solutions with personalized service to deliver energy- and carbon-savings. 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

APEX™
Machine warewashing program for foodservice industry

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

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

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

Aquanomic™
Low-temperature laundry program for laundries

OxyGuard™ 40
Low-temperature laundry program for commercial laundries

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

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

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

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

Ecolab introduces Water for Climate program to help customers meet climate goals

Sustainability or growth? Why not both?

Ecolab Water for Climate uses a four-step process to help businesses deliver on sustainability and operational growth goals in tandem:
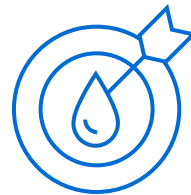
1. Understand
an organization's publicly stated water and climate goals, the approach to meet these goals within operational boundaries and the link between enterprise goals and site-level actions.

2. Gain insights
through asset-level surveys, site assessments and end-to-end engineering audits to create a blueprint designed to reach sustainability and business goals.

3. Implement
holistic, industry-specific water solutions including auditing, consulting, engineering, advanced chemistries and digital technologies that reduce, reuse and recycle water.

4. Deliver outcomes
that drive a reduction in water, energy and greenhouse gas emissions, protect brand equity and deliver operational and cost efficiencies.

Many companies around the world have set ambitious climate goals to address the impacts of climate change and water scarcity. And many believe that prioritizing sustainability compromises profitability. Ecolab is helping businesses pursue both at the same time.

To help customers respond to the intensifying energy crisis and impacts of climate change, Ecolab launched its Ecolab Water for Climate™ program in 2022. This new offering helps companies meet their ambitious climate goals without compromising business growth.

Water must be moved, heated, cooled and treated to be fit for commercial use, all of which requires energy and subsequently produces greenhouse gas emissions. Ecolab Water for Climate is designed to allow companies to continuously monitor and improve water use and quantify the impact on energy, emissions and the bottom line by providing holistic solutions that support reduce, re-use and recycle water strategies across an enterprise.

At Ecolab, we have conducted over 500 assessments in manufacturing across multiple industries and found that more efficient water management can enable reduced water consumption up to 44%, energy use up to 22%, and greenhouse gas emissions up to 12%.[1] Ultimately, by better managing water in their operations, businesses can reduce their energy use and greenhouse gas emissions. Together, we help ensure businesses and their communities have access to the water they need to thrive.

[1] Average cumulative savings are based on system-wide industry audits conducted from 2013-2023. Actual results will vary based on individual plant design & operation.

Ecolab and Siemens partner to help industry reduce greenhouse gas emissions

Starting in 2022, Ecolab teamed up with Siemens to help customers accelerate their progress toward sustainability and productivity goals with the launch of Climate Intelligence. Climate Intelligence is powered by ECOLAB3D™, Ecolab's water data and analytics IIoT platform, and Siemens gPROMS tools, which allow customers to virtually model different scenarios across their water and energy systems to identify opportunities to conserve water and power while also lowering their greenhouse gas emissions.

Climate Intelligence leverages the unique strengths of Ecolab and Siemens, the global leader in digital twin technology, automation and digitalization. Together, Siemens' innovative digital twin technology and Ecolab's ECOLAB3D analytics platform and global portfolio of solutions and expertise can help industrial businesses take concrete steps toward decarbonization through more efficient, less energy-intensive operations.

Traditional utility systems are a source of significant greenhouse gas emissions, as water requires substantial energy to heat, cool, move and treat. By improving water efficiency using new dynamic insights from Climate Intelligence, companies can drive emission reductions and preserve system reliability all at the same time.

Early trials of Climate Intelligence have demonstrated notable results. In one example with a Latin American refinery, Siemens and Ecolab's Nalco Water business worked to help reduce the carbon footprint associated with each barrel of product produced. Climate Intelligence helped the refinery identify opportunities to maintain or increase production while reducing water use by up to 264 million gallons (~1 million cubic meters) and greenhouse gas emissions by up to 38,000 metric tons annually.

Climate Intelligence is a part of Ecolab's and Siemens' overall strategies to help businesses around the world accelerate progress toward ambitious climate goals.

Climate action

Our pathway to reduce operational emissions

For 100 years, Ecolab has led with purpose and an intense focus on making a positive impact alongside our customers. For us, this means being part of the solution to combat climate change as a responsible operator. We utilize a combination of tactics in line with science-based strategies that aim to reduce emissions in our own operations, including:

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 to help reduce emissions within our manufacturing and business operations.

Utilizing renewable electricity

We continue to partner with renewable energy producers in global markets to source renewable electricity for our facilities and are exploring more opportunities for renewable energy applications, energy certificates and subscriptions.
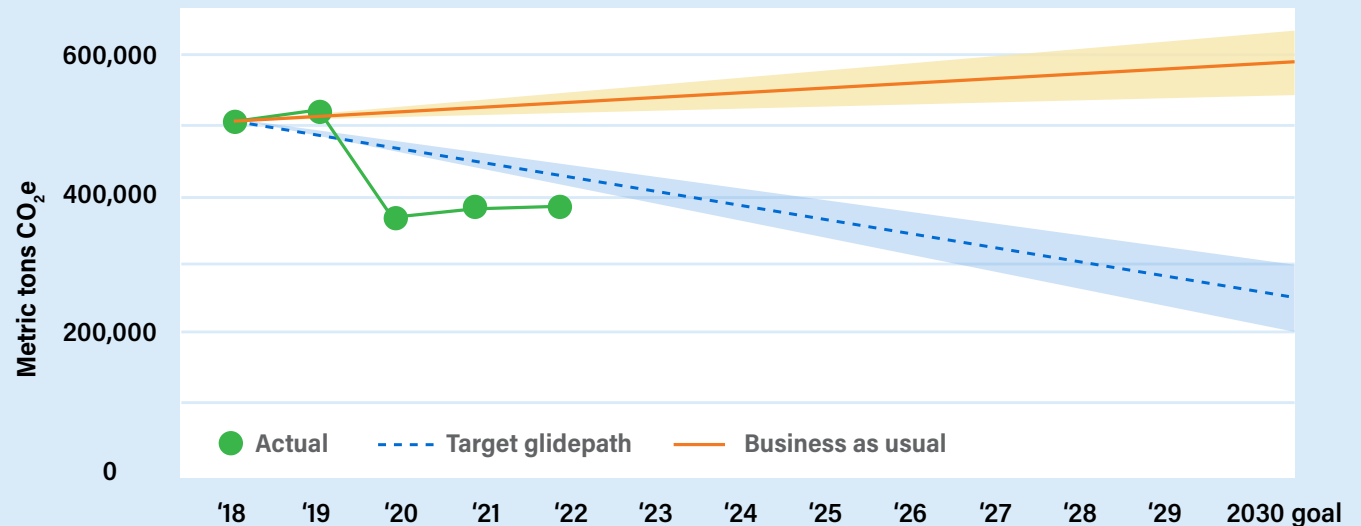
Electrifying our fleet of service vehicles

Our expert team of 25,000 sales-and-service associates drive to customer locations each and every day. To help them commute safely and sustainability, we are transitioning our company-owned fleet to electric vehicles.

These pathways, among other initiatives, are helping us make significant strides toward our net-zero commitment. We do not currently purchase carbon offsets nor have short-term plans to do so.

Alignment and achievement against a 1.5˚C pathway

The combination of our decarbonization efforts thus far has put us ahead of pace as we do our part to limit global warming to 1.5˚C above pre-industrial levels. As we keep an eye to net-zero ambitions by 2050, we are making progress toward our 2030 checkpoint to cut operational emissions by half.

Chart: Metric tons CO_2e from '18 to 2030 goal. Legend: ● Actual — - - Target glidepath — Business as usual. Y-axis: 0, 200,000, 400,000, 600,000.

Building momentum on the way to net zero

2030 Impact Goal
Reduce absolute Scope 1 and 2 emissions by 50% from a 2018 base year

2022 performance
We reduced absolute Scope 1 and 2 carbon emissions by 24% from a 2018 base year, achieving 146% of our annual target.

146%
of 2022 target

Climate action

Optimizing processes in 2022 to reduce operational emissions

Increasing energy efficiency
In 2022, we focused on continuous progress within our operations, completing process improvement projects that reduced total energy consumption by almost 21.4 billion BTUs and emissions by 11,000 metric tons CO_2e.

Our plant in Lerma, Mexico became our first pilot facility for net-zero strategies in 2022 and focused on reducing energy use through water and utility efficiency projects. In addition, unified efforts to automate and efficiently use heat and lighting were employed across our European manufacturing sites. These efforts included temperature optimization, boiler automation and installation of LED lighting which resulted in substantial energy and emissions savings.

To maintain momentum, we are implementing decarbonization pilot projects at large US-based manufacturing sites and creating an energy optimization playbook for global manufacturing sites.

Utilizing renewable electricity
We partner with renewable energy producer Clearway Energy Group through a virtual power purchasing agreement (VPPA) to cover 100% of Ecolab's annual electricity use in the United States and Canada. 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. This project is targeted for completion in 2023 and combined, the two agreements will allow us to source nearly 80% of our electric power from renewable sources.

Electrifying our fleet of service vehicles
Efforts to electrify our fleet in Europe are well under way, specifically in countries where electric vehicles (EVs) are promoted through governmental investments. In 2022, we built momentum particularly in the Nordic region, United Kingdom, Netherlands and Belgium. We

have also standardized electric vehicles as a part of our car selector process in Europe, which supports transitioning from pilot to deployment phases of implementation.

The rate of expansion of electric vehicles within our fleet in North America and beyond continues to be significantly influenced by availability of both electric and battery-hybrid vehicles, charging infrastructure, battery range and cold weather performance improvements. We will continue to adapt and expand this program as new models enter the market and as the technology evolves.

Ramping up renewable electricity use

2030 Impact Goal
Use 100% renewable electricity

2022 performance
60% of our total electricity usage is considered renewable, which put us at 180% of our annual objective.

180%
of 2022 target

Climate action

Engaging across our supply chain

At Ecolab, we recognize that no one organization alone will solve the challenges presented by climate change. It takes all of us working together to move from net-zero commitments to meaningful results.

Encouraging suppliers to set ambitious targets

We are collaborating with suppliers representing 70% of Scope 3 emissions* to set ambitious carbon targets aligned with

the Science-Based Targets initiative (SBTi) methodology by 2024.

In 2022, we bolstered our supplier engagement initiatives by partnering with CDP Supply Chain to collect data on suppliers' carbon targets and footprints. Results indicated that suppliers accounting for 14% of Scope 3 emissions* have set targets aligned with SBTi criteria.** This data is used to monitor the progress of our suppliers on

their climate goals and is integrated into our Scope 3 reporting.

In coming years, the CDP Supply Chain survey will continue to be utilized as a data source for top tier suppliers, in addition to individual supplier conversations. Direct supplier engagement efforts are focused on suppliers both lagging and excelling in sustainability, particularly carbon reduction, as we look to move our

value chain forward on the trajectory to carbon neutrality by 2050.

We continue to train and promote our supplier sustainability program internally with our procurement teams and externally through publication of refreshed supplier sustainability requirements on Ecolab.com.

Evolving Scope 3 accounting methods

We are working to transform our Scope 3 accounting tools and methodology to allow us to decouple Scope 3 emissions reporting from business growth. This process will 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.

In 2022, we focused on categories representing over 93% of our Scope 3 emissions:

- Using results from the CDP Supply Chain survey, we integrated supplier data into the Scope 3 purchased goods and services category.
- We continued to refine our methodology for the use of sold products category to include additional sources of emissions resulting from market expansion and to better reflect the time period of equipment use in customer locations.
- We engaged top logistics suppliers and explored tools to refine data collection processes for the upstream transportation and distribution category.

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

**Includes suppliers with company-wide minimum 2°C Scope 1 and 2 targets of 5-15 years in length

Reducing miles and emissions through supply chain initiatives

Ecolab has embraced a host of measures to enable us to reach our ambitious emissions reductions goals. This includes our supply chain.

Several initiatives introduced in North America in 2022 have led to a reduction of more than 5.2 million miles driven and over 10,700 metric tons of CO_2 emissions avoided. These projects include moving product manufacturing closer to the customer and switching from trucking to other forms of transportation.

Our team has worked diligently by manufacturing locally, optimizing utilization of our trailers and converting to intermodal transport. These have all led to taking miles off the road, helping to avoid greenhouse gas emissions as a result.

The majority of 2022 reductions impacted our Scope 3 emissions inventory, since most Ecolab deliveries are handled by external third parties, though some savings can be categorized as Scope 1 emissions through the fleet of Nalco Water delivery vehicles.

While we've accomplished a lot in the past year, there is still more work to do. Going forward, we will continue to look at additional ways to exceed customer expectations while reducing our greenhouse gas emissions.

Here are highlights of initiatives implemented in 2022 and associated impact reductions:

Miles saved		Metric tons of CO_2 emissions avoided	
3,744,972	=	8,482	▶ by converting to intermodal freight transport via rail
846,796	=	1,323	▶ through a 14% increase in order sizes from Q4 2021 to Q4 2022, resulting in savings of 31 miles per delivery
631,451	=	566	▶ by moving product manufacturing closer to the customer
155,030	=	242	▶ by being closer to the customer through improvements in shipping and warehouse practices, such as faster turnaround for receiving inter-company product transfers and more efficient inventory management practices
38,405	=	60	▶ by reducing returns through tech-driven solutions and a reverse logistics engagement program initiated in August 2022
1,540	=	2	▶ through a program started in December 2022 to insource, rather than outsource, bulk raw materials to two of our plants

Climate action

Strategy and risk management

Climate-related issues are monitored by the Chief Sustainability Officer through our annual enterprise risk assessment, periodic 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 assessment of significant business risks, 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 GHG emissions. As a matter of corporate policy, we support a balanced approach to reducing greenhouse gas (GHG) emissions while sustaining economic growth and complying with any applicable laws and regulations.

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 2022 in alignment with best practices of the TCFD. Ecolab recognizes that climate change poses potential risks

and creates potential opportunities to our organization. Thus, we have taken steps to further identify and assess the nature and magnitude of these risks and opportunities and develop relevant adaptation and mitigation plans.

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 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 periodically 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 submission.

See our TCFD Index for more information.

Water stewardship

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. 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, 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, products and services as we depend on the use of water to deliver our primary products and services to customers. Accelerating change through the power of water is core to Ecolab's purpose to improve the health of people, planet and business around the world.

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.

Our robust water stewardship strategy allows companies, including ourselves, to manage risk, build resilience and create business value now, and in years to come.
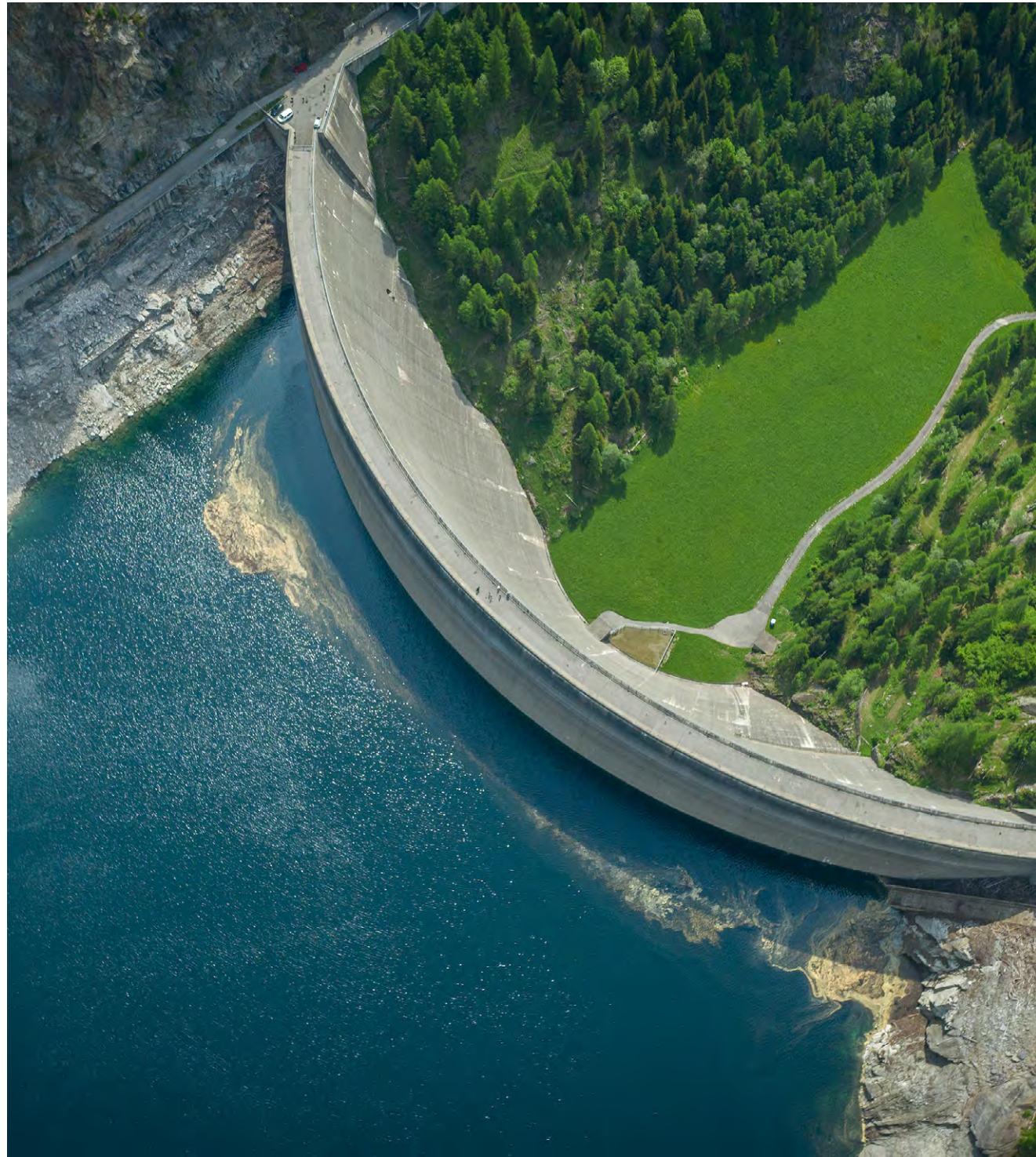
First-in-a-generation United Nations (UN) Water Conference reinforces the vital role businesses have in water action

Amid an intensifying water crisis, world leaders gathered in March 2023 to catalyze a global response to the looming threat of water scarcity at the historic UN Water Conference, the first gathering of its kind since 1977. Not only did the conference represent a watershed moment for the world, but it also gathered the world's leading companies, including Ecolab, to advocate the impact that the business sector can have on the world's water use.

New data from a survey consulting thousands of consumers across eight different countries, revealed:

- 74% of consumers believe businesses should make conserving water a high or essential priority;
- Just 25% of consumers believe companies are taking the right amount of action to conserve water; and
- More than 60% of consumers said that they or a family member have had trouble accessing drinking water.*

Consumers are sending a message loudly and clearly – if business leaders aren't prioritizing water stewardship, they aren't doing enough. Ecolab's work this past year to help protect the resources vital to life shows that it's possible to advance sustainability and business growth goals all at once. And our leading efforts at the UN Water Conference are prime examples for how businesses can make a difference:

- We participated in the Open Call to Accelerate Action on Water, joining other private sector companies in a commitment to make a collective positive impact in 100 basins supporting over 3 billion people by 2030 – a key contribution to the UN's Water Action Agenda.
- We joined Starbucks, Gap, Inc., Reckitt and DuPont and the U.S. International Development Finance Corporation in investing nearly $140 million in the WaterEquity Global Access Fund IV. The fund aims to reach up to 5 million people with access to water, sanitation and hygiene and targets households of at least eight countries in South and Southeast Asia, sub-Saharan Africa and Latin America.
- We affirmed our commitment as a founding member of the Water Resilience Coalition (WRC) to work collectively to achieve Net Positive Water Impact through public/private partnerships, policy, technology and a roadmap to reach the WRC's goals for 100 priority basins by 2030.

The UN Water Conference was a catalyzing moment for addressing the water crisis—but the hard work is only just beginning. Ecolab will continue to do our part to close the water gap and help our customers—who manage 1.1 trillion gallons (~4.1 billion cubic meters) of the world's water—become a positive force for water resilience around the world.

*Water, Sustainability and Climate Change survey conducted and commissioned by Ecolab in 2023

Creating a future with ample water for all as a co-founder of the Water Resilience Coalition

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. 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 (WRC), an initiative of the CEO Water Mandate between the United Nations Global Compact and the Pacific Institute.

The Water Resilience Coalition, founded in 2020, is an industry-driven, CEO-led alliance that aims to elevate action on mounting water stress and its connection to climate change to the top of the global corporate agenda. WRC members work to preserve world's freshwater resources through collective action in water-stressed basins and ambitious, quantifiable goals. The WRC is focused on:

For more information

Water Resilience Coalition

California Water Action Collaborative

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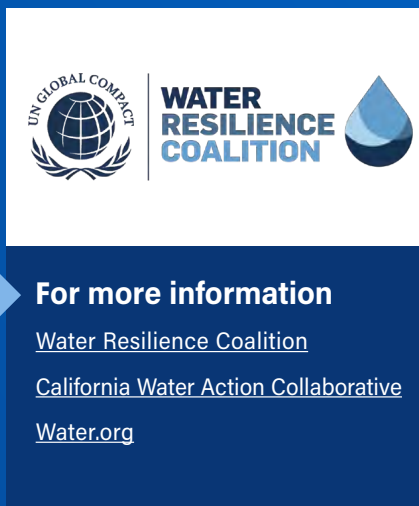
What that means for Ecolab is that, in addition to helping our customers enable proactive water management in their operations, we're making progress in the goals we've set for our own facilities as well.

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 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.

2030 Ambition

The WRC expects to achieve positive water impact in over 100 water-stressed basins that support over 3 billion people while enabling equitable and resilient water access, sanitation, and hygiene (WASH) for over 300 million people.

2030 Roadmap

The WRC plans to employ strategies related to four approaches to achieve the Coalition's ambitions:

- Scaling proven solutions
- Advancing innovation
- Leveraging finance
- Measuring impact

2050 Pledge

The WRC aims to achieve Net Positive Water Impact in 150 water-stressed basins worldwide; develop, implement and enable strategies for water-resilient value chains; and raise the global ambition on water.

Water stewardship

Our journey toward a 100% positive future

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.

We are aligned with the UN Sustainable Development Goal (SDG) 6 to "Ensure availability and sustainable management of water and sanitation for all," and our sights are set toward our 2030 Impact Goal to further expand our positive water impact by:

Helping customers advance efficient operations and responsible growth

Through use of Ecolab solutions and services, we aim to help customers conserve 300 billion gallons (~1.1 billion cubic meters) of water, equivalent to the annual drinking water needs of more than 1 billion people.

Increasing water-use efficiency, reuse and recycling at our operational sites

By 2030, we are targeting to reduce water impact by 40% per unit production across our enterprise from a 2018 base year in part by leveraging Ecolab solutions and digital technologies.

Protecting local watersheds

We are working to restore greater than 50% of our absolute water withdrawal volume at high-risk sites by 2030 through partnerships that help us understand shared water challenges and address them with nature-based solutions.

Delivering outcomes through the Alliance for Water Stewardship (AWS) Standard

Our goal is to achieve AWS certification for all Ecolab manufacturing sites located in high-risk watersheds by 2030.
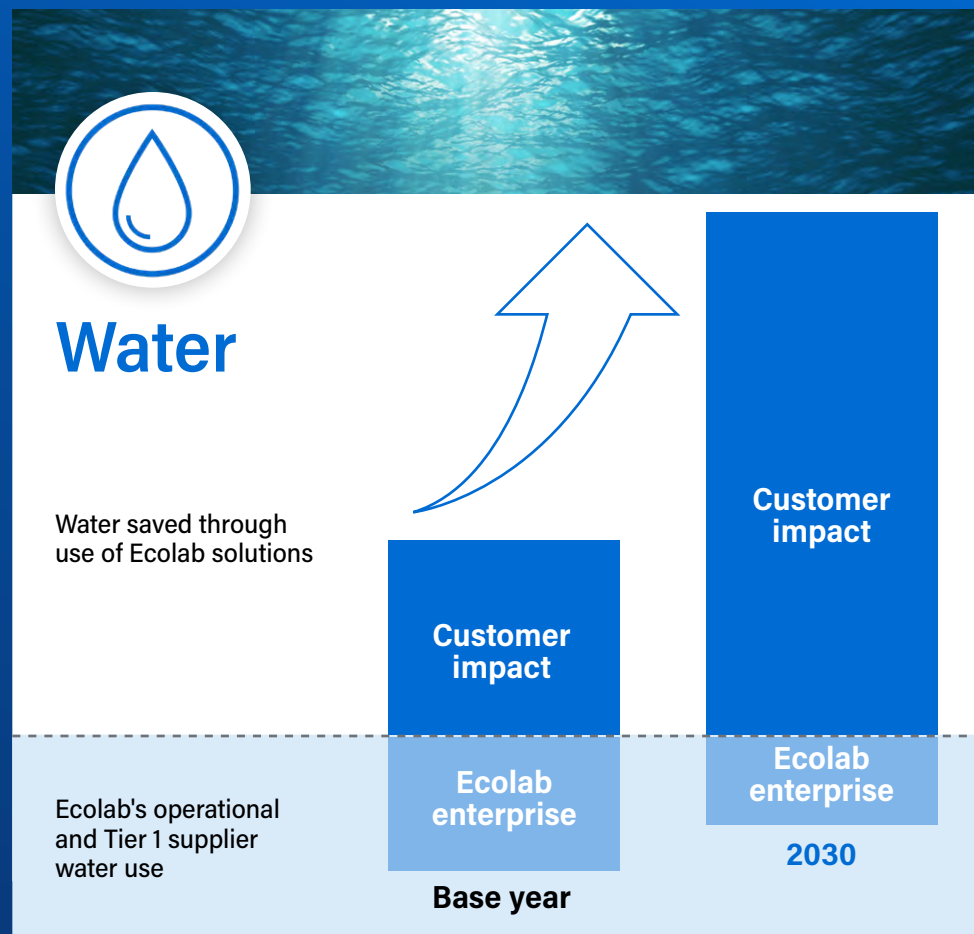
Continuing to achieve a net positive water impact

Ecolab helps businesses around the world achieve ambitious sustainability goals by reducing freshwater use in critical processes. Each year, water conserved at customer locations through use of Ecolab water-saving technologies far outweighs our operational and Tier 1 supplier water use.

As we work tirelessly to minimize our water footprint, our business and positive impact is expected to grow rapidly, delivering an exponential net positive water impact by 2030.

Achieving a positive contribution by 2030

Water

Water saved through use of Ecolab solutions

Customer impact

Customer impact

Ecolab's operational and Tier 1 supplier water use

Ecolab enterprise

Ecolab enterprise

Base year

2030

Water stewardship

Advancing smart water management for our customers

Ecolab has a unique understanding of the role water plays in running a business. Our holistic water expertise helps customers across nearly every industry use less water and better manage the water they use, from everyday uses to complex process challenges. This includes improving heating and cooling, industrial processing, wastewater treatment and cleaning and sanitizing processes through innovative water technologies, real-time data and monitoring, water management software tools, water treatment services and chemistries.

We also 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.

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.

Industry is key to protecting our world's water resources and through the work we do with our customers, we are helping businesses around the world achieve water conservation goals by doing more with less.

Conserving water in partnership with our customers

109%
of 2022 target

2030 Impact Goal
Help customers conserve 300 billion gallons (~1.1 billion cubic meters) of water annually, equivalent to the annual drinking water needs of 1 billion people.

2022 performance
We continue to be ahead of pace, achieving 109% of our annual target by helping customers save 219 billion gallons (~829 million cubic meters) of water, equivalent to the drinking water needs of almost 757 million people.

Helping businesses achieve resilience with the Ecolab 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 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 can:
- 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

ECOLAB®
SMART WATER NAVIGATOR

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 stewardship

Increasing water-use efficiency, reuse and recycling

Through helping customers manage over one trillion gallons of water annually, Ecolab's team of experts is skilled in identifying and implementing water reduction, reuse and recycle solutions that build water resilience. We utilize this same expertise within our own operations to optimize water use.

We support smart water management practices designed to reduce demand and improve water quality while optimizing costs at the facility and organizational level through Ecolab solutions like 3D TRASAR™, Water Flow Intelligence and digital tools like the Smart Water Navigator. In 2022, we delivered on projects resulting in over 12.7 million gallons (~48,000 cubic meters) of water savings. Highlights of this work include:

Working toward water neutrality in Lerma, Mexico

Our production facility in Lerma, Mexico is following a comprehensive phased approach on their way to net-zero water use. The site, which is located in a water stressed area, received Alliance for Water Stewardship certification in 2021. In 2022, utilizing the expertise of our team and water solutions, they improved steam condensate collection, refurbished the cooling tower system and completed installation of Water Flow Intelligence technology to reduce water usage by 40% from a 2018 base year.

Leveraging circular water processes in Nanjing, China

Utilizing Nalco Water filtration and reverse osmosis technology, our team in Nanjing, China implemented a process to recycle a portion of wastewater back into their production process. This project alone delivered 6.2 million gallons (~23,000 cubic meters) of water savings for the site and reduced effluent discharge.

Implementing holistic water management tactics worldwide

Several Ecolab manufacturing sites – including ones in Milan, Italy; Johannesburg, South Africa; and Istanbul, Turkey – executed washout optimization projects that resulted in a total of approximately 3.7 million gallons (~14,000 cubic meters) in water savings. Utility improvements delivered almost 129,000 gallons (~500 cubic meters) of water savings at our Taicang, China plant and with the help of our 3D TRASAR™ Technology, our production facility in Suzano, Brazil also saved ~127,800 gallons (~500 cubic meters) of water.

Making progress despite global supply chain disruptions

2030 Impact Goal
Reduce our overall water impact by 40% per unit production across our enterprise from a 2018 base year

2022 performance
In 2022, operational adjustments resulting from supply changes necessitated water use above our annual objective. Nevertheless, we made progress toward our 2030 goal by reducing overall water impact by 10% per unit production from a 2018 base year and have intensified measures to meet our 2030 Impact Goal as supply variance stabilizes.

For more detailed water data, see the ESG performance data appendix.

78%
of 2022 target

Water stewardship

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, Solutions for Life 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 also work collectively on shared water challenges as a:
- Signatory of the UN Global Compact CEO Water Mandate
- Founding member of the Water Resilience Coalition
- Member of the California Water Action Collaborative, Texas Water Action Collaborative, WateReuse Association and World Resources Institute's (WRI) Aqueduct Alliance

Restoring water in our communities in 2022

2030 Impact Goal
Restore greater than 50% of our absolute water withdrawal volume at high-risk sites

2022 performance
We restored almost 25% of our absolute water withdrawal at high-risk sites through water efficiency and replenishment projects, propelling us to 149% fulfillment of our annual target as we close in on the halfway point of the 2030 goal.

149%
of 2022 target

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. Without urgent action, hydropower generation and lake storage are threatened by the effects of climate change in the Southwest region of the United States, putting 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 ten-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.

For more information

Business for Water Stewardship
Bonneville Environmental Foundation

Supporting clean water and climate adaptation strategies in São Paulo, Brazil

Ecolab's manufacturing sites located in Suzano and Barueri, Brazil rely on water from the Piracicaba, Capivari and Jundiai (PCJ) river basin. The basin supplies more than 70% of the region's water, most notably supporting Brazil's largest city of São Paulo. The region has experienced seven droughts in the last decade.

Starting in 2022, Ecolab partnered with other members of the Water Resilience Coalition to contribute to the Water Fund of São Paulo, an initiative deployed by The Nature Conservancy, to help with watershed protection and reforestation to provide fresh, clean water for millions of people.

The primary objective of the Water Fund is to protect and improve water security in the metropolitan area of São Paulo. Through the Water Fund, at least 220 hectares of forest land within the municipalities of Mogi das Cruzes and Salesópolis will be protected, both of which are located within the watershed. Project partners engage with rural landowners, map existing forests for conservation and restoration and identify improvements to rural sanitation. Voluntary conservation agreements with landowners are negotiated, which align with Municipal Water Conservation Policies that already exist in the municipalities. Once signed, these agreements compensate rural landowners to conserve their forested lands. The project leverages funding to expand access to basic sanitation within rural areas by replacing rudimentary systems with advanced technologies in Salesópolis and/or Mogi das Cruzes.

Not only is Ecolab's investment expected to deliver a volumetric benefit of 29.4 million gallons (~111,000 cubic meters) of water each year for 10 years, but it is also intended to maintain groundwater storage and recharge, surface water quality and abundance and diversity of native plant species. Additionally, it is projected to maintain or improve carbon sequestration, lending to enhanced climate adaptation and mitigation strategies and improved human health in the area.

Around 1,500 people are involved in on-the-ground projects of the São Paulo Water Fund and 11,000 more are potential beneficiaries who live and work upstream in the watershed supported by its projects. Downstream are 12 million people living in and near São Paulo enjoying the benefits of a healthy watershed and a fresh, clean water supply.

For more information

São Paulo Water Fund

The Nature Conservancy

Water stewardship

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 2022, we increased our portfolio of AWS-certified sites to eight, adding two manufacturing plants in Barueri and Suzano, Brazil. 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

53 million gallons

(~200,000 cubic meters) of water annually,

which is equivalent to the annual drinking water needs of more than 183,000 people.

Making progress toward our goal to achieve AWS certifications in high-risk watersheds

2030 Impact Goal
Achieve AWS certification for all Ecolab manufacturing sites located in high-risk watersheds

2022 performance
We have achieved AWS certification at eight of our facilities, six of which are in high-risk watersheds. The recent certification of two facilities in Brazil keeps us 100% on track and moves Ecolab to 40% achievement of our ultimate goal. Click on the locations below to explore how each site is activating their water stewardship plans.

100% of 2022 target

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

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

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

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

Suzano, Brazil
Annual water savings of
2 million gallons (~7,600 m³)

● Ecolab AWS-certified sites

● Ecolab sites in high-risk watersheds that are planning to pursue AWS certification by 2030

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

Water stewardship

Strategy and risk management

Our annual water risk assessment assesses 100% of our direct operations and is used to identify facilities that may operate within water-stressed regions and determine whether we have substantive water-related risks. Historically, we have not identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on our business. In 2022, we revised our basin-level water risk assessment approach to incorporate a broader set of physical quantity, physical quality, regulatory, and reputational risk indicators, and based on the revised approach, have identified substantive water-related risks.

Water risk assessment

Ecolab conducts an annual water risk assessment to identify facilities that may operate within regions facing water-related risks, both in the near- and long-term. The revised analysis is based on combining our operational water withdrawals, effluent discharges, and production metrics with water risk indicators from World Resources Institute's (WRI's) Aqueduct Water Risk Atlas and World Wildlife Fund's (WWF's) Water Risk Filter, as well as financial cost valuations from Ecolab's Smart Water Navigator to inform decisions at an operational level. The Smart Water Navigator leverages leading, publicly available quantitative water risk datasets developed by WRI and WWF.

Methodology details

In 2022, our water risk assessment scope included 100% of our direct operations. We assessed company locations representing 100% of our global withdrawal and effluent footprint. These locations were assessed using a variety of risk criteria inputs provided by the Aqueduct Water Risk Atlas, Water Risk Filter and insights available through the Smart Water Navigator.

Results

Using the Global Reporting Initiative's definition of water stress, 42% of Ecolab's total water withdrawals are sourced from areas with high or extremely high baseline water stress. To further evaluate our basin-level water risk, we considered the following risk criteria:

- Sites with high or extremely high basin water risk, current or 2030 future water stress, drought risk, estimated flood occurrence, Surface Water Quality Index score or risk related to access to water or sanitation;
- Sites with material water withdrawals; and
- Sites with either ten-year potential revenue at risk* greater than 10% or production intensity greater than 1%.

Based on these criteria, 27 sites representing 72% of total production volume and 59% of total water withdrawals have been identified as operating in basins where production may be affected by water risk. The additional consideration of inherent physical, regulatory and reputational risks combined with individual risk indicators most critical to our business – including drought, flood, water quality, and access to water and sanitation – and an assessment of material Ecolab water withdrawals, provides a holistic assessment of potential water-related risks associated with Ecolab's direct operations in 2022.

Several sites are already working to make a positive impact on water availability, quality and access within water-stressed basins. In 2022, we invested in two water replenishment projects that delivered a total water benefit of 48.6 million gallons (~184,000 cubic meters) to basins in which we operate. These included a landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona within our City of Industry manufacturing site's watershed and the São Paulo Water Fund, which invests in forest conservation near two of our facilities in Suzano and Barueri, Brazil.

*As defined by Ecolab's Smart Water Navigator, revenue at risk compares the estimated amount of water a business requires to generate revenue to the business' share of water available in the water basin if water was allocated among water users based on economic activity.

Biodiversity

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.

Protection of biodiversity in critical 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.

Partnering to adapt and regenerate nature

This past year we contributed to water replenishment efforts through ProNatura in San Bartolomé, Temascalapa near Ecolab's manufacturing plants in Lerma and Cuautitlán Izcalli near Mexico City,

Mexico. Installation of a percolation pond and reforestation of 20 hectares are anticipated to result in replenishment of 26 million gallons (~98,000 cubic meters) of water each year over ten years.

We also continue to fund the Bonneville Environmental Foundation's Business for Water Stewardship effort to increase water supply reliability in the Southwest region of the United States through a system conservation project with the Colorado River Indian Tribes (CRIT). Of the project's total impact, Ecolab's investment delivers a volumetric benefit of 19.2 million gallons (~73,000 cubic meters) of water per year over a ten-year period.

In 2022, we continued to support our partnership with The Nature Conservancy (TNC) securing and

restoring environments and water sources around the globe. Ecolab is 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. New work in 2022 included support of the Upper Trinity River basin replenishment project near our Garland, Texas manufacturing facility with the goal of conserving water in the area up to 32 million gallons (~121,000 cubic meters) annually over five years.

Below are additional, ongoing examples of our work highlighting impacts on nature protection, adaptation and regeneration through our partnership with TNC:

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

Minnesota Headwaters Fund
United States

Ecolab was an initial funder of the Minnesota Headwaters Fund, that 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 more 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).

Loch Leven | United States

Within the Mississippi River Delta, the Lower Mississippi Alluvial Valley faces poor water quality and the potential loss of three critical wetland habitats. Over 200 species of migrating birds rely on the wetlands during their annual migration to the coast of the Gulf of Mexico while numerous other plant, wildlife and fish species also depend on the critical habitat.

In partnership with TNC, Ecolab supports the Loch Leven project, working to restore and enhance 10,000 acres which provide critical refuge to the species that call the wetlands home. The project also aims to provide 12.1 billion gallons (~46 million cubic meters) of flood storage capacity to local communities. This surface water will provide a recharge supply to the severely depleted underlying alluvial aquifer and community benefits in the form of drinking water, recreational services and continued water supply for agriculture irrigation. Ecolab's contribution to this work allows for 100 million gallons (~380,000 cubic meters) of water replenishment in the Upper Mississippi River Basin.

Biodiversity

Monterrey Metropolitan Water Fund
Mexico

Since 2014, the Ecolab Foundation and TNC 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 infiltration, 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.

Water Fund of São Paulo │ Brazil

Ecolab contributes to the Water Fund of São Paulo, an initiative deployed by TNC, to help with watershed protection and reforestation to provide fresh, clean water for millions of people. Through the Water Fund, at least 220 hectares of forest land within the municipalities of Mogi das Cruzes and Salesópolis will be protected, both of which are located within the watershed.

Not only is Ecolab's investment expected to deliver a volumetric benefit of 29.4 million gallons (~111,000 cubic meters) of water each year for 10 years, but it is also intended to maintain groundwater storage and recharge, surface water quality and abundance and diversity of native plant species. Additionally, it is projected to maintain or improve carbon sequestration, lending to enhanced climate adaptation and mitigation strategies and improved human health for up to 12 million people living in the area.

Activating environmental justice work by Protecting What's Vital™

Ecolab is a global leader in business solutions that make the world cleaner, safer and healthier. But perhaps more importantly, we are also leaders in our communities, helping our neighbors with food safety, optimizing water use and protecting resources vital to life.

Our position on environmental justice

A business cannot operate sustainability globally without acting locally. As such, Ecolab is committed to advancing environmental justice in the communities where we operate. Our Environmental Justice position outlines how we actively seek to ensure our operations and products involve fair treatment and meaningful involvement of all community stakeholders, regardless of racial, socioeconomic, or geographic factors, and intend to accelerate our progress beyond what is required by regulatory bodies.

Ecolab's environmental justice practices focus on three key areas:
1. Reducing the impact of our operations
2. Positively impacting communities in which we operate
3. Continuous measurement and program refinement

Doing good in historically underserved communities

Recent organized efforts by Ecolab associates in Mexico showcase our commitment to building a 100% positive future. Volunteers from Ecolab's

manufacturing site in Lerma, Mexico supported their community by sharing resources to help neighbors grow their own food, with the ultimate goal of reinforcing circular economy principles. A neighborhood near our operations has historically been underserved, a situation which was exacerbated by the COVID-19 pandemic when many members of the community were impacted by work restrictions.

With support from an Ecolab Foundation team volunteer grant, and in partnership with the United Way – Fondo Unido México – Ecolab associates volunteered to help 45 families build gardens and learn how to grow their own food.

Together, they built garden beds, earthworm composters for their food waste and digester bales that prepare horse manure to become fertilizer.

All families have since moved into the second phase of the project and have received an additional garden bed to grow vegetables from the seeds their plants produced, which they will sell for income. This volunteer effort not only helped individual families, but it also amplified local food and water sustainability efforts.

Sharing expertise locally to build resilience globally

Ecolab's Lerma facility team also helps

to address shared water issues within their water basin, primarily water scarcity and poor water quality. To address these shared challenges, Ecolab collaborates with other water users in the basin and shares its Alliance for Water Stewardship (AWS) certification journey with stakeholders in the local watershed.

We are also working with H2O Lerma, a community project to improve the water quality of the Lerma River. Through this project, the site collects eggshells that are used to create water filters. And, to contribute to the health of important water-related areas, more than 90 volunteers from our Lerma and Cuautitlán Izcalli, Mexico facilities recently helped build mobile cisterns for 20 low-income families in the community of Piedra Grande, Huixquilucan, Estado de Mexico. These cisterns will allow families to store and filter water that can be used for human consumption, animals or food production.

Through our continuous efforts, Ecolab is advancing goals to support vital ecosystems and enable communities around the world to thrive.

Waste

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 helps ensure responsible and legal practices for waste generation and disposal.

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

Focusing on circular 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 2022, we saved more than 13 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 129 million pounds of virgin 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 five million pounds of post-consumer plastic resin in 2022.

Practicing responsible waste disposal processes

Ecolab's Waste Management Policy focuses on a hierarchy of controls as well as guidance for waste minimization, proper waste storage and internal audits. Aligned with our Total Productive Maintenance (TPM) approach, we have 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 recently 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. Ecolab has procedures to minimize waste generation by evaluating products that are determined to be out of specification so that they may be reformulated, if possible. We also employ procedures for the return of products from customers for potential rework and resale if the product meets specified guidelines and regulatory requirements.

Ecolab global supply chain facilities must verify that wastes are sent to disposal facilities that are licensed by local government agencies. 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.

Promoting a developing circular economy with The Circulars Accelerator

Business can and should play a central role in mitigating the world's sustainability challenges. One way organizations can operate more sustainability while delivering business growth is through, circular, closed-loop models which typically improve operational efficiencies and provide notable environmental benefits.

As a global leader in water solutions, this is one of the many reasons why Ecolab, along with partners Accenture, Anglo American and Amazon Web Services (AWS), and in collaboration with the World Economic Forum and UpLink, are proud to support water technologies that advance the circular agenda through The Circulars Accelerator.
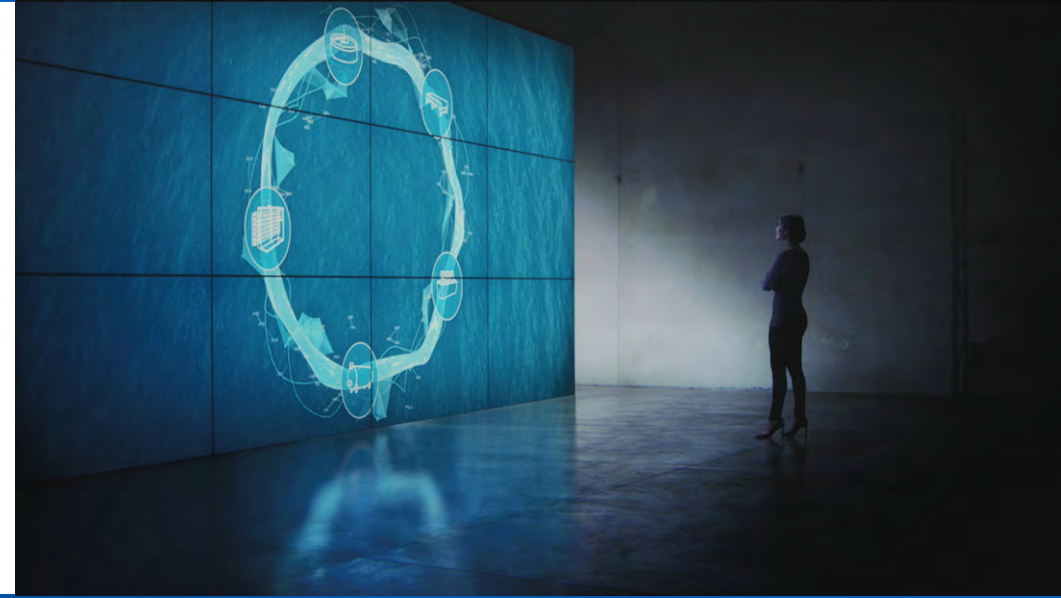
The Circulars Accelerator is advancing the global transition to a more circular economy by connecting organizations prioritizing circular innovation with industry leaders and expert mentors to help find and scale the best solutions for building a more circular world. The accelerator plays a pivotal role in catalyzing circular innovation across the globe, which is vitally important for building a 100% positive future.

Today, the human population currently consumes 75% more resources than the Earth can sustain and only 9% of the global economy is considered circular.[1,2]

Ecolab is committed to promoting novel business models and technologies that help the circular economy develop and flourish. As a mentor and partner for The Circulars Accelerator, we support participants through workshops, one-on-one mentoring and networking support, and commercial collaboration exploration. This type of action-focused collaboration over the six-month program provides innovators with expert, targeted business advice, supporting them to rethink propositions and scale-up circular solutions. And, in doing so, it helps tackle some of the planet's most pressing challenges.

Take for example the AirSCWO technology developed by 374Water, a participant in the 2023 cohort. AirSCWO is a decentralized solution for treating and recovering resources from a broad range of organic waste feedstocks. The technology breaks organic waste down into core elements, products which can be sold for various use cases, such as in construction and for fertilizer.

Another participant, Deep Branch, from the 2021 cohort, focuses on sustainable food production through a carbon-recycling platform that transforms carbon dioxide into high-protein animal feed ingredients.

As part of the Circulars Accelerator, Deep Branch worked to understand where their specific solution fit into the global picture to have the biggest impact.

As we help guide these ground-breaking entrepreneurs, our participation also keeps Ecolab on the front lines of circular innovation, enabling us to continue to be a force for sustainable solutions when they are needed most.

[1]Global Risks Report 2019, [2]Circularity Gap Report 2021

Product safety and sustainability

Ecolab is on a continuous journey to be a leader in product safety and sustainability. We have developed policies and programs designed 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. We use multiple industry benchmarking tools, such as the Chemical Footprint Project, Globally Harmonized System of Classification and Labeling of Chemicals (GHS), the European Safe and Sustainable by Design criteria and ChemSec to guide best practices for product sustainability. Ecolab's Impacts that Matter criteria are aligned with these frameworks and is continually refined as we identify opportunities to increase product safety and sustainability.

Promoting human health through product safety

We are committed to safety in our operations and developing products that are safe for our customers and 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.

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.

Assessing products for risks

100% of Ecolab's raw materials and products are evaluated for compliance with applicable regulatory requirements

and assessed by the Regulatory Affairs and business teams for human and environmental hazards using 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 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 chemical products are reviewed for appropriate ingredient disclosure and accurate use and application instructions. We follow the GHS criteria for classifying 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.

Chemical management through the Chemical Footprint Project

In 2022, 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.

Phasing out 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 <2% of Ecolab products which utilize these chemistries in our global portfolio.

In 2022, 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 EU SVHCs obsolete
- Where a replacement technology gap exists, establishing projects and partnerships to define global alternatives to the most significant candidate EU SVHCs

- Increasing visibility and engagement within management-level teams through annual internal reporting processes

Protecting planet health through product sustainability

Ecolab's product sustainability program establishes the basic principles to help ensure human health and environmental sustainability is embedded into every aspect of the lifecycle of our products, in concert with our product safety and stewardship program. Our Product Sustainability Position 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 2022, we made progress toward this goal by continuing to develop tools that lend transparency to our products' sustainability attributes, including carbon footprint and packaging waste.

We recently integrated additional sustainability requirements into our product design process through instituting a major update to our Chemical Product Ingredient Sustainability Policy. 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 and aligned with many principles of safe and sustainable-by-design criteria put forth by the European Commission.

Impacts that MATTER

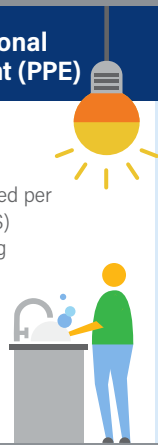## An outcome based assessment of product sustainability

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 scientific standards to be universal criteria that can be used to compare any product, anywhere in the world.

Human health

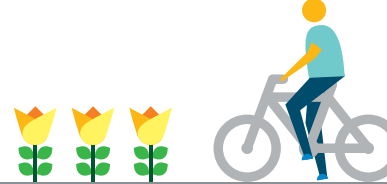| Requires no personal protection equipment (PPE)	Simplified product use	Fragrance safety	Low volatile organic compounds (VOC)
Requires no eye, hand, skin, or respiratory personal protective equipment when used as directed per Global Harmonized System (GHS) classifications. Simplifies training employees on safe, e" ective use and handling. Creates positive sta" and occupant perception.	Available in a package designed to reduce exposure to the concentrated chemical under typical use conditions making the product easier to handle, store and deliver.	Product is fragrance free or contains a fragrance compliant with International Fragrance Association (IFRA) safety standards. Fosters peace of mind for user and comfort for occupant.	Minimizes air impacts due to volatile organic compounds. Contains no more than 10% volatile organic compounds, and/or complies with California Air Resource Board (CARB) guidelines per the product category.
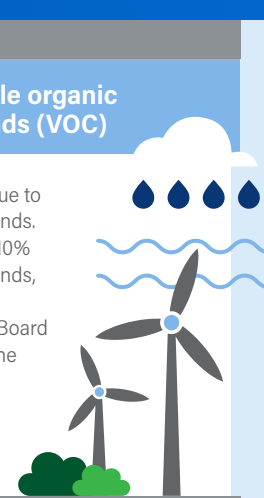
Environmental safety

Biodegradable when used as directed	Not toxic to aquatic life when used as directed	Product contains no or low phosphorus	Reduced waste and carbon footprint
Product is designed for low impact to the natural environment and is classified as readily, ultimately or inherently biodegradable at use solution levels.	Product is not toxic to aquatic life when used as directed, reducing potential environmental hazard during waste discharge.	Minimizes nutrient pollution in aquatic environments from phosphorus.	Concentrated products, requiring dilution with water prior to use, reduces packaging waste.
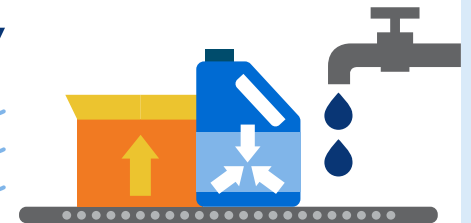
Eco-certifications

In addition to our Impacts that Matter criteria, Ecolab provides subject matter expertise to both government and non-governmental 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

Where there are challenges, we see opportunities

Our 47,000 associates, which include 25,000 sales-and-service professionals providing on-site services for customers, bring ingenuity and resourcefulness to produce positive outcomes for people, businesses and the planet.

We operate with concern for the well-being of all people, and value diversity, equity and inclusion in business and in all facets of life. This is reflected in how we attract, hire, develop and promote people, create a respectful and inclusive workplace and strive to enrich and strengthen our communities.

And our commitment to the health, wellbeing and safety of our employees, contractors, customers and customers' customers remains uncompromised – from the way we operate, to the products we develop, to the programs and initiatives we support that enhance the quality of life where we work and live.

Talent management

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 and 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 and 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 and recognize that our entire team contributes to our success.

In 2022, we hired 8,644 new employees, globally. Based on the average number of employees in each market, our global combined new hire rate in 2022 was 18.5%, with a 42% internal fill rate. For more detailed data, see the ESG performance data appendix.

Talent management processes

We 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 and 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.

Senior management in our markets

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, most 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 in major markets outside of the United States	
Region	%
Asia Pacific	90%
Europe	94%
Greater China	100%
India, Middle East and Africa	88%
Latin America	100%

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

Global turnover

Based on the average number of employees in each market, our global combined turnover rate in 2022 was 18.3%, of which 13.9% was voluntary and 4.5% 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 associate 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.

Talent management

Benefits

Ecolab provides market-competitive benefits based on country-specific needs and government requirements. While our benefits packages vary by market, they are all 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.

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 planning

Ecolab offers 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 2022, 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.

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.

Life insurance and disability benefits

To support employees' financial well-being and peace of mind, Ecolab provides protection for their family in the event of premature death or being out of work for an extended period due to serious illness

or injury. The premium is fully paid by Ecolab for life insurance coverage equal to one-year annual base salary or wages with the option to purchase additional life insurance coverage through payroll deduction. Ecolab provides 100% pay continuation for the first six months of a short-term disability leave and 60% of pay in Long-Term Disability (LTD) insurance coverage after 180 days of disability (or end of STD) with the premium fully paid by Ecolab. Employees have the option to purchase an additional 10% LTD coverage through payroll deduction for a combined 70% LTD benefit.

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 six weeks of gender neutral paid parental leave for all U.S. employees within 12 months of the date of birth or adoption of a minor child. For birth mothers, this is in addition to six to eight weeks of paid leave they receive immediately after the birth of their child. In 2022, 597 employees – 452 male and 145 female – utilized this offering with 100% of male and 96% of female employees returning to work at the end of the leave. In 2022, 75% of male and 79% 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. In some regions, there are additional programs to support parents before and during parental leave, and upon return to work.

Talent management

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 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.

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 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 associates 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. Terms and conditions of employment for other employees are not based on collective bargaining agreements of the company or other organizations.

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 2022, 15.2% of our employees were covered by collective bargaining agreements, of which 5.8% were based in the United States. We had two U.S.-based collective-bargaining agreements in 2022 covering 2.3% 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.

Pay equity

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

We are committed to 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 variable pay programs include goals and targets that are directly aligned to the success of the business. Beginning in 2023, our senior leaders will be measured against ESG metrics which include goals for gender diversity and racial/ethnic diversity in their cash bonus plan.

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.

Talent management

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, 2020 and 2022 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.

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 and reporting mechanism.

In the U.S., our Ecolab Associate Resolution resources provide numerous avenues for employees to raise concerns and seek resolution.

In 2022, the annual total compensation for our CEO was $8,720,419 as reported in our annual Proxy Statement. The annual total compensation for our global median employee in 2022 was $55,729. Thus, the annual total compensation for our CEO was 156 times the annual total compensation for our global median employee.

Human capital development

Ecolab's ability to attract and retain the world's most capable talent, while deepening our relationship with existing associates, is critical to managing our operations efficiently and effectively and delivering innovative solutions to customers. We have ambitious, solution-oriented teams and continually look for ways to help associates learn and grow.

We invest in professional training and development, help our employees create personal plans to achieve their career goals and conduct regular employee engagement surveys. Through various 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 coaching, mentoring and 1:1 career development opportunities for employees.

Ecolab has a vibrant community of employee resource groups that connect engaged, emerging leaders with professional and personal development

opportunities. Our 11 employee-driven ERGs have grown to 6,800+ members and 80+ chapters globally.

In 2022, we delivered our fifth annual Ecolab Development Week to provide practice-oriented workshops to upgrade employee skills and advance career development. All associates are encouraged to engage in at least one development session during our annual Development Week and/or leverage one of these activities during the year. The

2022 Development Week comprised of 324 virtual events hosted in 33 countries with over 14,000 active enrollments and 7,400 unique learners.

In the United States, we 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.

▷ • Collectively in 2022, employees spent a total of **405,000 hours in learning and development**.

• On average, our global employees received a total of **27 hours of training and development**, comprised of 9 hours of formal training and 18 hours of informal or formal coaching, mentoring and/or job-shadowing.

• The average training and development expenditure in 2022 was **$284 per full-time employee**.

Leadership development programs

Beyond rigorous technical, functional and business-specific training courses, our global development programs are designed to deepen leadership capabilities and include Manager Essentials, Leader Coach, Growth Leader and several functional rotational programs. Our goals for these programs are as follows:

• Maintain steady state global enrollment of all first-line managers in our world-class Manager Essentials program

• Enroll all new eligible global leaders of first-line managers in the Leader Coach program

• Select 100-120 high-potential executive-level leaders to complete the Growth Leader program

In 2022, we maintained steady state deployment of our flagship front-line manager development program, Manager Essentials, with 1,476 completions. We also provided our Leader Coach program, for the leaders of our first-line managers, to 669 associates in 2022. Lastly, we had 112 of our high-potential early executives complete our Growth Leader program in 2022.

Human capital development

Performance planning and development

Ecolab's global Performance Planning and Development process provides employees and their managers with the practices and tools they need to optimize performance. 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 three sections:
1. Past-year results summary
2. Performance objectives for the new year
3. Coaching and development goals

▶ Globally, **99% of employees' 2022 annual performance reviews were recorded.** Male- and female- identified associates received performance reviews at the same rate.

Employee engagement

We know that 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 surveys with targeted teams to allow us to gather insights into the experience and needs of our workforce.

Our annual, enterprise-wide employee engagement survey was held in May 2022. The survey retained the same questions from 2021 to measure changes on specific data points and indicated an 84% participation rate and an overall engagement score – a measure of our associates' emotional commitment to our organization and goals – of 80%, 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%. Our inclusion index score rose to 81%, showing in part how our diversity, equity and inclusion work is impacting employees and helping them feel 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 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

▶ ## Employee engagement survey results

Metric	2018	2021	2022
Response rate	91%	89%	84%
Employee engagement score	63%	79%	80%

84%
participation rate

80%
engagement score

81%
inclusion index

72%
retention rate

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:

- 92% 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 we are focusing on is providing development opportunities for associates at Ecolab. Thus, in 2022, an internal CareerHub was launched which provides personalized career development

connections, learning and experiences to associates based on their individual skills, interests and career profile. CareerHub and other development-focused initiatives for our associates at Ecolab improved our score in growth and development opportunities to 72%.

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.

▶ **For more information** on learning adoption and performance review completion rates, please see the ESG performance data appendix

Diversity, equity and inclusion

Ecolab has spent the last 100 years rooted in unwavering values. As we move into our next 100 years, we do so grounded in those same values – with even greater clarity of purpose and mission. We believe in the value of diversity, equity and inclusion (DEI), in business and in all facets of life and are working to embed DEI throughout our company so that it shows up in how we:

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

Purposefully investing in a thriving culture that honors inclusion and belonging is essential to being a purpose-driven company. As such, we rely on our 2030 Impact Goals to advance DEI within our organization by:

- 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

Growing our impact requires we relentlessly pursue our 2030 Impact Goals and that the diversity of our team and perspectives are as diverse as the customers and suppliers we work with. We employ a combination of strategies to help us on our path to meet our goals including:

- Creating more diverse candidate pools
- Fostering a culture of inclusivity and belonging through education and engagement in employee resource groups
- Investing in processes and systems that drive accountability against DEI metrics

2022 performance keeps us on track to achieve our diversity, equity and inclusion 2030 Impact Goals

We continue to outperform annual targets toward our 2030 Impact Goals to increase management-level gender diversity to 35% and management-level ethnic/racial diversity in the U.S. to 25% by 2030. In 2022, we achieved 102% of our annual gender equity target and 108% of our annual ethnic/racial diversity goal, propelling us to nearly 30% fulfillment of the ultimate 2030 Impact Goals.

Gender diversity

In 2022, we grew management-level gender diversity to 26.5%, exceeding our annual target by 102%.

102%
of 2022 target

Ethnic/racial diversity

In 2022, we grew management-level ethnic/racial diversity to 19.5%, exceeding our annual target by 108%.

108%
of 2022 target

Diversity, equity and inclusion

Diversifying candidate pools

To ensure diverse candidates are considered throughout the recruiting process, we use a multifaceted approach. 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 though 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 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.

▶ In 2022,

37% of all new management-level hires globally were women

37% of all new management-level hires in the U.S. were people of color.

Global gender diversity

We continue to make progress toward our 2030 goal to increase management-level gender diversity to 35%, with the ultimate goal of gender parity. In 2022, we grew management-level female representation to 26.5%.

Total global employees

- **70.7%** Male
- **27.6%** Female
- **1.7%** Not specified

Global management employees

- **73.2%** Male
- **26.5%** Female
- **0.3%** Not specified

Racial and ethnic diversity in the United States

Our goal is to increase management-level ethnic/racial diversity to 25% by 2030 as we seek to meet full representation of the U.S. workforce at all levels. In 2022, we grew management-level diversity representation to 19.5%.

Total U.S. employees
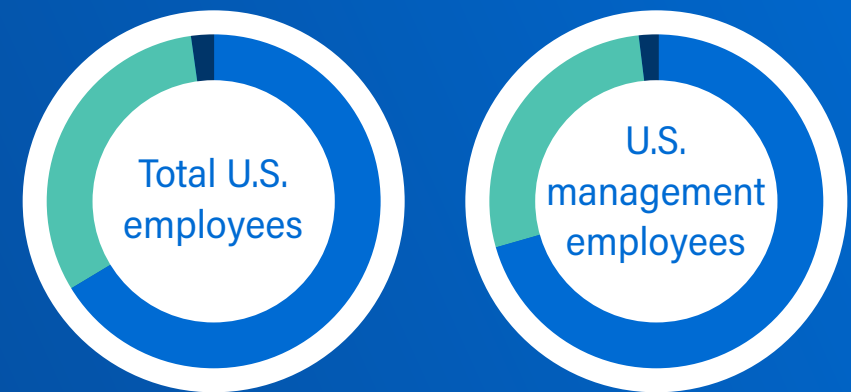
- **56.5%** Non-minority
- **31.4%** Minority
- **2.1%** Not specified

U.S. management employees

- **79.0%** Non-minority
- **19.5%** Minority
- **1.5%** Not specified

Diversity, equity and inclusion

Fostering a culture of inclusivity and belonging

Doing the right thing the right way means that we practice inclusivity, rigorously, every day. We consistently provide associates with opportunities to connect, listen and learn about our differences, to build empathy, understanding and allyship for one another. As of 2022, over one third of our global workforce completed an online Allyship in Action training course to help associates have ongoing conversations, build trust and become better allies to those who face discrimination.

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 11 ERGs help associates connect with colleagues, take part in career and leadership development experiences and provide important insights to the business.

Ecolab ERGs welcome over 6,800 members across 61 countries, including the United States, Canada, Mexico, China, Australia, Brazil, Dominican Republic, Dubai (UAE), India, Japan, Korea, Hong Kong, Scotland, Switzerland, Thailand, Spain and Italy.

Our employee engagement survey has shown that members of ERGs have higher engagement scores than non-members, proving that when associates feel a sense of belonging and inclusion, they are able to do their best work.

Driving accountability

We have 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(s).

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.

The Board of Directors reviews global diversity metrics on a semiannual basis, and senior executives and business leads review metrics monthly. In 2022, we celebrated five years of partnership and progress for our Executive Diversity, Equity and Inclusion Council, which sets the diversity, equity and inclusion strategy at Ecolab and provides accountability for Ecolab's commitment to build a diverse, equitable and inclusive organization. The Council comprises passionate and committed senior leaders from across the enterprise, representing several important ERG populations and global perspectives.

United States ethnic and racial diversity

As defined by EEO-1* racial and ethnic categories

4,190
U.S. management employees

79.0%	White
7.7%	Asian
6.5%	Hispanic or Latino
3.7%	Black or African American
1.5%	Not Specified
1.1%	Two or More Races
0.4%	American Indian or Alaska Native
0.2%	Native Hawaiian or Other Pacific Islander

18,514
Total U.S. employees

66.5%	White
12.5%	Hispanic or Latino
11.5%	Black or African American
4.6%	Asian
2.1%	Not Specified
1.8%	Two or More Races
0.5%	American Indian or Alaska Native
0.5%	Native Hawaiian or Other Pacific Islander

*Ecolab is committed to transparency and publicly shares our Employer Information Report (EEO-1) – a compliance survey mandated by U.S. federal statute and submitted to the Equal Employment Opportunity Commission. The EEO-1 Report serves as a snapshot of our U.S. workforce demographics based on standardized race/ethnicity, gender and job categories.

View the 2021 EEO-1 Report

Embracing diversity and advocating for representation within our company

Critical to our ongoing diversity, equity and inclusion (DEI) efforts is recognizing the importance of representation. At Ecolab, we celebrate the diversity and richness of our workforce and acknowledge the unique perspectives, experiences and voices of our Black and African American (AA)/African associates. By honoring and valuing these contributions, we create a more inclusive and equitable workplace for all.

Providing leadership opportunities at all levels of the organization
The Black Leaders Forum (BLF) is an internal group founded in 2017 that prioritizes open and honest dialogue with top leaders to create a supportive community that develops emerging AA/African leaders. Comprised of more than 30 director and executive-level associates of AA/African descent, the Forum has created an impactful mentorship program which pairs BLF executives with high-potential AA/African associates aspiring to grow into leadership positions. Since its inception, program participation has increased by 60% resulting in an increase in the number of AA/African associates in our leadership pipeline.

Embracing equity around the globe
For EcoEssence - our employee resource group (ERG) focused on the development and retention of associates from African descent - fostering a community of belonging for our Black and AA/African associates and their allies has been critical to the support of this community. For nearly 20 years, the team of more than 600 dynamic EcoEssence leaders has been driving forward our strategic framework surrounding diversity in the workplace by compelling internal and external business partners and stakeholders to reevaluate our approach to recruitment, development, retention and civic partnerships with our Black and AA/African communities. The group went global in 2021 with the launch of a chapter in Brazil, which is already having a profound impact on the community. Since their launch, the chapter has exceeded their membership goals, developed digital resources focused on racial literacy and hosted multiple workshops and panel discussions on professional development and DEI initiatives.

Investing inside and outside our walls
Promoting racial equity touches every part of our business. Our Campus Recruiting team works daily to expand our talent pool, diversify candidate slates and increase our brand awareness with potential associates. The team is building a strong and diverse pipeline by sourcing talent via conferences and events hosted by organizations like the National Association of Black Accountants and the Society of Hispanic Professional Engineers (SHPE) and partnering with organizations like the Society of Women Engineers (SWE) and the Forté Foundation, an organization supporting, identifying and recruiting top women graduating with their Masters of Business Administration (MBA) degrees.

Embracing diversity and advocating for representation within our company

In addition, our Ecolab Foundation nonprofit grant program delivers funds to community partners focused on youth development to support our Black, African and Asian American, Biracial and Multiracial communities. These nonprofit organizations provide programs that encourage personal and educational development and include groups such as the United Ways, YMCAs, YWCAs, Boys and Girls Clubs and many more.

Addressing the whole, not just the parts

Ecolab has been working on policy, philanthropy and workplace initiatives as a member of the Minnesota Business Coalition for Racial Equity (MBCRE). The coalition is comprised of more than 80 regional organizations and collectively seeks to make measurable change by sharing best practices, policies and resources to ensure underrepresented groups have equitable opportunities for success and happiness.

Beyond policy, promoting true racial equality requires that we look at the issue holistically with a wide-angle lens. For example, at the intersection of education and economic equality, MBCRE is working to increase funding of school meals for nutritionally-deprived children in underserved communities, the belief being that hungry children are less able to focus and learn compared to students not living in constant food insecurity. This issue is systemic and critical to students' ability to approach their education, regardless of racial or socioeconomic background, equitably.

Making measurable progress

At Ecolab, we recognize the importance of representation and are working to create a more equitable workplace for Black and AA/African associates. We continue to drive diversity, equity and inclusion forward through our 2030 Impact Goals, in particular a commitment to increase management-level ethnic/racial diversity to 25% as we seek to meet full representation of the U.S. workforce at all levels. In 2022, we made progress toward this goal by increasing management-level people of color representation to 19.5% proving that when we celebrate the diversity and richness of our workforce, we create a more innovative and productive organization for all.
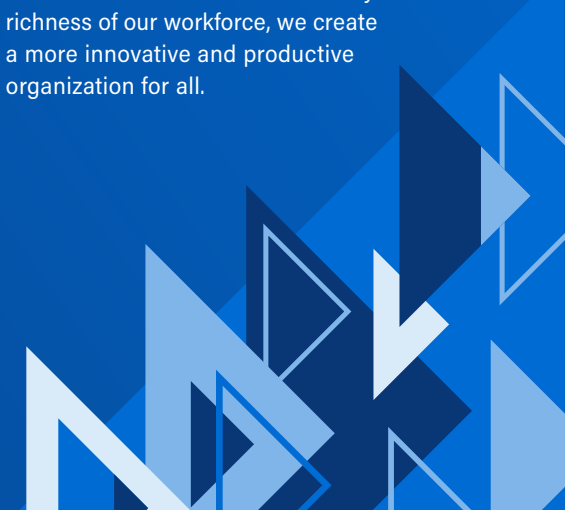
Health, wellness and safety

At Ecolab, the safety of our employees, contractors and visitors is our top priority and embedded into our company values. Our safety goals are simple: zero accidents, zero injuries and zero violations. This Goal Zero is a collective target 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.

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. Employees are trained and empowered

to stop work anytime conditions are considered unsafe.

By 2030, we aim to train and educate 100% of our associates to work safely 100% of the time. In 2022, we made strides toward this goal by reducing total recordable incident rate (TRIR) by 47% from a 2013 based year, globally, and reducing lost time incident rate (LTIR) by 35% from a 2016 base year in North America. For more detailed data, see the ESG performance data appendix.

Safety is a collective responsibility

Our Board of Directors is the highest governing body responsible for Goal Zero primarily through oversight from the Safety, Health and Environment (SHE) Committee, and execution is managed by our Executive Safety Leadership Council and Regional Leadership Councils in all

regions and large markets. Our leadership teams and a network of SHE professionals around the world support employees with safety programs, processes and platforms to help achieve our safety 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.

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 Environmental 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
- Empowering our team to stop work when conditions or behaviors are unsafe, restarting the operation only when risks have been minimized or eliminated
- 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.

47%
reduction

in total recordable incident rate (TRIR) from 2013 base year, globally

35%
reduction

in lost time incident rate (LTIR) from 2016 base year in North America
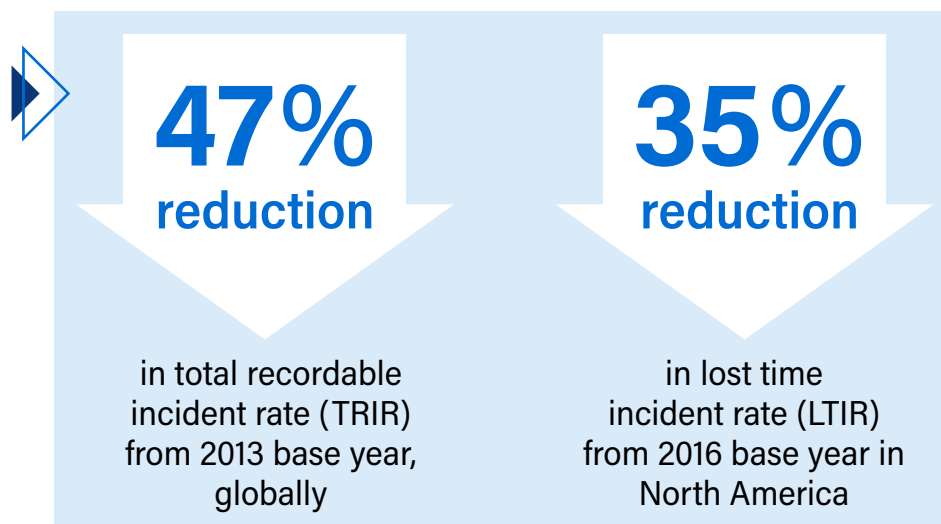
Health, wellness and safety

Our systems help ensure we meet our legal obligations in our countries of operation, including but not limited to the U.S. 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.

In 2022, we continued our multi-year process to align our systems more fully to the ISO 45001 international standard. 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 35% of our workforce is covered by systems that have undergone internal management system audits and 23% is covered by systems that have been audited externally.

Occupational health services
Our team of toxicologists, industrial hygienists and scientists conducts safety assessments of chemical products to characterize health and physical hazards in alignment with the Occupational Safety and Health Administration's (OSHA) Hazard Communication standard and other relevant standards in jurisdictions where we operate. This includes assessing risk and generating 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 also maintain 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.

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 can also 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.

Health, wellness and safety

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 Training** 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.

- **Hazard Recognition Training** Training to empower and enable employees to recognize uncontrolled hazards and use their stop work authority when conditions or behaviors are deemed unsafe.

- **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 .each year.

- **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 and additional division-specific content. In 2022, 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.

Promotion of employee health and wellness

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 five free face-to-face counseling sessions.

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.

Health, wellness and safety

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 operational 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.

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.

In 2022, our achievements included:

More than

203,000

safety observations

More than

31,000

commentary drives to improve driving techniques and safety practices

More than

16,000

drivers using the Virtual Risk Manager driving application to help improve driving techniques and safety practices

169

safety audits

with local first response agencies and we host regular crisis training sessions throughout the world.

We routinely 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, helps ensure we minimize product risks. In addition, we deploy training, risk assessment and mitigation techniques to help 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.

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.

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, market and enterprise levels. Our manufacturing plants regularly test our emergency response plans

Community impact

Ecolab supports programs and initiatives that protect people and nature in the communities in which we live and work. Through corporate giving and grants from the Ecolab Foundation, product donations and employee volunteerism, Ecolab is advancing its goals to support vital ecosystems and enable communities around the world to thrive.

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 $145 million to non-profit organizations.

In 2022, Ecolab and its employees committed more than $83 million to local communities through Foundation and corporate giving, in-kind donations and employee giving and volunteerism (calculated using average values determined by Independent Sector).

Approximately 32% of the Ecolab Foundation's funds in 2022, or $2 million, were committed to 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. Of the 413 nonprofits who were awarded grants through the Foundation's Nonprofit Grant Program, 90% 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.

In 2022, Ecolab provided $1.3 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), STEM 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 2022, $3.1 million of grant funding supported organizations that provide basic needs to our most vulnerable citizens: access to food, housing and job training. In 2022, housing focused grants totaled over $295,000 across 11 states of which about $124,000 was designated towards increasing housing inventory. Ecolab is also a more than 20-year partner with Habitat for Humanity. In 2022, through the Ecolab Foundation, eight projects in five U.S. states were supported with grants totaling close to $100,000 and augmented by employee volunteers who gave over 1,000 hours of time to help provide stable and affordable shelter and housing options.

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 2022, 150 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 2022, the Ecolab Community Giving Program raised $2.62 million for more than 2,338 nonprofits around the world and the Foundation matched employees' requested donations totaling $577,000. Taking into account total employee engagement impact in 2022, including employee personal donations, the

Community impact

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 $3.8 million.

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 2022, these committees helped administer 294 grants to non-profits and schools totaling $1.3 million.

Volunteerism

Ecolab employees are engaged in making a difference in their communities. In 2022, 2,512 individuals volunteered in at least one effort for an average of almost 0.5 volunteer hours per global employee. This provided a value of $637,267 to their local communities.

▶ Volunteer Metrics:

24,477 volunteer hours, globally

8 hours average volunteering hours per employee, globally

2,512 individual volunteers

or

5.3% of employees

Community partnerships

Solutions for Life is part of Ecolab's global offerings to give back to local communities, helping to enhance our mission to conserve water and improve hygiene around the world through collaborations with 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 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 2022, the website welcomed 141,700 unique users in 161 countries.

▶ 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 water 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.

Community impact

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 2022, $72.7 million worth of Ecolab products went to worldwide relief efforts in partnership with non-profit World Emergency Relief to areas in need. Ecolab product donations were distributed in locations around the globe including Australia, Belgium, Canada, Chile, Cyprus, Denmark, El Salvador, Honduras, France, Poland, Hungary, India, Indonesia, Italy, Romania, Slovakia, South Africa, Spain, Thailand, The Netherlands, Ukraine, United Kingdom 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:

- 96% said they accomplished or reached their goal(s)
- 93% reported Ecolab grants made a difference in relation to their overall organizational goals
- 73% reported the grant from Ecolab allowed the organization to improve existing and/or provide new services/products
- 65% reported the grant increased their organization's profile, brand awareness and reputation
- 64% reported their clients/constituents developed new or improved existing skills because of the grant from Ecolab

Ecolab partners with organizations to fulfill our purpose and uplift communities in need

Ecolab's purpose is to protect people and the resources vital to life. One way we live our purpose is by serving as leaders in our communities, helping our neighbors with food safety, optimizing water use and protecting people, planet and business health.

In 2022, we provided $83 million of relief through corporate giving and grants from the Ecolab Foundation, product donations and employee volunteerism – more than doubling our contributions from 2021.

Our efforts to enable communities worldwide are often supported by partnerships with organizations that are working toward a common objective and aligned with our company's values. One of those partnerships is with non-profit organization, World Emergency Relief (WER). The WER team works hand in hand with community leaders to provide essential resources for disaster response and long-term relief, both in the United States and globally. Our collaboration resulted in distribution of more than $72 million of cleaning, sanitizing and public health products across the globe to help communities in need last year.

Over the past 25 years, Ecolab's impact on WER programs demonstrates how the synergy of corporate and non-profit partnerships exponentially affects positive outcomes for all parties. The unique strengths of each entity help contribute to the greater good for those in need.

Working as a member of a global community also has the benefit of a coordinated response when donated cargo is easily obtainable in one part of the world and, through combined networks, can fulfill the needs in countries or situations where resources are not readily available.

One recent example of this type of work is the combined response to the refugee crisis in Ukraine. Within days of the Russian invasion of Ukraine in 2022, WER set up a distribution system to provide relief supplies to refugees fleeing violence. As part of the emergency response, Ecolab immediately and without hesitation provided more than $17 million in health and hygiene supplies – a fundamental element in maintaining public health and preventing the spread of disease.

This story is based on a conversation between Ecolab's Vice President of Global Community Impact and President of the Ecolab Foundation, Kris Taylor, and the CEO of World Emergency Relief, Kristy Scott, and has been condensed and edited for clarity.

Governance

▶ Promoting a 100% positive future through strong governance practices

Building a 100% positive future requires a collective effort. It is a mindset that propels us, our customers and our communities forward. We are committed to leading with our values and are driven to uphold ethical, inclusive and responsible policies and practices wherever we 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. We will continue to build on our legacy of doing great things for humanity in the right way, always.
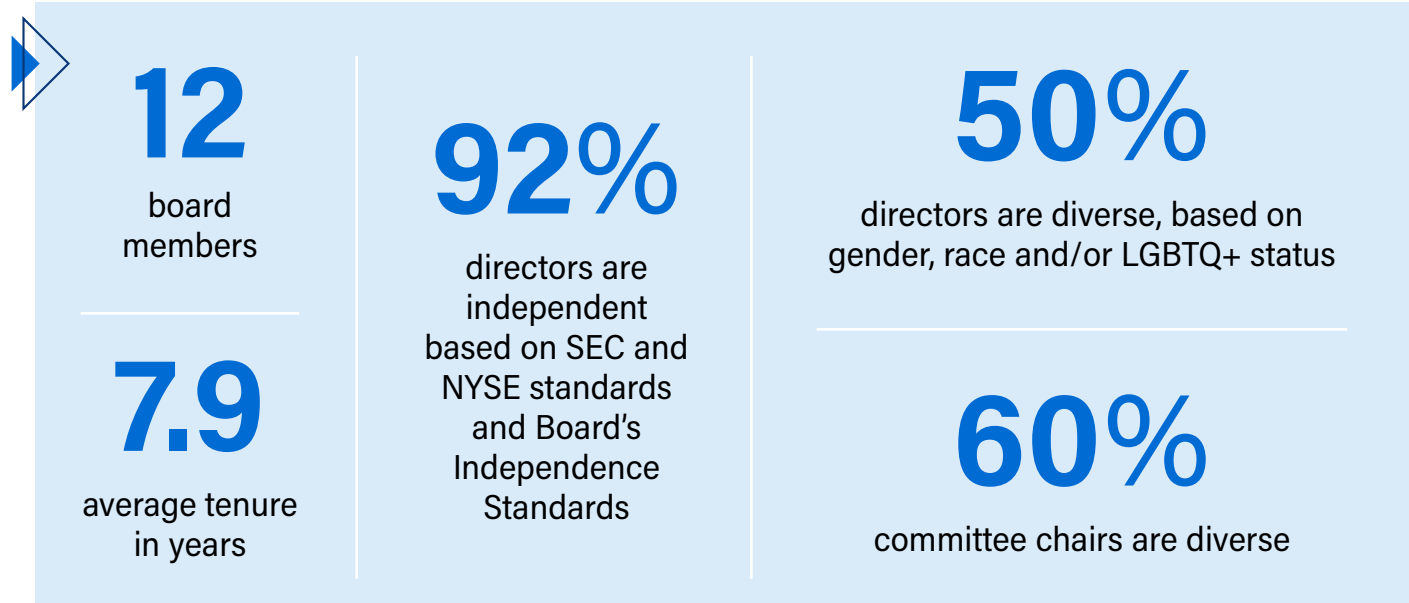
Corporate governance

Ecolab's Board of Directors ("Board") is committed to maintaining a corporate governance structure that promotes long-term stockholder value and supports Ecolab's efforts to create sustainable solutions to economic, environmental and social issues.

Board independence and diversity

Our Corporate Governance Principles state that in selecting Board members, the Board values broad perspectives, backgrounds, experience and knowledge, demonstrated independent judgment, as well as diversity of business experience, gender and race. Under our existing board leadership framework, we have an independent Lead Director with robust responsibilities and a fully independent Governance Committee which is responsible for selecting all independent directors, committee chairs and committee members, which are approved by the Board. Committee leaders and the Lead Director role are rotated periodically as set forth in our Corporate Governance Principles.

Board's role in risk management and sustainability matters

The company's growth is tied to its mission to support people health, planet health and business health. Risk management is an important part of protecting the company's mission. The Board has various processes and procedures for oversight of risk management and directors are actively

12
board members

7.9
average tenure in years

92%
directors are independent based on SEC and NYSE standards and Board's Independence Standards

50%
directors are diverse, based on gender, race and/or LGBTQ+ status

60%
committee chairs are diverse

involved in the risk oversight function. The Board actively oversees ESG risks and opportunities primarily through the Safety, Health and Environment (SHE) Committee. The Board has had a separate standing SHE Committee since 2011. The SHE Committee is responsible for many of the company's sustainability policies, programs and practices that affect, or could affect, Ecolab employees, customers, stockholders and neighboring communities. These topics include safety topics, waste management and environmental topics, progress towards the UN Global Compact Business Ambition for 1.5°C and actions to implement the recommendations of the Task Force on Climate-related Financial Disclosures (or similar bodies). The Chief Sustainability

Officer reports to the SHE Committee on the activities of the Sustainability Executive Advisory Team at least annually.

The Audit Committee, Compensation and Human Capital Management Committee and Governance Committees of the Board of Directors also address various ESG matters, including financial disclosures regarding climate change, compliance matters, pay equity, review of labor force (with the goal of avoiding child labor), political and trade association support and diversity. In addition to reports from these committees, the Board receives an annual presentation from the SHE Committee on the company's progress against its sustainability goals and implementation of projects and related activities.

Cybersecurity is also emerging as a key strategic and operating risk for many companies. This risk is monitored by the Audit Committee and the Board through risk assessments and reviews provided by management at least semiannually.

The company believes that its leadership structure supports the risk oversight function of the Board and its sustainability initiatives. The company and the Board regularly review and evaluate the Company's corporate governance practices and policies. Many of these practices are set forth in our Corporate Governance Principles (including Director Independence Standards), Committee Charters and Code of Conduct.

Business 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 market to help ensure strong communication with regional leadership.

Available in 26 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. Our Code was updated in 2023 to enhance ease of functionality for our employees and to emphasize our company's values.

Training

New employees participate in training sessions on the Code of Conduct and are required to read the Code and acknowledge compliance with it. On an annual basis, all Ecolab employees and almost all contingent workers are required to complete an online or in-person training refresher course and certify compliance with the Code. 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 a training course and certify compliance. In 2022, 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 to our employee base. 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 are 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 considered investigations under Ecolab's Code of Conduct program.

Ethical answers: Introducing our modernized Code of Conduct

For a century, we've grown the business by working together with diverse perspectives, doing what's right, what's fair and what's honest. To reach our goals and pursue our purpose of protecting people and resources vital to life, we must act ethically in every interaction, every single day.

Ecolab's Code of Conduct guides associates in everyday work as we individually and collectively operate with the highest ethical standards. We recently updated our Code of Conduct to help associates answer difficult questions and to do business the right way. From maintaining a positive and respectful workplace to completing business expenses, the Code of Conduct serves as a valuable resource for all associates.

It spans a wide range of topics, including:
- Sustaining our commitment to quality, safety, health and the environment
- Understanding situations that might conflict with Ecolab's values
- Finding resources to get help, including reporting options

We're proud to be a company that upholds strong ethical values, and to provide a work environment where our associates help us deliver positive outcomes for our customers, our communities and the planet.

For more information

Code of Conduct

Business ethics

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.

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 Services team 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. Reports of potential Code of Conduct violations are thoroughly investigated, and appropriate actions are taken or mitigation steps are put in place. Ecolab's Global Compliance department oversees all Code investigations to ensure they are thorough, timely, consistent, and appropriate action is taken, which may include disciplinary measures up to, and including, termination. Recommended appropriate action and certain remediation plans are documented and tracked in the Global Compliance department's investigation management and tracking systems.

Ecolab prohibits retaliation based on reports, concerns or Code investigations, and if a retaliation Code violation is found, appropriate action up to termination is taken.

Ecolab has a Global Investigations and Reporting Procedure 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 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. We conduct annual audits 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 15 risk areas, including the assessment of human rights issues. The assessment is aligned and reported to the internal Audit Services team as a part of their reporting process. Our annual Code of Conduct audit is completed by the Internal Audit Services team. 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 and comply with Ecolab's requirements
- Articles and communications
- An anti-bribery and anti-corruption audit program with a dedicated internal audit manager
- Compliance and ethics committees in all markets to help identify and mitigate risk

Policy and procedures

Ecolab's Anti-Corruption Policy is designed for compliance with 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 lines, 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 good anti-corruption programs and openly report on them 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 the company's 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 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 our existing third parties to undergo a rigorous approval process every three to four years, depending on certain risk-based factors. Based on these risk factors, Ecolab will perform an internal audit, and if necessary, audit the third parties to ensure they are in compliance with our Anti-Corruption Policy.

▶ **2022 Anti-corruption training completion rates**

Region	%
Asia Pacific	100%
Europe	99%
Greater China	100%
India, Middle East and Africa	100%
Latin America	98%
North America	99%
Total	99%

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 may have relevant business responsibilities or

interactions. More detailed anti-corruption training is provided to senior leaders in all markets and in high-risk locations. Overall, there was a 99% completion rate of anti-corruption training in 2022. Medium- and high-risk intermediaries are also required to complete Ecolab's anti-corruption training.

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 111 auditable units including countries, divisions and departments. Of these units, approximately 50 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, one anti-corruption specific audit was completed in 2022 as part of Ecolab's anti-corruption program. The Global Compliance department also completes various assessments for all markets and business units, including recently acquired operations. Few significant risks were identified and risks relating to the use of 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

In 2022, we introduced our formal Human Rights Policy which outlines our commitment to upholding human rights globally. We believe in enhancing the well-being of people and communities around the world. The human rights of our employees and those that we do business with are respected across Ecolab's global operations. 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 are committed 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.

Training

Our employees are trained on human rights policies and procedures through our Code of Conduct annual training. In 2022, 99% of our employees and applicable contingent workers completed the Code training and certified compliance to it. About 22,500 total hours was devoted to that training.

Due diligence processes

We conduct annual audits led by the Global Compliance department to identify legal and regulatory compliance risks in 15 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, operation audit results and Code of Conduct data. Reports are provided to top management and 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

To meet our customers' world-class expectations, Ecolab has established appropriate policies and standards to ensure the quality of our products and the integrity of our operations. Suppliers are expected to continually increase the value to Ecolab in the areas of cost, quality, delivery, innovation, compliance and continuous improvement.

Ecolab's business relationship with its suppliers is based on supplier policies as well as contracts or purchase order terms and conditions that are specific to supplier transactions with Ecolab.

Policies
Our Supplier Code of Conduct was updated in 2022 and includes expectations around integrity, ethical and legal standards, compliance, confidentiality, gifts, gratuities and business meals, labor rights and employment law, health and safety, environment, anti-bribery and corruption, fair competition and supplied materials. Suppliers are expected to comply with the Supplier Code of Conduct in the course of doing business with Ecolab and its employees. 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.

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.

Supplier sustainability
Our suppliers are an integral part of our sustainability strategy. 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.

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.

And, as part of our 2030 Impact Goals, we've committed to working closely with suppliers on both environmental and diversity, equity and inclusion initiatives and expect suppliers to:
1. Set ambitious carbon reduction targets aligned with the science-based target methodology by 2024*
2. Disclose corporate social responsibility progress through supplier surveys, including reporting environmental performance and results through the

CDP Supply Chain and Tier 2 supplier diversity spend data through Ecolab's supplier survey
3. Act within their operations to achieve their goals

We directly engage with suppliers on their carbon reduction efforts to monitor progress toward our goals. In 2022 we partnered with CDP to source data for our Scope 3 reporting purposes from over 240 suppliers on their carbon targets and footprint. CDP surveys will continue to be utilized to track performance of top tier suppliers.

*Ecolab is working with suppliers representing 70% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution and business travel) to set ambitious carbon reduction targets aligned with the science-based target methodology by 2024.

Supplier relations

Supplier diversity

Supplier diversity at Ecolab means driving competitiveness 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 makes our business more attractive to customers, employees and investors, and benefits 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, Minority Supplier Development UK (MSDUK), United States Hispanic Chamber of Commerce (USHCC), Supply Nation, and federal government agencies – including Veteran Affairs agencies – and/or state or local government agencies.

In 2022, Ecolab had another successful year in weaving supplier diversity into the fabric of how Ecolab does business while delivering impressive results in 2022. 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 and on course to grow 2020 spend by 5x by the end of 2030.

We implemented the following actions in 2022 to increase diverse supplier spend, supplier outreach and engagement:

- Added automation to validate diverse spend against 3rd party databases more frequently, allowing for timely action, and rolled out internal dashboards allowing executive committee member greater insight into their team's performance.
- Added 14 new suppliers to Tier 2 reporting cadence while sharing best practices with suppliers not yet equipped with Tier 2 program.
- Sponsored WBENC Chemical Industry Accelerator to provide development opportunities for women-owned businesses looking to work with Fortune 500 companies as well as align them with specific opportunities, thereby increasing likelihood of contracting. We have also partnered with customers to share best practices and build on ultimate economic impact.

Ecolab's 2022 spend with diverse suppliers totaled about $263 million, or 5.55% of all U.S. procurement spend. This includes $94 million in spend with minority-owned businesses, $71 million in spend with women-owned businesses, $56 million procured from certified small businesses and $6.7 million from veteran-owned suppliers. In all, Ecolab conducted business with over 640 diverse suppliers in all categories of diverse spend in 2022.

To continue progress, we will rely on our solid foundation of sound procurement practices and advanced data and analytics, expand our base of strong customer and partner relationships, and implement key growth opportunities to reach 2023 targets.

Ecolab proudly sponsors the WBENC Chemical Industry Accelerator

Our U.S. Supplier Diversity Program is founded on the principles of fair and equitable business practices and social responsibility to the communities we serve. We are committed to providing equal opportunities to diverse suppliers. That's why we partnered with BASF to sponsor the Women's Business Enterprise National Council (WBENC) Chemical Industry Accelerator.

The WBENC is a leading non-profit organization dedicated to helping women-owned businesses thrive and the WBENC Chemical Industry Accelerator is a premier acceleration program that fosters growth for women-owned businesses specifically in the chemical industry.

With the goal of leading to new business opportunities, the program spans a wide range of topics, including:

- Increasing awareness of opportunities to do business with the chemical industry
- Providing insights into the supply chain needs and requirements of the industry
- Supporting and fostering connections with experts and decision makers within the participating chemical corporations through classes and sponsor pod interactions

For more information

WBENC Chemical Industry Accelerator

Supplier relations

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.

Screening processes

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.

Ethical 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.

In parts of Ecolab's business where there is an elevated risk of slavery and human trafficking, suppliers complete an additional 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 respond to questions on their policies, management practices and specific performance related to protection of employees' human rights and prevention and elimination of trafficking and slavery.

Supplier relations

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. 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 monitors multiple sources such as U.S. Customs & Border Patrol, the International Labor Organizations' (ILO), Walk Free or other organizations to identify 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 816 suppliers. In light of Russia's invasion of Ukraine in 2022 and the sanctions against Russia by the United States and other countries, Ecolab has made the determination that it will limit its Russian business to operations that are essential to life, providing minimal support for its healthcare, pharmaceutical, food and beverage and certain water businesses.

In 2022, we issued a forced labor survey targeting 76 suppliers that we believed were of higher risk based on location, commodity and spend. Suppliers were questioned on their internal policies,

management practices and specific performance related to protection of employees' human rights and prevention and elimination of trafficking and slavery. Suppliers that indicated they did not have a human rights policy addressing forced/child labor indicated they were willing to provide a contractual guarantee that the products sourced from them were not produced using forced labor.

We have not received reports of evidence or indications of modern slavery within our operations or our industry sector.

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. In 2022, we provided supplemental forced labor training to global procurement associates to better identify risks in Ecolab's supply chain.

In 2022, we continued to train and promote our supplier sustainability program internally with our procurement teams and externally through publication of supplier sustainability requirements and disclosure resources.

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.

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 2022, Ecolab Inc. contributed $30,000 to the Democratic Governors Association, $30,000 to the GOPAC, Inc., and $15,000 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 2022, 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; Chemical Footprint Project; The Conference Board; Consumer Brands Association; Consumer Goods Forum; Corporate Eco Forum; Council of Great Lakes Industries; Food Marketing Institute; Global Food Safety Initiative; Household and Commercial Products Association; International Organization for Standardization; National Association for Environmental Management; National Association of Manufacturers; National Restaurant Association; Steel Manufacturers Association; United States Council for International Business; and World Environment Center.

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 hours a day, seven days a week, 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.

Tax

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.

In 2022, Ecolab received nominal monetary support, awards, tax reliefs or subsidies directly from governments. We received federal and state credits in the United States to support our research and development initiatives totaling approximately $24M based on estimates for the 2022 tax return year. Ecolab also received a U.S. federal family medical leave credit totaling an estimated $1.1 million, a U.S. nonconventional source fuels credit of approximately $367,000 and a U.S. work opportunity credit of an estimated $200,000. Ecolab received a Dominican Republic tax holiday of $5.8 million in 2022 (valued benefit equals the difference in the statutory tax rate applied to Ecolab's income for 2022 compared to the zero-tax paid). Anticipated tax deductions by the Australian government for research and development expenditures in Australia will total approximately $110,000 for 2022 and a similar benefit in Spain of approximately $190,000. Anticipated tax deductions in the United Kingdom for research and development expenditures in the UK will total approximately $600,000 for 2022.

Compliance

In 2022, 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. Our operations did not experience significant instances of non-compliance in 2022, including 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 2022, three of Ecolab's manufacturing facilities received monetary penalties related to wastewater operations, and one related to stormwater discharges. We have a proactive and robust compliance program to address these issues promptly and completely, and none of these 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, 2022 in Part 1, Item 1, under Environmental Remediation and Proceedings and in Note 16 ("Litigation and Environmental Matters").

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

Ecolab's global Scope 1, 2 and 3 (business travel only) greenhouse gas (GHG) emissions are verified by a third party, Apex Companies LLC, using the ISO 14064-3: Greenhouse Gases - Part 3 specification standard. Our NOx, SOx, volatile organic compounds and hazardous air pollutants emissions are verified through Apex Companies LLC using the International Standard on Assurance Engagement (ISAE) 3000 Revised. For more information, access our Verification Opinion Declaration on Greenhouse Gas Emissions and Assurance Statement on Environmental Metrics.

Emissions		2020	2021	2022
Direct (Scope 1) GHG emissions (MT CO$_2$e)	Direct (Scope 1) Emissions	289,636	293,468	299,143
	Biogenic Emissions	152	254	376
	Total	**289,788**	**293,722**	**299,519**
Indirect (Scope 2) GHG emissions (MT CO$_2$e)	Market-based Indirect (Scope 2) Emissions	83,172	88,353	86,557
	Location-based Indirect (Scope 2) Emissions	167,066	176,159	170,546
Scope 1 and 2 GHG emissions intensities (MT CO$_2$e / MT)	Direct and indirect GHG emissions intensity	0.14	0.13	0.13
	Direct (Scope 1) emissions	0.11	0.10	0.10
	Market-based indirect (Scope 2) emissions	0.03	0.03	0.03
Reduction of GHG emissions (MT CO$_2$e)	Asia Pacific	218	51	-
	Europe	41	45	11,022
	Greater China	-	-	-
	India, Middle East, Africa	21	-	14
	Latin America	-	23	-
	North America	109	203	1
	Total	**389**	**322**	**11,037**

Direct (Scope 1) GHG emissions
- Scope 1 emissions reported are independent of any GHG trades, such as purchases, sales or transfers of offsets or allowances.
- The inventory includes CO$_2$, CH$_4$ and N$_2$O emissions from fuel consumption and HFC emissions from refrigerant use.
- PFCs, NF$_3$ and SF$_6$ 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
- Scope 2 emissions reported are independent of any GHG trades, such as purchases, sales or transfers of offsets or allowances.
- The inventory includes CO$_2$, CH$_4$ and N$_2$O 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.

Scope 1 and 2 GHG emissions intensities
- Gases include CO$_2$, CH$_4$ and N$_2$O.
- Intensity unit is MT of emissions per MT of product produced.

Reduction of GHG emissions
- The scope of reduction of emissions consumption data is global supply chain manufacturing facilities. The inventory includes CO$_2$, CH$_4$ and N$_2$O emissions from fuel consumption and HFC emissions from refrigerant use. This includes both Scope 1 and 2 emissions.
- PFCs, NF$_3$ and SF$_6$ 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 reported years.

ESG performance data: Emissions

Emissions		2018	2021	2022
Other indirect (Scope 3) GHG emissions (MT CO$_2$e)	Purchased goods and services	4,494,372	4,009,899	4,996,607
	Use of sold products	1,071,449	914,171	818,424
	Upstream transportation and distribution	625,150	853,340	694,699
	Investments	122,785	127,741	137,591
	Fuel- and energy-related activities	110,013	118,997	120,828
	Employee commuting	84,774	83,306	78,577
	Capital goods	49,722	46,988	55,254
	Business travel	60,347	31,734	50,681
	Waste generated in operations	29,796	29,449	30,188
	Downstream transportation and distribution	19,674	26,856	21,863
	End of life of sold products	1,499	1,538	1,334
	Total	**6,669,581**	**6,244,018**	**7,006,046**

Other indirect (Scope 3) GHG emissions

- Ecolab's Scope 3 inventory, for 2022 and historical years, has been adjusted to integrate the acquisition of Purolite in December 2021.
- We used an environmentally extended input-output (EEIO) analysis for annual 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 and distribution, and a portion of business travel purchased by Ecolab in the reporting year. Beginning with our 2022 greenhouse gas inventory and adjusted for historical years, we switched our EEIO approach from Carnegie Mellon 2002 to US EPA Supply Chain GHG Emission Factors for US Commodities and Industries v1.1.1, as these factors are more temporally representative.
- For a portion of our purchased goods and services footprint associated with key raw chemicals, for 2022 and historical years, we have replaced an EEIO spend-based emissions calculation approach with a secondary life cycle analysis (LCA) approach, multiplying chemical volume against secondary LCA factors from Ecoinvent v3.8 to estimate emissions.

Other indirect (Scope 3) GHG emissions (continued)

- For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, for 2022 and historical years, we have replaced an EEIO spend-based emissions calculation approach with supplier-specific data collected via CDP Supply Chain.
- Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and transmission and distribution 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 2022 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, hot and chilled water are calculated using emissions factors from UK Defra 2022 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 2022 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).
- Upstream transportation and distribution emissions represent inbound and outbound shipping and warehousing services purchased by Ecolab.
- 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). Landfill emissions factors are used directly from WARM. This model bases its emissions calculations on a life-cycle analysis, including emissions 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 2022 emissions factors were used to calculate Scope 3 business travel emissions. Data on air, rail and vehicle mileage is supplemented by procurement spend data where gaps in mileage data exist. Supplementary spend data is assessed using Environmentally Extended Economic Input Output (EEIO) analysis, applying factors from US EPA Supply Chain GHG Emission Factors for US Commodities and Industries v1.1.1.
- Employee commuting emissions are estimated based on total Ecolab employees globally, and specifically global 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 (i.e., Scope 1 emissions) vehicles for their commuting activity. For remaining employees, we assume each employee commutes via vehicle traveling the U.S. National Household Travel Survey average distance per day for 261 business days per year. Particularly with the rise in remote work and hybrid models, we consider this 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. For the Food & Beverage and Nalco Water 3D TRASAR calculations, we estimate lifetime use-phase emissions using the following formula: Emissions = new unit sales in the year * estimated annual electricity consumption * grid emissions factor * average product lifespan. For Ecolab's dishmachine rental program, use-phase emissions are estimated using the following formula: new unit placements in the year (i.e., new rentals) * estimated annual electricity consumption * grid emissions factor * average customer total lease period. Beginning with our 2022 greenhouse gas inventory and adjusted for historical years, our dishmachine rental program use of sold products accounting approach uses average customer total lease period rather than average product lifespan. This revised approach more accurately estimates customer energy consumption compared to historically reported inventories.
- 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 Fourth Assessment Report.
- Investments emissions represent emissions associated with Ecolab joint ventures which are not already captured in the Scope 1 and Scope 2 inventory. Emissions are estimated using the equity share approach and assuming GHG

intensity of joint ventures is equivalent to Ecolab's Scope 1, Scope 2 and upstream Scope 3 GHG intensity per revenue (USD). We consider this to be a conservative approach. Although this Scope 3 category is not considered relevant to Ecolab (<5% of our total Scope 3 footprint), we will seek to refine our accounting approach via the collection of primary data in coming years.
- Ecolab's upstream leased assets are included in the Scope 1 and 2 GHG inventory.
- In prior inventories, Ecolab reported emissions from outbound logistics by external carriers purchased by Ecolab under Scope 3 downstream transportation and distribution. These emissions have been grouped under upstream transportation and distribution to better align with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Emissions reported under Scope 3 downstream transportation and distribution in this report represent the estimated emissions of outbound logistics managed by Ecolab customers. This is a minority share of Ecolab outbound shipping.
- In alignment with the WBCSD Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain, Ecolab is not reporting processing of sold products emissions on the basis that such emissions are difficult to accurately estimate, not strategically relevant to Ecolab, and are therefore not relevant and not required. Ecolab's primary product categories are final products which do not require processing. Product categories for which there may be intermediate processing are diverse in application and customer structure. As accounting methodologies and data availability for the chemical sector evolve, Ecolab will continue to evaluate if processing of sold products emissions may be reasonably estimated.
- Ecolab does not have any downstream leased assets.
- Ecolab does not have any franchises.

ESG performance data: Emissions

Emissions		2020	2021	2022
▷ **Ozone-depleting substances (ODS) emissions** (MT CFC-11 equivalents)	Asia Pacific	0.0008	-	-
	Europe	-	-	-
	Greater China	-	-	-
	India, Middle East, Africa	-	-	-
	Latin America	-	-	-
	North America	-	-	-
	Total	**0.0008**	**-**	**-**
▷ **NOx emissions by region** (MT)	Asia Pacific	29.1	27.5	26.2
	Europe	116.4	109.1	105.5
	Greater China	1.2	1.1	1.0
	India, Middle East, Africa	3.7	3.6	3.6
	Latin America	4.2	3.9	4.0
	North America	162.2	169.3	176.7
	Total	**316.8**	**314.5**	**317.0**
▷ **SOx emissions by region** (MT)	Asia Pacific	0.84	0.76	0.54
	Europe	1.90	1.64	1.55
	Greater China	0.24	0.15	0.23
	India, Middle East, Africa	0.05	0.78	1.71
	Latin America	0.34	0.25	0.41
	North America	1.68	1.71	1.76
	Total	**5.04**	**5.29**	**6.19**
▷ **NOx and SOx emissions intensities** (MT / MT)	NOx emissions intensity	0.000116	0.000110	0.000109
	SOx emissions intensity	0.000002	0.000002	0.000002

Ozone-depleting substances (ODS) emissions
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 2020 calculations include R22, R123 and R124A. Substances included in 2021 and 2022 calculations include R123 and R124A. Emissions factors from the Montreal Protocol were used.

NOx and SOx emissions intensities
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.

ESG performance data: Energy

Energy		2020	2021	2022
Total energy use (GJ)	Total energy use	6,325,325	6,525,882	6,677,412
	Total electricity use	1,283,937	1,393,360	1,441,111
	Total renewable electricity use	772,145	826,948	878,078
	Total self-generated energy	201,729	56,305	61,766
Energy intensity (GJ / kg)	Energy use intensity	0.0023	0.0023	0.0023
	Electricity use intensity	0.0005	0.0005	0.0005
Electricity sold (GJ)	Electricity sold	4,640	6,784	7,356
Direct energy consumed by source (GJ)	Natural gas	2,839,701	2,845,827	2,883,535
	Gasoline	1,487,362	1,553,489	1,579,705
	Diesel	512,583	505,657	513,814
	LPG	12,463	12,117	14,408
	Distillate fuel oil (#1, 2, 4)	5,689	6,590	9,833
	Ethanol	2,351	3,916	5,805
	Residual fuel oil (#5, 6)	2,156	1,936	1,294
	Total	**4,862,305**	**4,929,532**	**5,008,394**
Indirect energy consumed by source (GJ)	Electricity	511,793	566,412	563,033
	Steam	179,109	196,461	220,724
	Purchased chilled water	-	6,530	7,183
	Solar	1,698	753	2,265
	Total	**692,600**	**770,156**	**793,205**
Reduction of energy consumption resulting from conservation and energy efficiency initiatives (kWh)	Asia Pacific	377,000	175,261	-
	Europe	364,000	236,965	6,227,364
	Greater China	-	-	-
	India, Middle East, Africa	28,500	-	54,195
	Latin America	-	57,622	-
	North America	695,000	1,109,074	3,226
	Total	**1,464,500**	**1,578,922**	**6,284,785**

Electricity sold
Our facility in Naperville, Illinois, has an onsite tri-generation facility that produces most 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.

Reduction of energy consumption resulting from conservation and energy efficiency initiatives
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 reported years

ESG performance data: Water

Water

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

Water		2020	2021	2022
▷ **Water withdrawal by source** (cubic meters)	Municipal water or other water utility	7,586,428	7,950,573	8,521,183
	Groundwater	1,200,814	1,231,573	1,284,702
	Surface water	1,378,429	1,083,367	758,506
	Rainwater	6,577	12,640	30,772
	Wastewater from another operation	-	482	-
	Total	**10,172,247**	**10,278,635**	**10,595,163**
▷ **Water withdrawal intensity** (cubic meters / MT)	Intensity within the organization	3.724	3.608	3.640
▷ **Water withdrawal by source from water-stressed areas** (cubic meters)	Municipal water or other water utility	3,309,337	3,659,936	3,947,545
	Surface water	860,022	480,361	346,441
	Groundwater	242,933	167,617	118,390
	Total	**4,412,293**	**4,307,915**	**4,412,376**
▷ **Total water recycled and reused**	Total water recycled and reused (cubic meters)	477,568	557,762	286,875
	Total water recycled and reused as a percent of total water withdrawal (%)	4.7%	5.4%	2.7%
▷ **Water discharge by destination** (cubic meters)	Sewer to treatment facility	7,343,627	7,574,029	7,164,684
	Over land / surface water	864,874	867,680	1,317,625
	Hauled off-site	68,633	98,995	251,116
	Solidification	8,016	2,913	4,354
	Total	**8,285,150**	**8,543,618**	**8,737,779**
▷ **Water discharge intensity** (cubic meters / MT)	Intensity within the organization	3.03	3.00	3.00

Water withdrawal intensity
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.

Water withdrawal by source from water stressed areas
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 for 2022 represents 41.6% of Ecolab's global water footprint.

Total water recycled and reused
The scope of water recycled and reused data includes global supply chain manufacturing facilities that reported water recycling projects. Figures 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 reported years.

Water discharge intensity
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.

ESG performance data: Water

Water	2020	2021	2022
Water discharge by quality (MT)			
Biological oxygen demand (BOD)	715	1,481	1,258
Chemical oxygen demand (COD)	728	3,351	2,481
Total suspended solids (TSS)	1,470	1,498	1,628
Water consumption (cubic meters)			
Total water consumed within the organization	1,887,097	1,735,017	1,857,684
Total water consumed in water-stressed areas	654,149	432,632	413,280

Water discharge by quality
- The scope of water quality data is global supply chain manufacturing facilities.
- In 2020, 30%, 28% and 46% of water discharge is represented in BOD, COD and TSS volumes, respectively.
- In 2021, 35%, 38% and 50% of water discharge is represented in BOD, COD and TSS volumes, respectively.
- In 2022, 55%, 38% and 49% of water discharge is represented in BOD, COD and TSS volumes, respectively.

ESG performance data: Waste

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.

Waste	2020	2021	2022
Material use (MT)			
Raw material used (nonrenewable)	1,542,218	1,734,641	2,722,292
Material used in packaging	21,526	24,947	52,074
Post-consumer resin (PCR) used in packaging	1,245	2,496	2,269
Reconditioned drums purchased	1,416	1,021	1,531
Reconditioned intermediate bulk containers (IBC) purchased	180	44	725
Containers returned for reuse	2,493	2,387	1,576
Nonhazardous solid waste by destination (MT)			
Landfill	18,546	17,754	14,543
Wastewater treatment	-	269	11,404
Compost / land farm	192	2,358	3,790
Recycling	2,668	2,253	2,362
Energy recovery	525	2,578	1,448
Treatment	4,154	2,679	1,363
Reuse	651	774	560
Incineration	239	82	9
Total	**26,975**	**28,747**	**35,478**

Material use
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.

Nonhazardous solid waste by destination
- All waste is disposed of directly by the organization or otherwise directly confirmed by the waste disposal contractor.
- The scope of nonhazardous waste by destination is global manufacturing facilities and headquarters/RD&E facilities. The scope of recycled nonhazardous waste is global supply chain manufacturing facilities.

ESG performance data: Waste

Waste		2020	2021	2022
▷ **Hazardous solid waste by destination** (MT)	Landfill	28,281	19,460	19,614
	Treatment	7,081	6,505	9,418
	Wastewater treatment	228	4,967	5,797
	Energy recovery	1,331	2,129	4,158
	Deep well injection	1,482	-	2,598
	Reuse	126	1,461	1,400
	Recycling	-	1,084	727
	Compost / land farm	3	373	169
	Incineration	2,777	183	-
	Fuel blending	1,035	63	-
	Evaporation	21	-	-
	Sewer	10	-	-
	Total	**42,376**	**36,224**	**43,881**
▷ **Total waste and waste intensities** (MT/MT)	Nonhazardous solid waste intensity	0.01	0.01	0.01
	Hazardous waste intensity	0.02	0.01	0.02

Hazardous solid waste by destination

- 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 waste by destination is global manufacturing facilities and headquarters/RD&E facilities.

Total waste and waste intensities
Intensity unit is MT of waste per MT of product produced.

ESG performance data: Employee demographics

Employment data is reported in head count at the end of reporting period (31 December 2022). Contingent workers are included in employment data. The most common type of contingent workers (92%) performs routine work of Ecolab employees. The number of global active contingent workers in 2022 was 3,558. Employment data does not include temporary employees, interns or co-ops, which account for approximately 1% of our total workforce. Data for the Board of Directors is current as of the date of initial publication of this report (31 May 2023).

Global employee information by employment type

Employee type	Female	Male	Unspecified	Total
Full time	12,607	33,381	807	46,795
Part time	486	162	19	667
Total	**13,093**	**33,543**	**826**	**47,462**

Global employee information by market and gender

Region	Female	Male	Unspecified	Total
Asia Pacific	853	2,507	94	3,454
Europe	3,158	6,514	509	10,181
Greater China	721	2,823	4	3,548
India, Middle East and Africa	703	1,949	15	2,667
Latin America	1,274	3,989	50	5,313
North America	6,384	15,761	154	22,299
Total	**13,093**	**33,543**	**826**	**47,462**

Global diversity by job level, gender and age

38,357 Individual Contributors

Gender as a Percent of Total	Male	70.1%
	Female	27.8%
	Not Specified	2.1%
Age Group as a Percent of Total	> 50 Years Old	21.5%
	30 – 50 Years Old	58.2%
	< 30 Years Old	20.2%

7,379 Junior Management Employees

Gender as a Percent of Total	Male	73.0%
	Female	26.9%
	Not Specified	0.1%
Age Group as a Percent of Total	> 50 Years Old	29.0%
	30 – 50 Years Old	68.1%
	< 30 Years Old	2.9%

1,709 Management Employees

Gender as a Percent of Total	Male	74.5%
	Female	24.8%
	Not Specified	0.7%
Age Group as a Percent of Total	> 50 Years Old	43.9%
	30 – 50 Years Old	55.9%
	< 30 Years Old	0.2%

17 Top Management Employees

Gender as a Percent of Total	Male	58.8%
	Female	41.2%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	52.9%
	30 – 50 Years Old	47.1%
	< 30 Years Old	0%

12 Board of Directors

Gender as a Percent of Total	Male	58.3%
	Female	41.7%
	Not Specified	0%

Ethnic/racial diversity of U.S. Employees

14,324 Individual Contributors

Minority	34.9%
Non-minority	62.8%
Not Specified	2.3%

3,058 Junior Management Employees

Minority	20.0%
Non-minority	78.5%
Not Specified	1.5%

1,117 Management Employees

Minority	18.0%
Non-minority	80.4%
Not Specified	1.6%

15 Top Management Employees

Minority	26.7%
Non-minority	73.3%
Not Specified	0%

12 Board of Directors

Minority	16.7%
Non-minority	83.3%
Not Specified	0%

ESG performance data: Talent management

Global new employee hire rates*
Based on 8,644 hires

Asia Pacific	Female	Male	Total
> 50 Years Old	8.5%	4.3%	5.2%
30 – 50 Years Old	11.5%	8.8%	9.5%
< 30 Years Old	29.6%	34.9%	33.8%
Total	**13.4%**	**10.4%**	**11.7%**

Europe			
> 50 Years Old	5.0%	5.3%	5.5%
30 – 50 Years Old	11.4%	10.4%	11.3%
< 30 Years Old	31.0%	40.0%	40.3%
Total	**12.7%**	**11.2%**	**12.7%**

Greater China			
> 50 Years Old	5.5%	2.4%	2.8%
30 – 50 Years Old	9.4%	7.3%	7.7%
< 30 Years Old	31.3%	18.8%	20.9%
Total	**11.7%**	**8.9%**	**9.6%**

India, Middle East and Africa			
> 50 Years Old	2.5%	3.1%	3.0%
30 – 50 Years Old	23.1%	15.4%	17.0%
< 30 Years Old	76.3%	79.6%	78.8%
Total	**41.8%**	**28.3%**	**31.8%**

Latin America			
> 50 Years Old	2.0%	5.2%	4.7%
30 – 50 Years Old	18.1%	14.0%	15.1%
< 30 Years Old	37.9%	44.1%	43.5%
Total	**22.9%**	**17.9%**	**19.7%**

North America			
> 50 Years Old	9.4%	9.6%	9.5%
30 – 50 Years Old	19.0%	20.1%	19.8%
< 30 Years Old	40.4%	51.1%	46.5%
Total	**22.8%**	**21.5%**	**21.8%**

Global voluntary turnover rates*
Based on 6,488 terminations

Asia Pacific	Female	Male	Total
> 50 Years Old	13.1%	11.8%	12.0%
30 – 50 Years Old	12.0%	9.1%	9.8%
< 30 Years Old	20.0%	19.0%	20.7%
Total	**13.2%**	**10.8%**	**11.7%**

Europe			
> 50 Years Old	7.8%	7.5%	7.8%
30 – 50 Years Old	10.7%	8.8%	9.3%
< 30 Years Old	16.5%	17.5%	17.3%
Total	**10.9%**	**9.1%**	**9.7%**

Greater China			
> 50 Years Old	8.2%	5.7%	6.0%
30 – 50 Years Old	9.6%	7.9%	8.3%
< 30 Years Old	21.3%	17.4%	18.5%
Total	**10.8%**	**9.4%**	**9.8%**

India, Middle East and Africa			
> 50 Years Old	15.2%	9.9%	10.8%
30 – 50 Years Old	16.3%	14.5%	15.4%
< 30 Years Old	16.7%	21.9%	20.7%
Total	**16.4%**	**15.7%**	**16.4%**

Latin America			
> 50 Years Old	8.2%	6.0%	6.3%
30 – 50 Years Old	14.2%	9.8%	10.7%
< 30 Years Old	26.1%	23.8%	24.6%
Total	**17.4%**	**11.6%**	**13.1%**

North America			
> 50 Years Old	14.1%	14.5%	14.5%
30 – 50 Years Old	15.5%	14.8%	15.0%
< 30 Years Old	25.1%	24.0%	24.7%
Total	**17.8%**	**16.1%**	**16.6%**

Global involuntary turnover rates*
Based on 2,097 terminations

Asia Pacific	Female	Male	Total
> 50 Years Old	3.9%	3.1%	3.2%
30 – 50 Years Old	0.5%	1.3%	1.1%
< 30 Years Old	0.9%	1.1%	1.1%
Total	**1.2%**	**1.7%**	**1.5%**

Europe			
> 50 Years Old	3.6%	3.5%	3.5%
30 – 50 Years Old	2.4%	2.8%	2.6%
< 30 Years Old	1.6%	4.8%	3.3%
Total	**2.5%**	**3.2%**	**2.9%**

Greater China			
> 50 Years Old	2.7%	5.7%	5.3%
30 – 50 Years Old	1.7%	3.3%	2.9%
< 30 Years Old	2.5%	5.6%	5.3%
Total	**1.9%**	**3.9%**	**3.5%**

India, Middle East and Africa			
> 50 Years Old	0.0%	3.7%	3.0%
30 – 50 Years Old	0.9%	2.9%	2.7%
< 30 Years Old	3.2%	5.8%	5.0%
Total	**1.7%**	**3.6%**	**3.5%**

Latin America			
> 50 Years Old	10.2%	9.1%	9.3%
30 – 50 Years Old	5.1%	8.1%	7.4%
< 30 Years Old	5.4%	7.2%	6.6%
Total	**5.6%**	**8.1%**	**7.5%**

North America			
> 50 Years Old	5.3%	4.0%	43%
30 – 50 Years Old	4.7%	5.0%	4.9%
< 30 Years Old	7.4%	7.3%	7.3%
Total	**5.6%**	**5.1%**	**5.2%**

*New hires or terminations divided by average end-of-period headcount

ESG performance data: Human capital development

Learning adoption rates*			
Employee level	Completed	Total	%
Individual contributor	37,453	38,357	98%
Junior management	7,347	7,379	100%
Management	1,672	1,709	98%
Top management	16	17	94%
Total	**46,488**	**47,462**	**98%**
Gender	Completed	Total	%
Female	12,820	13,093	98%
Male	33,152	33,543	99%
Not specified	516	826	62%
Total	**46,488**	**47,462**	**98%**

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

Performance review completion rates			
Gender	2020	2021	2022
Female	99%	99%	99%
Male	99%	99%	99%
Not specified	95%	94%	100%
Region	2020	2021	2022
Asia Pacific	99%	100%	100%
Europe	99%	100%	100%
Greater China	100%	100%	100%
India, Middle East and Africa	99%	99%	100%
Latin America	100%	100%	100%
North America	99%	99%	99%

ESG performance data: Health, wellness and safety

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.

Total recordable incident rate (TRIR)
Number of incidents per 200,000 working hours

	2021	2022	% Change vs. 2021
Greater China	0.16	0.05	-69%
International markets	0.35	0.32	-9%
North America	1.52	1.48	-3%
Western Europe	0.63	0.51	-19%
Total	**0.94**	**0.88**	**-6%**

Lost time incident rate (LTIR)
Number of incidents with lost days per 200,000 working hours

	2021	2022	% Change vs. 2021
North America	0.70	0.65	-7%

Total vehicle accident rate (TVAR)
Number of vehicular accidents per million miles driven

	2021	2022	% Change vs. 2021
Greater China	0.67	0.42	-37%
International markets	1.93	1.92	-1%
North America	2.07	2.10	1%
Western Europe	3.29	3.09	-6%
Total	**2.17**	**2.13**	**-2%**

Severe vehicle accident rate (SVAR)*
Number of severe vehicular accidents per million miles driven

	2021	2022	% Change vs. 2021
Global	0.09	0.06	-33%

Occupational illness frequency rate (OIFR)
Number of occupational illnesses per 200,000 working hours

	2021	2022	% Change vs. 2021
Greater China	0.00	0.00	-
International markets	0.04	0.07	75%
North America	0.11	0.06	-45%
Western Europe	0.00	0.06	100%
Total	**0.06**	**0.06**	**-**

Fatalities

	2021	2022	% Change vs. 2021
Ecolab employees	0	0	-
Contract employees	0	0	-

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

About this report

The Ecolab Corporate Responsibility Report documents Ecolab's sustainability and environmental, social and governance (ESG) performance on an annual, calendar year basis. This report includes Ecolab's performance from 1 January – 31 December 2022, unless otherwise stated and covers all of 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 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 14 September 2023. Ecolab assumes no obligation and does not intend to update this report to reflect any changes to Ecolab's business or strategy. All references to dollars are to U.S. dollars.

Cautionary note regarding forward-looking statements and risk factors

This Report contains "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995 regarding items such as long-term potential of our business, environmental contingencies, sustainability and human capital targets, product development, market position and business strategy.

Without limiting the foregoing, words or phrases such as "will likely result," "are expected to," "will be," "will continue," "is anticipated," "we believe," "we expect," "estimate," "project" (including the negative or variations thereof), "intends," "could," or similar terminology, generally identify forward-looking statements. Except as may be required under applicable law, we undertake no duty to update our forward-looking statements.

Forward-looking statements may represent challenging goals for us. These statements, which represent our expectations or beliefs concerning various future events, are based on current expectations that involve a number of risks and uncertainties that could cause actual results to differ materially from those of such forward-looking statements. We

caution that undue reliance should not be placed on such forward-looking statements, which speak only as of the date made.

Forward-looking and other statements in this document may also address our sustainability initiatives, goals, targets and progress, and the inclusion of such statements is not an indication that these contents are necessarily material to investors or required to be disclosed in our filings with the SEC. In addition, historical, current, and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future and performance against our goals and targets may differ from such forward-looking statements in such event. For a further discussion, please refer to the Company's disclosures

entitled "Forward-Looking Statements and Risk Factors," which begins on page 16 of the Form 10-K contained within the 2022 Annual Report and our other public filings with the Securities and Exchange Commission.

For more information

2022 Annual Report and Form 10-K

2022 CDP Climate Change Report

2022 CDP Water Security Report

2022 GRI Index

2022 SASB Reference Table

2022 TCFD Index

2022 WEF Reference Table

2022 UN Global Company Communication of Progress

2021 Corporate Responsibility Report

About this report

Reporting changes and restatements

Adjustments and restatements of information in previous reports
To improve accuracy and actionability, Ecolab strives for continuous improvement in accounting and reporting of environmental, social and governance metrics within our direct operations and value chain. Additionally, accounting methodologies and reporting requirements may evolve as best practices and data availability change. For this reason, historical reporting in this report may differ from previously published information.

We continue to implement new data-management collection processes for energy and water invoices for all owned and operationally controlled fixed facilities. Globally, Ecolab had a 74% invoice-compliance rate in 2022, meaning that 74% of all energy and water invoices from owned and operationally controlled fixed facilities included in our invoice collection system were used to compile 2022 data.

Environmental inventory changes
In 2018 we updated the accounting method we use to report Scope 1 and Scope 2 greenhouse gas (GHG) emissions progress against climate targets from location-based to market-based. This allows Ecolab to account for renewable electricity purchases in North America, Europe and other markets.

In 2020, Ecolab completed a divestiture of its upstream energy business. Ecolab's environmental inventories for 2019 and years prior have been revised to account for this divestiture.

In 2021, Ecolab acquired Purolite, a leading and fast-growing global provider of high-end ion exchange resins for the separation and purification of solutions for pharmaceutical and industrial applications. Purolite is included in Ecolab's 2022 environmental reporting, and years prior have been revised to account for this acquisition.

In 2022, Ecolab revised its historical reporting on Scope 3 emissions categories including purchased goods and services, capital goods, upstream transportation and distribution and a portion of business travel to reflect a switch to the United States (US) Environmental Protection Agency Supply Chain GHG Emission Factors for US Commodities and Industries v1.1.1, as these factors are more temporally representative. Historical reporting on emissions attributed to purchased goods and services was also revised to reflect an updated accounting approach for a portion of Ecolab's raw chemicals procurement, replacing an environmentally extended input-output (EEIO) spend-based emissions calculation approach with a secondary life cycle assessment (LCA) approach. Historical reporting on purchased goods and services, capital goods, and upstream transportation and distribution Scope 3 emissions categories were modified to reflect the integration of supplier-specific data, replacing an EEIO spend-based emissions calculation approach with supplier-specific emissions allocations collected via CDP Supply Chain surveying. Historical reporting on upstream and downstream transportation and distribution emissions were revised by grouping outbound logistics services purchased by Ecolab under upstream transportation and distribution, in alignment with the GHG Protocol. Historical reporting on use of sold products emissions was updated for our dishmachine rental program to account for updated assumptions. Historical reporting on investments emissions was adjusted to reflect an estimate of Ecolab's joint venture emissions under the equity share approach.

Report verification and external assurance

Apex Companies, LLC provided third-party assurance for Ecolab's publicly reported 2022 Corporate Responsibility Report. This is the eighth year in a row they have provided assurance for Ecolab's report. Apex completed its Limited Assurance level evaluation of the Report in accordance with the Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board and against the principles of the Global Reporting Initiative (GRI) Reporting Framework as defined in the GRI Standards Sustainability Reporting Guidelines.

On the basis of the methodology and the activities described above, Apex has found no evidence that the Subject Matter included in the Report has not been properly prepared, in all material respects, in accordance with the Reporting Criteria and that Ecolab has established appropriate systems for the collection, aggregation and analysis of relevant information, and has implemented underlying internal assurance practices that provide a reasonable degree of confidence that such information is complete and accurate.

▶ Access the 2022 Ecolab Corporate Responsibility Report Assurance Statement
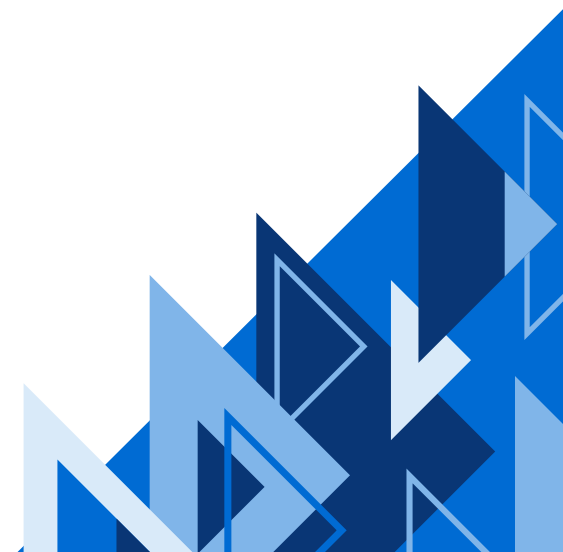
ECOLAB®

Stay up to date on our progress

Visit our Corporate Responsibility page on ecolab.com

Building a 100% positive future, together

Ecolab Global Headquarters
1 Ecolab Place, St. Paul, MN 55102
ecolab.com 1 800 ECOLAB