





Forward, Faster, **Together**

2023 Growth & Impact Report

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Report overview

The Ecolab Growth & Impact Report documents Ecolab Inc.'s performance on economic, environmental, social and governance topics. This report includes data from 1 January – 31 December 2023, 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. Additional reporting on 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 2023 Annual Report. For more information, please see About this report.

Forward, faster, together to grow fast by building a 100% positive future

The world is not short on challenges. As CEO of the world's leading water, hygiene and infection prevention company that impacts roughly a third of the world's processed food production and a quarter of its power generation and serves millions of customers in more than 40 industries and 170 countries, I have conversations every day that illustrate the high stakes that businesses face at this defining point in our history.

Business leaders face increasing pressure to perform, just as climate change grows more pressing, taking global temperatures to new heights and exacerbating water scarcity. Many find themselves contemplating a choice: pursue growth or sustainability. This is a false choice.

The dichotomy between profitability and sustainability is a myth. In fact, our customers have demonstrated something we've observed over our own more-than-100-year history. Sustainability is good for business. The global challenges we face, while real and incredibly urgent, should not be seen as obstacles, but rather opportunities. Opportunities to innovate, to transform, and to double-down on the excellence that exists in our businesses to carry us into the future.

What kind of future? At Ecolab we see a future that is net positive—where businesses can grow both their bottom lines and their positive impact on the world. Financial success is enabled by the very same actions that drive people and planet success. Actions that save resources, drive efficiency, reduce waste, mitigate risk and build resilience will sustain businesses into a prolonged period of net positive impact and performance. Underestimating the link between profitability and sustainability overlooks a key insight that I believe is the driving force for business in the 21st century. Sustainability has the power to deliver the growth that will carry our economy and society forward.



To support this vision of a 100% positive future, I am proud to elevate Ecolab's customers and our own practices as models of doing business with high performance and global good in mind. Our 2023 Growth & Impact Report, which details our many milestones, outcomes and achievements as we work toward our 2030 Positive Impact, shows the type of positive impact we can have when we work quickly and collectively. We delivered our best year yet in 2023, unlocked through impressive levels of new business and sales, excellent cash flow, strong business momentum, dedicated associates and incredible customers that amplify our impact.

Let's look at some of the numbers. In 2023, by working with our customers, Ecolab:

- Helped conserve 226 billion gallons of water, equivalent to the drinking water needs of 782 million people;
- Provided safe food to 1.4 billion people;
- Cleaned 60 billion hands;
- And avoided 3.8 million metric tons of greenhouse gas emissions.

In our own operations, we improved our water stewardship, reduced our carbon footprint, accelerated efforts to drive efficiency and performance and remained unwavering in our commitment to cultivate the best teams that reflect our communities and hold safety among the highest values. And all the while, we took our company's financial performance to its best levels. Our incredible team saw to it that we finished 2023 with great momentum and full of confidence for the future. This Growth & Impact Report is a fitting report card for our company in the year in which we celebrated our 100th year of doing well by doing good.

I firmly believe that today's challenges are the doorway to tomorrow's opportunities. Growth, sustainability and positive impact are the mission. We deliver on this mission by continuing to move forward, faster and together. Progress in any given year is just one stepping stone on the path to our collective future. It's up to us to ensure that future remains bright—for businesses everywhere, all people and the one planet we call home.

Sincerely,

Christophe Beck
Chairman and Chief Executive Officer

Partnering to advance sustainability and growth

Sustainability is in Ecolab's DNA. For 101 years, we've been harnessing technology to deliver sustainable outcomes that enhance profitable growth – for our customers and in our operations. Then and now, we have proven that "doing well by doing good" works.

The same holds true today as we confront a changing climate, water scarcity and threats to biodiversity. During the hottest year on record, we continued to drive meaningful change and achieve a positive impact around the world without sacrificing growth or profitability.

Our 2030 Customer Impact goals are proof of our growth and progress. We are proud to report that in 2023 we helped our customers save 226 billion gallons of water, provide safe food to 1.4 billion people, clean 60 billion hands and avoid 3.8 million metric tons of greenhouse gas (GHG) emissions.

While our biggest impact is through the work we do for our customers, we are also leading the way in our own operations and communities. We are advancing water stewardship as we move toward our Net Positive Water Impact goal, and are on target for reaching our carbon emissions reduction goals. We've accomplished all this while fostering a diverse and inclusive workforce and prioritizing safety in everything we do.

We are also leading through public-private partnerships. Here are some examples:

- We achieved 100% renewable electricity in our European operations in 2023, through a partnership with Low Carbon U.K., bringing us 80% of the way toward our goal of 100% renewable electricity globally, by 2030.
- We are converting our sales-and-service fleet from internal combustion engine to fully electric vehicles through a partnership with Ford Pro™, beginning in California in 2024 and culminating with a fully electric light-duty California fleet by 2025 and North America by 2030.
- The California EV initiative brings us closer to achieving our net-zero emissions goal and will lead to a nearly 80% use-phase reduction in GHG emissions for our light-duty fleet in California. In addition, the market-based renewable sourcing agreements that Ecolab secured in North America in 2018 essentially makes the transition to EVs in California 100% renewable.
- We continued our work as a founding member of the Water Resilience Coalition (WRC), which has grown from seven to 37 companies with a market capitalization of $4.8 trillion. In 2023, we launched an ambitious collaborative effort to scale reduce, reuse and replenish projects in water-stressed California through The California Water Resilience Initiative.
- We released the first-ever Ecolab Watermark Study, which found access to clean and safe water to be a leading environmental concern for consumers across the globe. A major finding of the study was a lack of trust in business and government to address the water crisis.



"Prioritizing sustainability does not have to come at the expense of growth or profitability. Rather it is a competitive advantage that supports business success and a **positive impact on the environment**."

As we look ahead, we remain committed to enhancing partnerships and trust with customers, coalitions and the communities where we live and work. We also remain committed to realizing our ambitious environmental goals while delivering operational and financial performance. Because prioritizing sustainability does not have to come at the expense of growth or profitability. Rather it is a competitive advantage that supports business success and a positive impact on the environment.

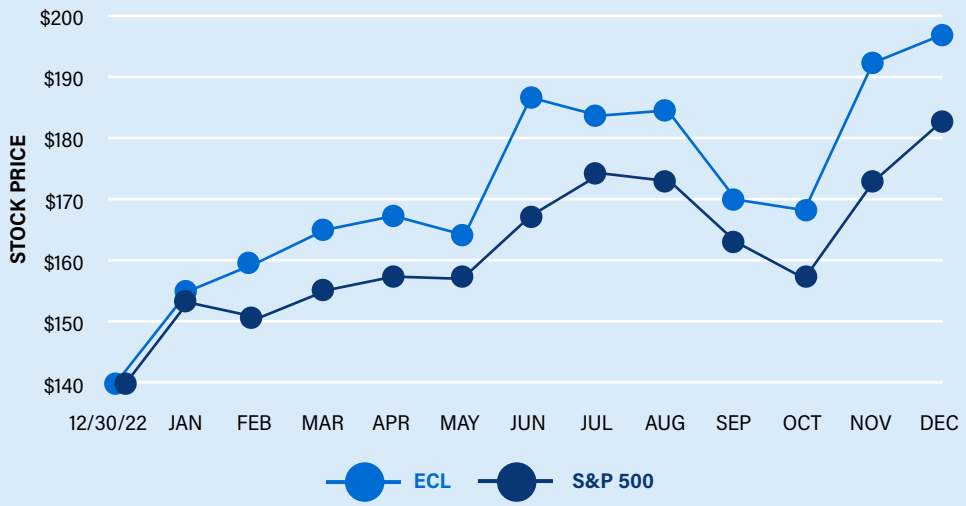
Sincerely,

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.

Strong stock performance in 2023



Ecolab's last century was characterized by innovation, growth and positive impact. 2023 was another strong year with successfully managed challenges and continued business growth. Ecolab reported historically impressive levels of new business, delivering total value to our customers and solid returns for our stockholders.

Protecting people and the resources vital to life

Building on a century of innovation, our 48,000 associates deliver solutions that improve operational efficiencies and sustainability for customers in the food, healthcare, life sciences, hospitality and industrial markets 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 hotels, restaurants and healthcare facilities to food and beverage plants, manufacturing plants and power generation facilities across the globe, Ecolab's 26,000-strong sales-and-service team, the industry's largest and best trained, uses innovative solutions to help solve the most pressing challenges our customers face. Many of the world's leading companies rely on Ecolab to help ensure product quality and guest satisfaction, maintain brand reputation and advance progress toward their operational and sustainability goals.

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 we 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, MN, 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**. Follow us on:

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.[1]

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.

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 helping reduce their impact on the environment.

Purolite®
An Ecolab Company

Purolite, an Ecolab company, provides healthcare, pharmaceutical and life science products, and ion exchange, catalyst, adsorbent and specialty resins for water and non-water applications.

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 450 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 7,600 indirect supply chain partners totaling over $3.3 billion, procure more than $4 billion of direct raw material, contract manufacturing and equipment from more than 7,400 suppliers worldwide and manage distribution through various channels to external customers.

[1] Ecolab's primary involvement in the oil and gas industry is through our downstream water business. The downstream water business represents less than 5% of Ecolab's 2023 total revenue. As the market leader in downstream water management, our purpose is to offer the industry's best service and differentiated technologies to meet the growing global demands of our customers to drive performance, water and energy efficiency, and the transition to renewable energy sources.

Performance and growth across the business

Backed by more than a century of innovation and personalized service, Ecolab is equipped to help meet the evolving challenges faced by our customers in more than 40 industries, enabling us to grow faster, now and in the future, creating long-term value for our business and shareholders.

By focusing on market, enterprise and breakthrough innovations, Ecolab continues to find innovative ways to help customers achieve their operational and sustainability goals. Even as inflationary pressures elevated raw material, energy and transportation costs, in 2023, our team worked to prove the total value delivered to customers. These combined efforts allowed Ecolab to report historically impressive levels of new business and sales growth. **Ultimately, we believe that doing the right thing, the right way, is good for business.**

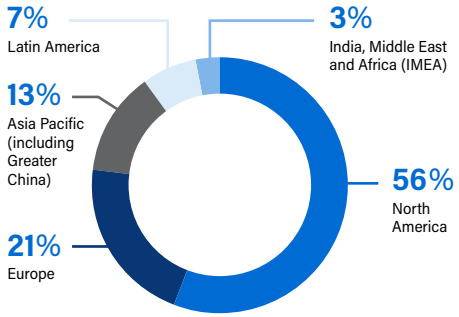


Financials
Continuing operations — millions, except per share

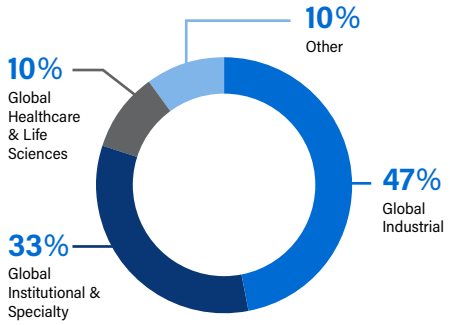
	2023	2022	2021	2020	PERCENT CHANGE 2023	2022	2021
Net Sales	$15,320.2	$14,187.8	$12,733.1	$11,790.2	8%	11%	8%
Net Income from Continuing Operations Attributable to Ecolab	1,372.3	1,091.7	1,129.9	967.4	26%	-3%	17%
Net Income from Continuing Operations as a Percent of Sales	9.0%	7.7%	8.9%	8.2%	–	–	–
Diluted Earnings per Share from Continuing Operations	4.79	3.81	3.91	3.33	26%	-3%	17%
Adjusted Diluted Earnings per Share from Continuing Operations (non-GAAP measure)	5.21	4.49	4.69	4.02	16%	-4%	17%
Diluted Weighted-Average Common Shares Outstanding	286.5	286.6	289.1	290.3	0%	-1%	0%
Cash Dividends Declared per Common Share	2.16	2.06	1.95	1.89	5%	6%	3%
Cash Provided by Operating Activities from Continuing Operations	2,411.8	1,788.4	2,061.9	1,741.8	35%	-13%	18%
Capital Expenditures	774.8	712.8	643.0	489.0	9%	11%	31%
Ecolab Shareholders' Equity	8,044.7	7,236.1	7,224.2	6,166.5	11%	0%	17%
Return on Beginning Equity	19.0%	15.1%	18.3%	11.1%	–	–	–
Total Debt	8,181.8	8,580.4	8,758.2	6,686.6	-5%	-2%	31%
Net Debt to EBITDA (non-GAAP measure)	2.4	3.2	3.4	2.4	–	–	–
Total Assets	$21,846.6	$21,464.3	$21,206.4	$18,126.0	2%	1%	17%

Adjusted earnings per share amounts exclude the impact of special gains and charges, discrete taxes and the impact of the Purolite acquisition. See our Management's Discussion and Analysis beginning at page 25 of the Form 10-K for a reconciliation between the non-GAAP measures and the comparable GAAP measures.

2023 Sales by region
(Percent of total sales)



2023 Business mix
(Percent of total sales)



Delivering impact in every industry

Customers and partners around the world trust Ecolab's science-backed solutions to help overcome their greatest challenges. Ecolab's 26,000 sales-and-services associates are dispatched to customer locations across more than 40 industries to help solve cleaning, sanitizing and water and energy management challenges each day. Many of the world's leading companies rely on Ecolab to help ensure product quality and guest satisfaction, maintain brand reputation and advance progress toward their operational and sustainability goals.



Commercial buildings

Partnering with commercial facilities such as office buildings, data centers and schools to help create spaces that promote employee health, safety and productivity with air filtration, cleaning and sanitizing, food safety, hygiene, warewashing, pool & spa, pest elimination and water quality, safety and treatment solutions and services.



Foodservice

Providing back of house and front of house surface cleaning, sanitation and disinfection, pest control, food safety, warewashing, water treatment and hygiene expertise and offerings for contract foodservice and restaurants to optimize operations and delight diners.



Healthcare

Delivering environmental and hand hygiene, contamination control, surgical equipment, and cleaning, disinfection and sanitation offerings designed to improve infection prevention outcomes, operational efficiencies and patient care practices.



Hospitality

Promoting guest satisfaction and employee safety by helping ensure clean, safe and comfortable environments through air filtration, cleaning and sanitizing, food safety, hygiene, warewashing, pool & spa, pest elimination and water quality, safety and treatment solutions and services.



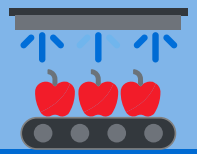
Retail

Enhancing guest experiences for grocers, convenience stores and other retail locations with comprehensive food safety, quality assurance, cleaning and sanitation, pest elimination, equipment care and hygiene programs.



Commercial laundries

Working with commercial laundries to help optimize water and energy use, and minimize operational risk and costs through detergent and wash programs, dispensing systems and water quality, safety and treatment programs.



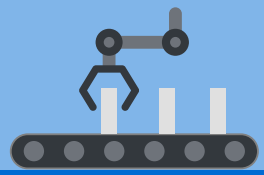
Food and beverage processing

Providing food and beverage manufacturers food safety, cleaning and sanitation, membrane care, pest elimination, process automation, hygiene and water and effluent quality, safety and treatment offerings to help deliver safe, high-quality products and brand protection.



Life sciences

Delivering comprehensive cleaning, sanitation and disinfection programs alongside water quality, safety and treatment solutions and services for pharmaceutical, cleanroom and personal care manufacturers to promote product quality, safety, compliance and operational efficiency.



Manufacturing

Boosting efficiency to meet business goals for manufacturers of household and building products, microelectronics, plastics and more with air filtration, hygiene, pretreatment, colloidal silica, electronic polishing, paint booth and water and effluent quality, safety and treatment solutions and services.



Transportation

Improving transportation operations across aerospace, automotive and rail industries through air filtration, hygiene, pretreatment, paint booth and water and effluent quality, safety and treatment solutions and services designed to boost efficiency and improve sustainability.



Chemical processing

Focusing on resource management, emissions reduction and innovative cost management, we help improve business and environmental performance through corrosion and microbiological control, fouling management and water quality, safety and treatment solutions and services.



Mining and mineral & metal processing

Improving product recovery and quality for mining operations and mineral & primary metal processing through air quality control, flow enhancing, sealant, scale and corrosion control, thickening and clarification, conditioning, granulation and water and effluent quality and treatment offerings and services.



Power generation

Offering pretreatment, scale, microbiological and corrosion control, flow enhancing and water and effluent quality, safety and treatment solutions for nuclear, geothermal and coal- and gas-fired power plants to improve productivity, reliability and profitability.



Pulp and paper

Providing pretreatment, process, contamination and scale control and cleaning and conditioning solutions alongside water and effluent quality, safety and treatment programs for pulp and papermaking across all grades of paper designed to promote safety and reliability.



Refineries and fuel additives

Partnering with refiners through use of corrosion and fouling control, desalting and emulsion breaking, stabilizer and water and effluent quality, safety and treatment solutions and services to protect critical assets, improve profitability and maximize sustainability.

Our approach

Protecting What's Vital™

Ecolab's expertise puts us at the crossroads of some of the world's most pressing macrotrends. Across the value chain, we work to address the demands of shifting demographics, public health, climate change and water resiliency. At Ecolab, we see global challenges not as disruptive hurdles, rather as opportunities to reinforce our powerful business model to drive change; helping businesses succeed while protecting people and vital resources.

We do this in ways big and small—from providing more water- and energy-efficient dish machines to local restaurants and hotels, to reducing water for data centers, auto manufacturers and power plants that service the globe. In each case, we deliver comprehensive science-based solutions, data-driven insights and world-class service to advance food safety, maintain clean and safe environments, optimize water and energy use and improve operational efficiencies for customers around the world. At our core, Ecolab helps companies achieve sustainable outcomes alongside exponential economic return—not at its expense.

And as the world continues to seek solutions to evolving, pressing problems, we are prepared to solve them today, together, and preserve Ecolab's legacy of supporting profitable growth. In short, we are focused on doing well by doing good.



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

Sustainability is core to everything we do. Our sustainability strategy to advance people, planet and business health is embedded into our comprehensive science-based solutions, data-driven insights and world-class service, all designed to create shared value for our customers and business.

We do all this by providing the right technology and service at the right time, in the right way. We remain committed to delivering sustainable solutions and world-class service that fortify our future, all while delivering long-term value to our customers and shareholders.



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

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.

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

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.

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

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 to operate ethically and sustainably.

Our sustainability strategy

Governance

The Ecolab Board of Directors (Board) uses a framework for key risks and opportunities considered to be most relevant to our long-term sustainability. This framework aligns with the 21 core metrics and disclosures outlined in the World Economic Forum (WEF) report entitled *Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation*. Our framework aligns with the four themes in the WEF report—People, Planet, Prosperity and Principles of Governance. Responsibility for oversight of the metrics and disclosures included in the framework were assigned to the Board and its Committees through our Corporate Governance Principles, Committee Charters and Core Agendas, based on the expertise of each Committee. Each year, the Board and its Committees review our Corporate Governance Principles, Committee Charters and Core Agendas for alignment to the environmental stewardship, social responsibility and sustainable business practices we aspire to achieve in accordance with this framework.

Our Board has oversight of sustainability efforts primarily through the Safety, Health and Environment (SHE) Committee, which is responsible for reviewing and overseeing our sustainability policies, programs and practices that affect, or could affect, our employees, customers, stockholders and neighboring communities.

The SHE Committee's work is informed by our Corporate Sustainability team, which monitors the risks and opportunities related to climate change, as well as our overall sustainability performance by collaborating with the global SHE, supply chain, regulatory and corporate risk departments. The SHE Committee receives regular updates on the implementation of and progress against sustainability and climate-related goals and activities from the Senior Vice President and Chief Sustainability Officer who leads the Corporate Sustainability team, and other members of management.

For example, the SHE Committee's sustainability reviews include: overall climate-related risks and 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 (TCFD) (or similar bodies), including whether the Company has set greenhouse gas (GHG) emissions targets in line with the Business Ambition for 1.5°C and to achieve net-zero emissions before 2050.

The Board receives an annual presentation from the SHE Committee on progress against our sustainability goals, and implementation of projects and related activities, which includes management of water- and climate-related issues, as appropriate. The SHE Committee discusses these matters with the Board, which contributes to the Board's oversight of sustainability and climate-related issues. In 2023, the SHE Committee received updates on Ecolab's climate-related risk and opportunity assessment, undertaken in alignment with best practices of the TCFD, the results of which are currently being used to develop adaptation and mitigation plans for relevant climate change risks. Other committees of the Board, such as the Audit Committee, Governance Committee and the Compensation & Human Capital Management Committee follow a similar process for the sustainability and social responsibility topics over which they exercise oversight.

> Since our value proposition is to provide customers with the best results while consistently lowering their environmental impacts, **improving sustainability is an inherent driver of our financial success**.

Growth & Impact incentives

Strategic sustainability indicators are included in measures of performance used to determine compensation for senior leaders and associates. By delivering a net positive impact for our associates, in our operations and for our customers, we drive business performance, innovation and fast growth. To promote sustained company success, all leaders work together to achieve related goals.

Beginning in 2023, the annual cash bonus for our most senior leaders included a Growth & Impact modifier which was based on reducing water intensity across our operations and demonstrating progress toward our aspirations for a more diverse, equitable and inclusive workplace. The cash bonus payout is increased by 3%, 6% or 10% (subject to the 200% payout cap under the Management Incentive Plan) or reduced by 10%, based on the achievement of year-over-year progress in these areas. The assessment of performance for the Growth & Impact modifier is made for all officers in the aggregate.

In addition, senior management members have adjusted earnings per share (EPS) as a goal in their annual cash incentive plan, and organic return on invested capital (ROIC) is a metric for long-term equity incentive awards. Since our value proposition is to provide customers with 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.

Stakeholder engagement

While we continue to act as a leading example for advancement on climate change, water resiliency, food safety, public health, diversity, equity and inclusion and safety, we know that we cannot deliver enduring change alone. We must continue to deepen collaboration with associates, investors, communities, customers, suppliers, governmental bodies and non-governmental organizations (NGOs) to achieve collective ambitions for a positive future.

To garner a comprehensive understanding of risks and opportunities, continuous engagement with a diverse set of stakeholders helps us assess the relevancy of sustainability issues to our business, and identify opportunities to improve through partnership. The exact frequency and impact of stakeholder engagement is dependent on the nature of the relationship with Ecolab and interest, willingness and ability to collaborate with and influence the organization.

Associates

Our 48,000 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.

Investor community

We recognize the value of and are committed to engaging with our stockholders. We believe strong corporate governance includes proactive outreach and engagement with our stockholders on a regular basis and in a variety of settings throughout the year to better understand the issues that are important to them. These opportunities enable us to learn about matters important to our stockholders, driving improvements in our policies, communications and other areas. As part of our stockholder engagement program, our senior management team have engaged with over 2,000 investors during 2023 on a variety of topics in a number of forums including quarterly earnings calls, investor and industry conferences, roadshows, analyst meetings, our annual corporate sustainability conference and biennial Investor Day and individual corporate governance and sustainability-related discussions with stockholders. In 2023, our Lead Independent Director and the Chair of our Compensation & Human Capital Management Committee also participated in conversations with some of our largest stockholders when appropriate. More information can be found in our annual Proxy Statement.



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.

Stakeholder engagement

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 help 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 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 audits and 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.

Governmental bodies

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 help ensure public policy decisions are grounded in scientific principles. Ecolab engages with federal and state legislative and regulatory bodies and industry trade associations that provide a forum for environmental policy discussion and action 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 water and climate policy.

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 2023, 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 World Environment Center, 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.

Sustainability materiality assessment

Building on learnings from previous materiality assessments, achievements to date toward delivering 2030 Positive Impact and previous and ongoing sustainability initiatives, our most recent materiality assessment performed in 2022 reaffirmed and updated topics 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 are 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 protect people and the resources vital to life.

Results are reviewed by our Sustainability Executive Advisory Team (SEAT) that is made up of members of the company's executive leadership team including our CEO, 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 Positive Impact, 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.

SUSTAINABLE DEVELOPMENT GOALS

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 net positive water impact across our own operations and customers' sites.



GOAL 13:

Climate Action

Ecolab continues to pursue climate leadership, aligned with the latest science and industry best practices to halve carbon emissions by 2030 and achieve net-zero carbon emissions by 2050.



GOAL 5:

Gender Equality

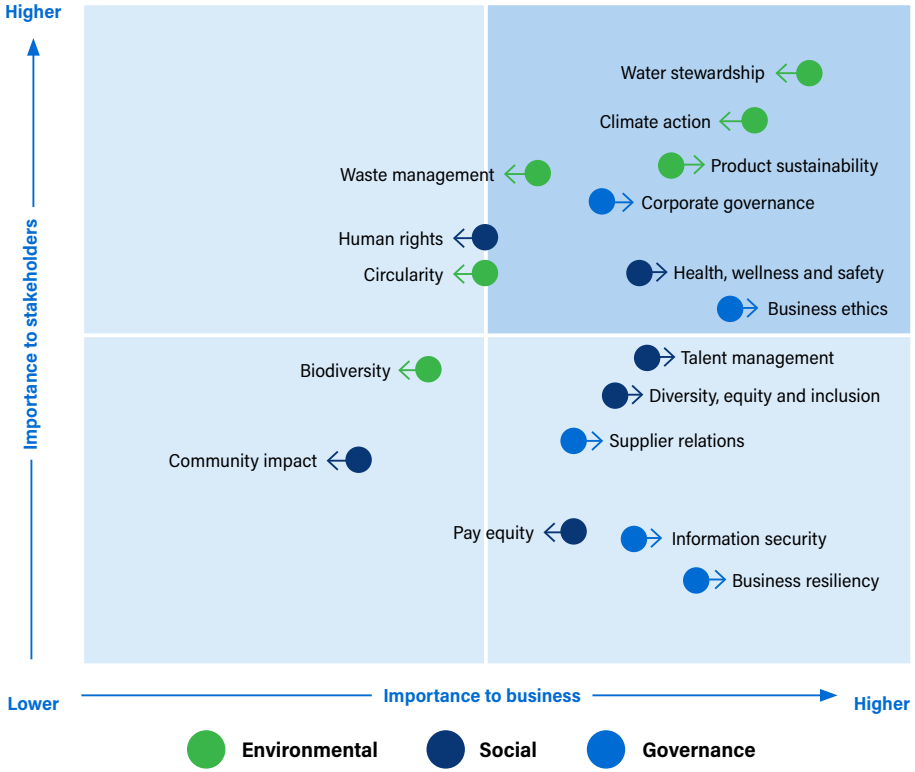
We believe that a diverse and inclusive workforce is critical to the success of our associates, company and customers.

Sustainability materiality assessment

Findings

Our most recent assessment resulted in the identification and prioritization of 17 material topics relevant to stakeholders and our business. Identified topics were 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. The majority of topics remained consistent with previous materiality assessments or reflect minor adjustments to specificity. The maturation of sustainability topics in both global frameworks and our stakeholders' experiences 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. Key drivers of Ecolab's sustainability efforts such as water stewardship, climate action and health, wellness and safety remained high on the relative ranking of significance. Also notable was the addition of biodiversity protection and restoration to address growing attention to this aspect of environmental sustainability.





eROI: Creating and measuring value

Over a century of innovation has laid the groundwork for moving forward, faster as we build positive growth, 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℠ 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 impacts, and social metrics and cost savings to demonstrate the triple-bottom-line benefits of sustainability. Ecolab's innovative solutions help customers achieve advancements in operational efficiency while reducing water, energy and greenhouse gas emissions at a high 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.



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 Ecolab products and services for the stated period and boundaries, within a reasonable degree of uncertainty.

In 2023

eROI programs and projects are estimated to have delivered more than

$1.3 billion globally

in annualized savings for our customers.

We also helped our customers:

Conserve more than **226 billion** gallons of water

Conserve more than **47 trillion** BTUs of energy

Avoid more than **3.8 million** metric tons of greenhouse gas emissions

Avoid more than **64 million** pounds of waste



Ecolab helps fuel 6.1 million gallons of water savings for ADM ethanol facility

Insights

ADM is a global leader in human and animal nutrition and the world's premier agricultural origination and processing company. The company is committed to good business practices, progressive solutions and mindful actions that make a positive impact.

Its Strive 35 enterprise goals aim to substantially reduce greenhouse gas emissions, energy intensity and water intensity by 2035. To that end, the company seeks solutions that will help advance its sustainability goals.

Actions

An ADM facility in Columbus, Nebraska, that produces ethanol, a plant-based biofuel, from fermented corn was looking for a better process for removing biofilm buildup. Biofilms that are not properly removed can negatively impact ethanol production and output.

ADM's longtime partner, Ecolab, assessed the situation to determine the root cause of the biofilm buildup. It then proposed a solution – the Ecolab Clean-in-Place (CIP) program, which decreases negative fermentation byproducts that impact ethanol yield and quality.

Along with the CIP program, the plant implemented Trimeta™ Shield, an innovative cleaner and final rinse combination that helps improve cleaning and restore equipment efficiency for ethanol producers, along with a low pH cleaning product. These solutions replaced sodium hydroxide, a caustic cleaning agent that the facility was using previously.

Outcomes

Ecolab's CIP technology and associated chemistries led to more consistent fermentation and enhanced system performance and reliability. Productivity was also increased through reductions in treatment chemistry.

Improved cleaning and biofilm removal also led to significant reductions in water, energy and greenhouse gas emissions – benefits that are helping ADM on its Strive 35 journey and its continuing commitment to achieve a stronger and better world.

Solutions

- Ecolab Clean-in-Place (CIP) Solutions
- Trimeta™ Shield

Learn more about eROI

eROI℠ by Ecolab Annual Savings

WATER
6.1 million gallons
(~23,000 m^3)

ENERGY
60 billion BTU

GREENHOUSE GASES
5,700 metric tons
of CO_2e

PRODUCTIVITY
$1.2 million
Due to chemistry reduction

ASSET PROTECTION
50-75% reduction of inorganic soil in fermentation equipment
(varies based on equipment)

Total Value Delivered
$1.6M

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.



Advancing operational and sustainable success at Marriott Vacations Worldwide

MARRIOTT VACATIONS WORLDWIDE℠

Insights

Marriott Vacations Worldwide (MVW) is a leading global vacation company that offers vacation ownership, exchange, rental, and resort and property management, along with related businesses, products and services.

MVW strives to uphold the highest standards of excellence in all aspects of its operations. This includes working to create a positive impact on the communities and resort locations in which the company operates, as well as the safety and productivity of their team members.

Actions

To reduce its environmental impact, MVW is working with stakeholders to embed consistent environmental efficiency practices across its resorts. Key areas of focus are tracking and reducing water and energy consumption and waste.

Working with its longtime partner Ecolab, MVW implemented several technologies designed to help save water and energy, increase productivity and improve their bottom line. These include:

- 3D TRASAR™ Technology for Cooling Water – protects cooling equipment assets and maximizes cooling water efficiency for water, energy and emissions savings.
- Aquanomic™ Low Temp Laundry Program – consistently delivers white linens and substantial water and energy savings versus traditional laundry programs.
- SMARTPOWER™ Program – provides exceptional dishware cleanliness along with helping advance sustainable foodservice operations through reducing rewash and the reduction of plastic packaging versus traditional solids.
- Wash 'N Walk™ No Rinse Floor Cleaner – this one-step floor cleaning and sanitizing process saves water and energy while enhancing productivity.

Outcomes

The partnership with Ecolab has led to increased performance without tradeoffs. MVW has achieved significant operational cost savings and reductions in water use, energy use and solid packaging waste while providing customers with the best experience possible.

Solutions

- 3D TRASAR™ Technology for Cooling Water
- SMARTPOWER™ Program
- Aquanomic™ Low Temp Laundry Program
- Oasis™ & Oasis Pro™ Concentrated Cleaners
- Wash 'N Walk™ No Rinse Floor Cleaner

Learn more about eROI

eROI℠ by Ecolab Annual Savings

WATER
23.4 million gallons
(~88,500 m^3)

ENERGY
12 billion BTU

GREENHOUSE GASES
1,400 metric tons
of CO_2e

WASTE
46,000 lbs
reduced waste

LABOR PRODUCTIVITY
9,100 hours
of labor gained

ASSET PROTECTION
$279,000
repair and replacement savings

SAFETY
Enhanced safety via automated dispensing and closed packaging systems

Total Value Delivered
$627,000

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.



Helping to power a more sustainable future together with AES Andes

aes Andes

Insights

AES Andes is a producer and distributor of electricity based in Santiago, Chile. The company is one of the region's leading generators, with a diversified portfolio that includes hydroelectric, wind, solar, energy storage, biomass, gas and coal plants.

The company is committed to decarbonization, with sustainability goals that include eliminating coal from its portfolio by 2025, achieving net-zero carbon emissions from electricity sales by 2040 and net-zero carbon emissions for its entire portfolio by 2050.

> "Ecolab delivered the outputs that were promised. We feel supported by the Ecolab team. They are not just selling to us – it's a partnership."
>
> **Norberto Corredor**
> Chief Operating Officer, AES Chile

AES Andes was looking for a partner to help it minimize chemistry use and optimize productivity at its Andes Ventanas thermoelectric power plant in Puchuncaví, Chile.

Actions

The plant was experiencing problems with its boiler system cooling water, which was affecting reliability, water and energy use, and performance. The cause was acid phosphate corrosion (APC), which had led to a forced shutdown in one of the plant's four generating units.

The corrosion was caused by cyclic loading conditions, or repeated fluctuations or stresses on structural components. This made it difficult to control pH and other chemistry variables in the cooling water.

Working with Nalco Water, Ecolab's water and process management business, AES implemented 3D TRASAR™ Technology.

Through real-time monitoring and automated dispensing, 3D TRASAR™ improved chemistry management of the water-steam cycle to repair the system and help prevent future shutdowns.

Outcomes

As a result of these actions, the AES Andes Ventanas plant achieved substantial savings in energy, costs, maintenance and labor. 3D TRASAR™ Technology also led to significant reductions in CO_2 emissions as well as more efficient use of chemistry. The actions have proved to be a helpful step forward for AES Andes' business and sustainability goals.

Solutions

- 3D TRASAR™ Technology
- Ecolab 3D

Learn more about eROI

eROI℠ by Ecolab Annual Savings

ENERGY
238 million BTU

GREENHOUSE GASES
22,000 metric tons of CO_2e

PRODUCTIVITY
Increased output due to improved boiler system reliability

ASSET PROTECTION
$19,200
High performance program maintains and protects critical equipment

SAFETY
Enhanced worker safety due to reduced maintenance

Total Value Delivered

$1.4M

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.

2030 Customer Impact

Ecolab operates where sustainability and economic benefits align, helping our customers do more with less. Ecolab technologies and services help drive exponential return on investment (eROI) for our customers, while helping protect people and vital resources. And as we grow our business, we further amplify our impact. That's why we have ambitious goals to drive positive impact forward, faster, together with our customers.

Our plan for creating 2030 Positive Impact showcases our global team's dedication to partnering with customers to maximize business outcomes a high rate of return while delivering positive effects on the world's water, climate, food and health.



How we evaluate impact

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 water and climate impact. These examples highlight how we combine sustainable, world-class solutions with personalized service to deliver savings. For more examples, visit the Climate section of this report.[1]

Aquanomic™

Ecolab's Aquanomic Low-Temperature Laundry program combines Ecolab's Smart Wash process and cycle optimization to reduce the number of rinse cycles required for cleaning. The low-temperature chemistry reduces water temperature requirements, lowering heating energy and emissions. Ecolab uses laboratory testing and market trials to estimate water and energy savings as well as industry averages to estimate energy-related greenhouse gas (GHG) emissions.

SMARTPOWER™

Ecolab's SMARTPOWER warewashing program is designed to reduce water and energy intensity through high-performance products resulting in a 10% reduction in rewash. Energy-related emissions are reduced through the decrease in total number of racks run. Ecolab uses laboratory testing and market trials to estimate customer rewash, water and energy savings, and industry averages to estimate energy-related GHG emissions.

3D TRASAR™ Technology for Cooling Water

Nalco Water's Cooling Water treatment programs and 3D TRASAR automation systems help protect cooling systems from corrosion, scale and microbial deposits, which improve heat transfer to reduce fuel consumption and resultant GHG emissions. The program also minimizes cooling system blowdown water loss by increasing cooling tower cycles of concentration.

Nalco Water Boiler Treatment

Nalco Water's Boiler treatment programs include the use of NexGuard™ scale control treatment to help maintain optimum boiler efficiency and reliability, while 3D TRASAR Boiler Automation Technology minimizes blowdown energy and water loss. Water, energy and GHG emissions savings can be attributed to scale prevention to improve heat transfer, automated blowdown control to reduce water and heat loss and implementation of best practice recommendations for improved, high-quality condensate return.

We estimate food performance 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 and Europe. Escalating costs and higher consumer prices contributed to reduced volumes for many of our food and beverage industry customers. In 2024, as consumer prices stabilize, we anticipate enhanced growth for our customers and increased opportunities for positive impact.

We measure health performance based on the average number of healthcare instruments washed, disposable drapes sold, chemistry sales and business growth.

[1] GHG emissions equivalency is determined using regional emissions factors from the International Energy Agency.

2030 Customer Impact

Water

By 2030, we aim to help customers conserve 300 billion gallons (~1.1 billion cubic meters) of water every year, equivalent to the drinking water needs of 1 billion people.

In 2023, we helped customers save 226 billion gallons (~857 million cubic meters) of water, equivalent to the drinking water needs of almost 782 million people.

2030 Impact

300 billion

gallons of water saved



Climate

By 2030, our ambition is to support customers in achieving carbon neutrality by reducing greenhouse gas emissions by 6 million metric tons, helping prevent nearly 10 million pollution-induced illnesses.

In 2023, we helped customers avoid emitting 3.8 million metric tons of greenhouse gas emissions, preventing over 6 million pollution-induced illnesses.

2030 Impact

6 million

MT CO_2e avoided



Food

By 2030, our goal is to help customers provide high-quality and safe food to 2 billion people for an entire year and prevent 11 million foodborne illnesses.

In 2023, we helped customers provide high-quality and safe food to 1.4 billion people and prevent over 8 million foodborne illnesses.

2030 Impact

2 billion

people fed



Health

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

In 2023, we helped customers clean 60 billion hands, provide safe medical care to 66 million people and reduce the risk of 2.1 million infections.

2030 Impact

90 billion

hands cleaned



2023 Targets

2030 Operational Impact

At Ecolab, we strive to create sustainable, positive change in the world, not only in partnership with our customers, but within our company and the communities in which we live and work. In addition to science-based environmental targets, we foster a culture of belonging through diversity and inclusion, where people with unique backgrounds and experiences are supported and encouraged to reach their full potential. We act with purpose and, together, continue to do our part to help change the world for the better.

Water

As a global leader in water solutions and services, we remain dedicated to creating a more water secure future through smart water management, conservation and stewardship. Through our long history of efficiency improvements and collective action, we continue to demonstrate that companies can accelerate their growth while prioritizing water. That's why by 2030, in combination with our commercial efforts, we plan to continue to achieve a Net Positive Water Impact through:

- 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 for sites located within high-risk watersheds

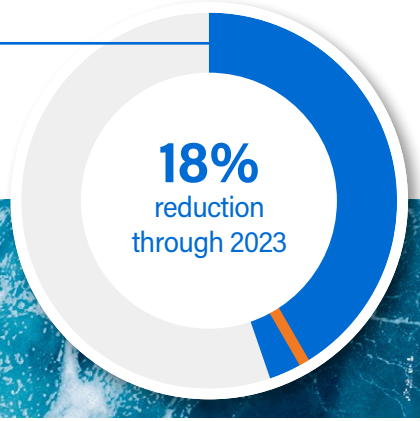
An unwavering focus on improving water efficiency at high-impact manufacturing sites in 2023 resulted in an overall water impact reduction of 18% per unit production from a 2018 base year. We also restored 34% of our absolute water withdrawal at high-risk sites. Ecolab has achieved AWS certification at 10 of our facilities, seven of which are in water-stressed basins.

2030 Impact

40%

reduction in water impact intensity





Climate

We are focused on reducing greenhouse gas (GHG) emissions across our entire value chain in line with the level of decarbonization required to limit global warming to 1.5 degrees Celsius. We have committed to reaching net-zero by 2050, including a 90% absolute reduction of Scope 1, 2 and 3 GHG emissions.[1] On the way to net-zero, we have near-term climate goals – backed by robust glide paths – that are approved, and undergoing revalidation by, the Science-Based Targets initiative (SBTi) including:

- 50% absolute reduction of Scope 1 and 2 GHG emissions[2]
- 100% renewable electricity
- 25% absolute reduction of Scope 3 GHG emissions[3]

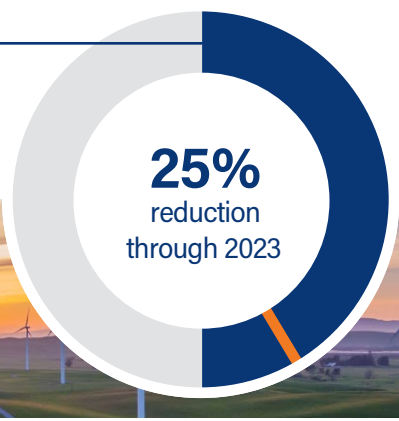
In 2023, we reduced absolute Scope 1 and 2 GHG emissions by 25% from a 2018 base year. Also in 2023, 64% of our total electricity usage was considered renewable. As our Scope 3 GHG emissions reduction target was set in 2023, performance tracking will begin in 2024.

2030 Impact

50%

reduction in operational emissions





[1] Scope 1 + 2 from 2018 base year, Scope 3 from 2022 base year, [2] From a 2018 base year, [3] From a 2022 base year inclusive of a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and use of sold products categories as defined by the GHG Protocol

2023 Targets

2030 Operational Impact

Diversity, equity and inclusion

Our culture of inclusion and belonging is focused on supporting and encouraging our associates to reach their full potential. We seek to foster a culture of belonging that reflects our longstanding value of collaborating to include diverse perspectives that challenge ourselves to reach our goals and do what's right. And we endeavor to maintain supply relationships that reflect Ecolab's commitment to supporting more inclusive communities and promoting equal opportunity for suppliers.

We are committed to ensuring Ecolab talent has equal access to opportunities to thrive, and building a diverse and inclusive workforce that reflects our communities. Our 2030 Impact aspirations reflect this commitment, aiming to increase management-level gender diversity to 35% and ethnic/racial diversity to 25%, as we seek to have equitable representation of the U.S. workforce at all levels for our industry.

In 2023, 28% of management-level associates identified as female and 20% of management-level associates identified as people of color.

28%
Management-level female representation

20%
Management-level people of color representation



Safety

Our safety goal is always zero incidents, and this goal has no expiration date; safety is a commitment we reaffirm everyday. 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. And, we aim to train and educate our associates to perform their work with care and safety each and every day.

In 2023, we made strides toward Goal Zero by reducing total recordable incident rate (TRIR) by 48% from a 2013 based year, globally, and reducing lost time incident rate (LTIR) by 42% from a 2016 base year in North America.

48%
Reduction in Total Recordable Incident Rate since 2013, globally

42%
Reduction in Lost Time Incident Rate since 2016, in North America



Awards and recognition

Doing the right thing, the right way

The Ecolab team operates with a strong commitment to integrity, innovation, sustainability and social responsibility. We strive for the best results for our customers and our company, and in 2023, were recognized by several leading organizations for our commitment to operating responsibly and sustainably.

Learn more about Ecolab's leadership

Sustainability

World's Most Sustainable Companies (Barron's)

Climate & Water Security (Double A) (CDP)

100 Most Sustainable Corporations (Corporate Knights)

ESG AAA Rating (MSCI)

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

Gold medal (EcoVadis)

Global good

America's Most Just Companies (CNBC & JUST Capital)

World's Most Ethical Companies (Ethisphere)

World's Most Admired Companies (Fortune)

50 Best Companies to Sell For (Selling Power)

Corporate responsibility

100 Best Corporate Citizens (3BL)

FTSE4Good (FTSE Russell)

America's Most Responsible Companies (Newsweek)

Diversity, equity and inclusion

Gender Equality Index (Bloomberg)

Best Place to Work for Disability Inclusion (Disability:IN)

Equality 100 Award (Human Rights Council Foundation)

Greatest Workplaces for Diversity (Newsweek)

Top 50 Companies for Diversity (Diversity, Inc.)

Best Employers for Diversity (Forbes)

Environment

Working faster to build a positive future, together

Ecolab embraces our responsibility to drive positive change in the world, within our company and with our customers and the communities in which we live and work. Our associates act with purpose and, together, we continue to do our part to help change the world for the better.

At Ecolab, we take 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. 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 will not falter in our work to build a positive future. But we must move faster, and we must move together.



Environmental impact and management

Partnering for a net positive future

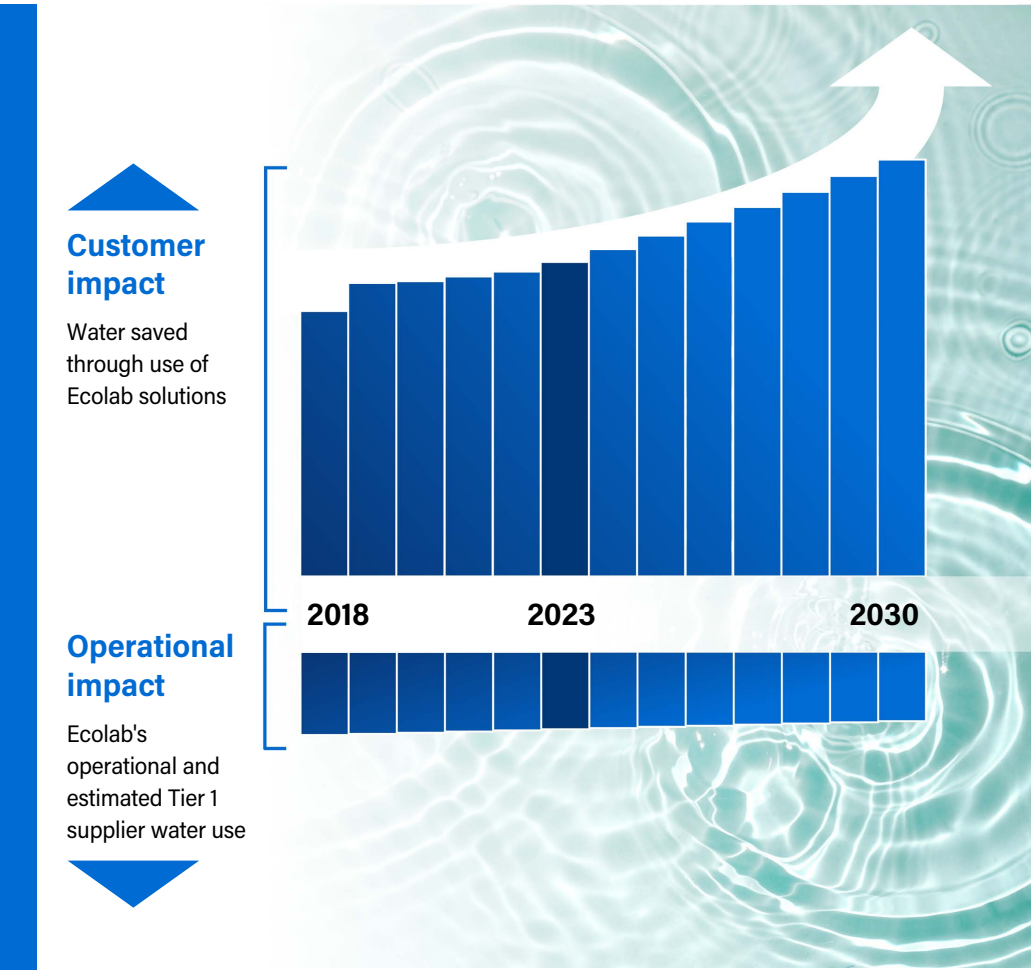
We deliver exponential results today and are planning for an even more brilliant future. Together, with our customers and supply partners, we are focused on creating lasting positive impact while simultaneously driving business growth. And by 2030, the culmination of advancements across our value chain is expected to result in net positive water and climate impact, meaning outcomes delivered through use of Ecolab solutions and services outweigh our business's own resource dependency.

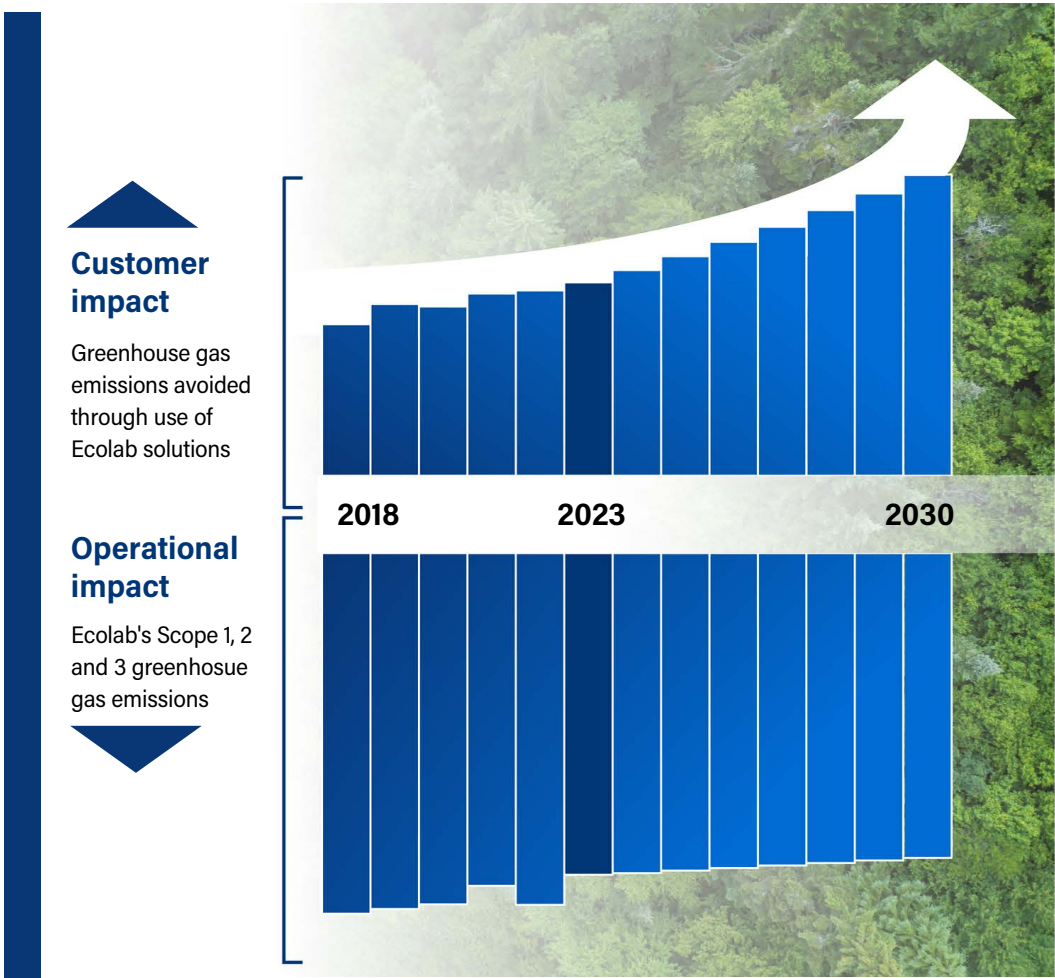
Water

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 exceeds our operational and estimated Tier 1 supplier water use. As we work tirelessly to minimize our water footprint, our business and positive impact is expected to grow, delivering an exponential net positive water impact by 2030.

Climate

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.





Environmental impact and management

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 2023, 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 2023 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.

Operational environmental management approach

At Ecolab, we believe what's good for the planet is good for business. Our sustainability leadership has been rooted in an 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 throughout our facilities. We do this with an eye for how our impact extends beyond our operations to local people and communities. In 2023, we invested $63 million and $5.7 million in capital and operating environmental programs, respectively.

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, Nalco Water, an Ecolab Company, is a signatory of the Responsible Care Global Charter and 39% of our plants have achieved International Organization for Standardization (ISO) 14001 – Environmental Management Systems or Responsible Care 14001 certification. Moreover, 14% of sites are ISO 45001 certified and 78% are ISO 9001 certified.

Accountability through collective action

Moving forward, faster

Ecolab was an early adopter of science-based targets (SBTs) as a signatory of the UN Business Ambition for 1.5°C in 2019 and continues to pursue water and climate leadership, aligned with the latest science and industry best practices. Our commitment endures as part of the UN Global Compact Forward Faster Campaign.

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 2023, we received leadership-level rankings from CDP, earning an A ranking for both Climate Change and Water Security submissions.

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.

Water

Our approach

Global water scarcity continues to require urgent action across the world. As a critical resource to all, responsible stewardship and use of water ties our responsibility to our shareholders and communities tightly together. It is a business and social imperative that we move forward, faster, together to address the global water crisis.

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 through cleaning, sanitation, heating and cooling. 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 partnership and 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.

A robust water stewardship strategy allows companies, including ourselves, to manage risk, build resilience and create business value now, and in years to come.

The societal value of corporate water stewardship projects

As water challenges grow more pressing, an increasing number of companies are pursuing corporate water stewardship projects. These projects impact more than water volume, generating many co-benefits that improve conditions for society. Released by Ecolab and other partners, the whitepaper, "Beyond Volumes: exploring the societal value of corporate water stewardship projects," aims to show the link between volumetric water benefits and societal value, helping demonstrate for companies the holistic value of corporate water stewardship projects.

For more information
Beyond Volumes: exploring the societal value of corporate water stewardship projects



Assessing the state of water stewardship with the Ecolab Watermark™ Study



According to the study, nearly **three out of four consumers view access to clean and safe water as a paramount environmental concern**, ranking of higher concern than even climate change and pollution.

As a global leader in water, Ecolab created the Ecolab Watermark™ Study to examine the state of water stewardship and keep a pulse on where and how to protect this finite resource. By understanding the views and needs of the general population, Ecolab is helping to build the business case for positive change toward a water secure future.

The inaugural Ecolab Watermark Study, released in 2023, found that the realities of climate change and water scarcity are setting in around the world. And since so many of the impacts of climate change are felt through water, the results showed that water concerns were rising.

According to the study, nearly three out of four consumers view access to clean and safe water as a paramount environmental concern, ranking of higher concern than even climate change and pollution. For many consumers, those fears are immediate. Imminent concern over access to clean and safe water was highest in Latin America and the United States—at 68% and 53% of consumers respectively—and every region indicated high levels of concern for the next one to five years.

The study also found that consumers hold government and industry most responsible for conserving water resources and funding water conservation measures. Consumers feel, however, that industry and government leaders are not taking the necessary accountability for driving these efforts. Two out of three respondents did not believe that companies have sufficient measures or plans in place to tackle the growing water crisis.

At the same time, consumers are willing to step up themselves to help move the needle on water stewardship. Roughly one in three consumers in Europe, Asia Pacific and the U.S. and two out of three consumers in China, Latin America and India, Middle East and Africa say they have changed their purchasing habits to avoid water-intensive products, with many even willing to pay more for sustainably produced goods.

Despite expressing skepticism about current corporate and government action, consumer optimism that the water crisis can be curtailed remains high. Three out of four consumers feel that water scarcity can be addressed through effective interventions.

The results of the Ecolab Watermark Study demonstrate the importance of protecting water and the communities who rely on this valuable resource. Only through successful collaboration between industry, government, nonprofits and consumers can the necessary action be taken to shore up future water deficits.

Ecolab plans to update and release new editions of the Ecolab Watermark Study annually to assess developments in the water stewardship space and ways in which industry can continue to drive collective action to promote water resilience. As a trusted global sustainability leader, Ecolab will continue to leverage the Ecolab Watermark Study to help galvanize leaders to collectively protect our world's most precious and finite resource.

For more information
Watermark.ecolab.com

This research was conducted between February 15 – March 3, 2023, among a sample of general population adults. The interviews were conducted online. Results from the full study have a margin of error of plus or minus 2–3 percentage points. Some geographies may be weighted with fewer variables depending on local census data availability. China research does not include Hong Kong, Macau or Taiwan.

Water

Our journey toward a net positive future

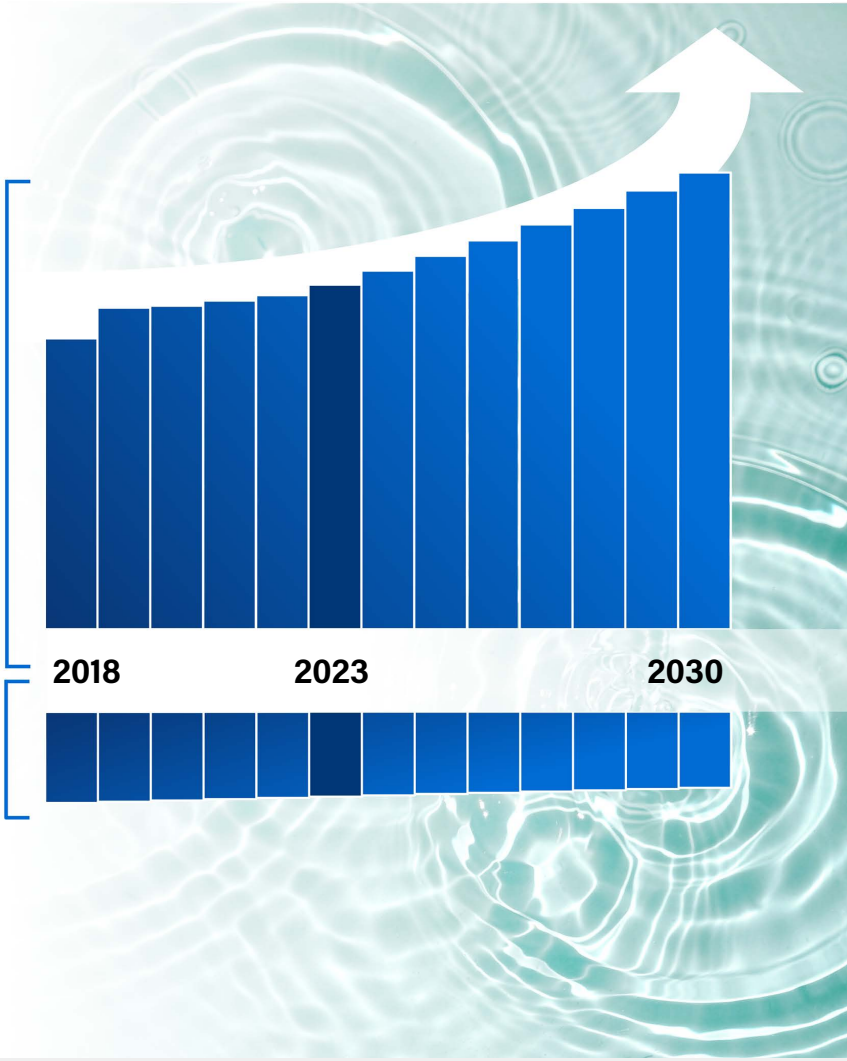
Moving forward, faster toward a water-resilient future requires tangible action. Ecolab continues to drive corporate water management with our customers, while also identifying opportunities to implement water stewardship projects in our own operations. We recognize the human right to water and are aligned with the UN Sustainable Development Goal (SDG) 6 to "Ensure availability and sustainable management of water and sanitation for all." We aim to continue delivering a Net 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.

Reducing, recycling and replenishing water at 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 that help us reduce, reuse and recycle water.

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 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 exceeds our operational and estimated Tier 1 supplier water use. As we work tirelessly to minimize our water footprint, our business and positive impact is expected to grow, delivering an exponential net positive water impact by 2030.

Water

Helping customers advance efficient operations and responsible growth

Ecolab has a unique understanding of the role water plays in 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 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™.

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.

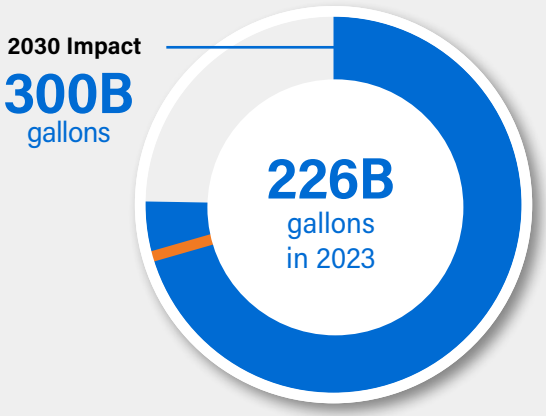
Conserving water in partnership with our customers

2030 Impact

By 2030, we aim to help customers conserve 300 billion gallons (~1.1 billion cubic meters) of water every year, equivalent to the drinking water needs of 1 billion people.

2023 performance

We helped our customers save 226 billion gallons (~857 million cubic meters) of water, equivalent to the drinking water needs of almost 782 million people.



Advancing sustainable business growth with Ecolab Water for Climate™

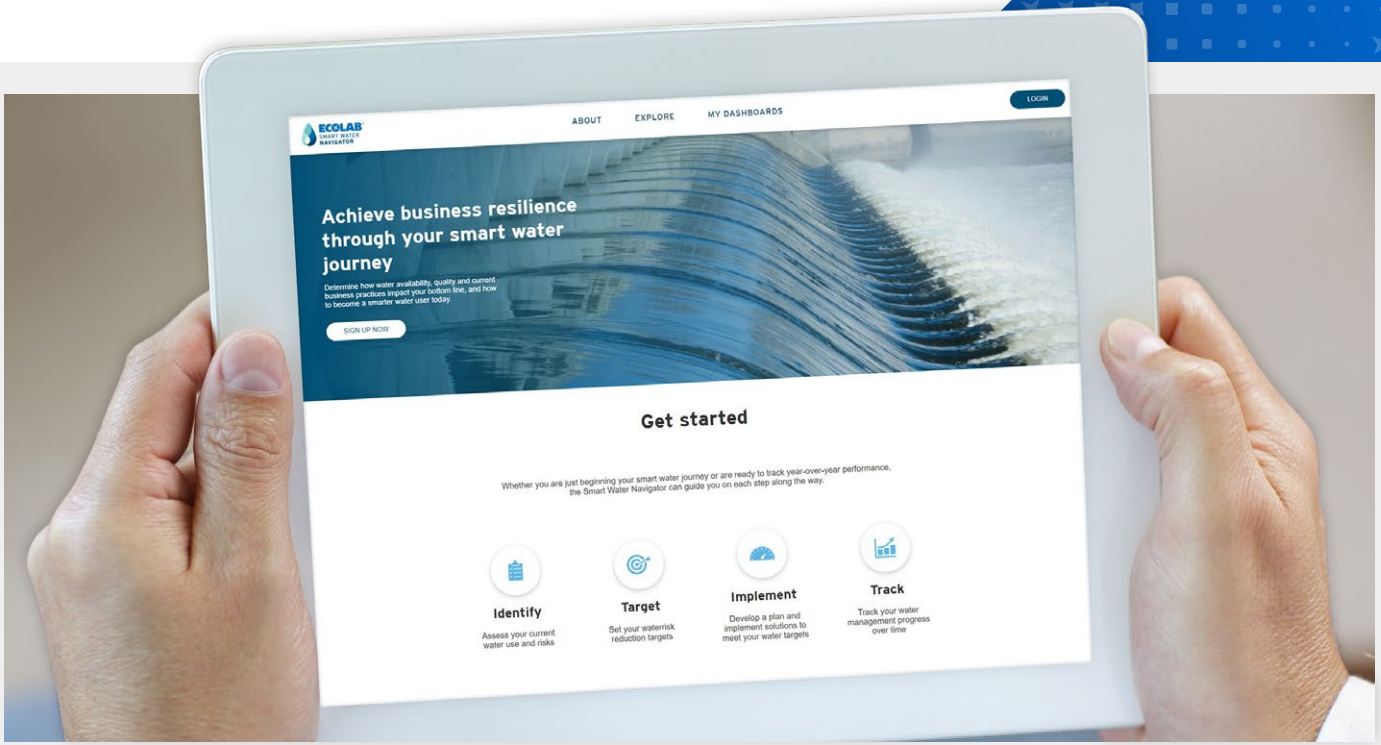
As the effects of climate change and water scarcity continue to intensify, businesses are facing increased pressure to reach climate, water and business growth goals. Ecolab's Water for Climate program is designed to help customers advance sustainable business growth while meeting climate and water goals. Ecolab Water for Climate works by improving how businesses heat, cool, treat and move water in their operations to deliver interconnected benefits. The program provides a holistic view of opportunities both at a site level and across the enterprise so that companies can prioritize projects that allow them to do more with what they already have. Ecolab expertise, resources and world-class technology inform results-based and industry-specific solutions. By leveraging the power of water, Ecolab Water for Climate is showing companies how they can lower water use, energy use, greenhouse gas emissions and overall costs, helping to disprove the myth that sustainability and growth are at odds. Ecolab Water for Climate is a vital part of how Ecolab works with customers to drive positive change for business, communities and the environment.

For more information
- Introduction to Ecolab Water for Climate
- Ecolab Water for Climate

Download Ecolab Water for Climate brochures for:
- Food & Beverage Manufacturers
- Data Centers
- Primary Metals Industry
- Chemical Industry

Helping businesses achieve resilience with the Ecolab Smart Water Navigator

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, 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

Several leading companies across industries have used the tool to set context-based water targets and implement action plans to advance smart water management. Cargill, a global provider of food, agricultural, financial and industrial products, was able to use information about local watershed conditions to set targets for water availability, quality and access to address shared water challenges. A global provider of data center, co-location and interconnection solutions, Digital Realty, used the Smart Water Navigator to prioritize high-water-risk facilities at which they could evaluate water use practices and outline steps to improve water use efficiency. This allowed Digital Realty to develop a water management strategy to protect both its own operations and local watersheds and communities.

The Smart Water Navigator contributes to Ecolab's commitment to help customers optimize water use, working toward our 2030 Positive Impact of helping customers conserve 300 billion gallons of water annually, equivalent to the annual drinking water needs of 1 billion people.

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?

Lindström Chennai laundry facility achieves 56% reduction in freshwater use in water-stressed India

The Lindström Group is a family-owned textile services company with operations in Europe and Asia. The company works to ensure that its services are safe and hygienic and advance sustainability.

In 2022, Lindström teamed up with Nalco Water, Ecolab's water and process management business, to launch a water recycling project at its laundry in Chennai, India. The goal was to address water scarcity locally and contribute to global water stewardship efforts. The solution: a wastewater treatment and reverse osmosis (RO) plant.

India is the largest user of groundwater and among the most water-stressed countries in the world. Across its 13 laundries in India, Lindström washes thousands of pounds of uniforms and workwear for various industries every day.

According to Lindström, 45% of the company's total water use is from its operations in Asia. Lindström has long optimized water usage in its laundries and cared for wastewater responsibly.



But with groundwater in India declining at an alarming rate, it wanted to expand its efforts even further.[1]

Significant savings while maintaining quality

In just over a year, Lindström recovered 74% of water at the plant and reduced its total freshwater usage in Chennai by 56%. The project also limited freshwater consumption by 44% in the washing process. The company plans to expand the program to other sites to decrease water stress and provide more sustainable, cost-effective services for its customers. When it does, Lindström estimates the initiative could offset water consumption by an estimated 85 million gallons annually. The semi-automated wastewater treatment and RO plant is operated by Nalco Water and uses specialized chemistry to reduce water consumption without compromising washing quality. Going forward, Lindström plans to fully automate the plant to further improve efficiency and consistency. It also intends to add an artificial intelligence (AI)-driven analytics platform, powered by ECOLAB3D™, to advance the use of analytics and algorithms, designed to further improve performance to accomplish even better water recycling results.

As regulations for freshwater consumption in India and around the world become stricter, solutions such as these will enhance resilience for companies in water-stressed regions of the world.

"We already had a system for reusing water at our laundries, but we wanted to take it further to recycle the water so that we could reduce the amount of freshwater we use," said Venkataraj Anantharaman Laguduva, Head of Continuous Service, Asia at Lindström. "Working with Nalco Water, we've not only reduced our freshwater consumption dramatically, we've improved wash quality and extended garment lifespans."

[1] Reuters

Water

Reducing, recycling and replenishing water at operational sites

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 recycling 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.

Paired with savings from replenishment projects within the water basins in which we operate, our efforts to reduce and reclaim water help minimize Ecolab's total water impact. We have a robust glidepath to reduce water impact by 40% per unit production across our enterprise from a 2018 base year.

In 2023, we delivered against our glidepath on reduction and recycling projects resulting in over 153 million gallons (~580,000 cubic meters) of water savings. Highlights of this work include:

Improving efficiency of water reclaim systems in Clearing, Illinois, USA

A full range of Ecolab's cutting-edge water technologies are utilized at our manufacturing site in Clearing, Illinois. The water reclamation system utilizes reverse osmosis, ultrafiltration membranes and 3D TRASAR™ for Membranes to treat process wastewater from 14 separate locations within the facility for reclaim, reducing overall water withdrawal by up to 20%. Enhancements implemented in 2023 improved the system's efficiency, resulting in additional annual water savings of approximately 36 million gallons (~136,000 cubic meters).

Working toward water positivity in Lerma, Mexico

Our production facility in Lerma, Mexico is following a comprehensive phased approach on their way to achieving a localized net positive water impact. The site, which is located in a water-stressed area, received Alliance for Water Stewardship certification in 2021. In 2023, utilizing the expertise of our team and water solutions, they improved steam condensate collection, installed a wastewater reclamation unit and expanded the rainwater harvesting system to reduce water usage by 39% from a 2018 base year.

Implementing holistic water management tactics worldwide

Several Ecolab manufacturing sites – including ones in Japan, China and the United States – focused on continuous improvement projects like identifying and repairing leaks, reducing cooling water use, optimizing cleaning process and reclaiming water from process applications. Altogether, these projects are estimated to deliver almost 105 million gallons (~400,000 cubic meters) in annual water savings.

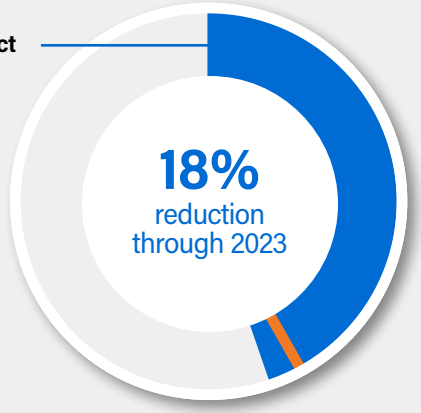
Delivering water efficiency improvements amid global supply chain disruptions

2030 Impact

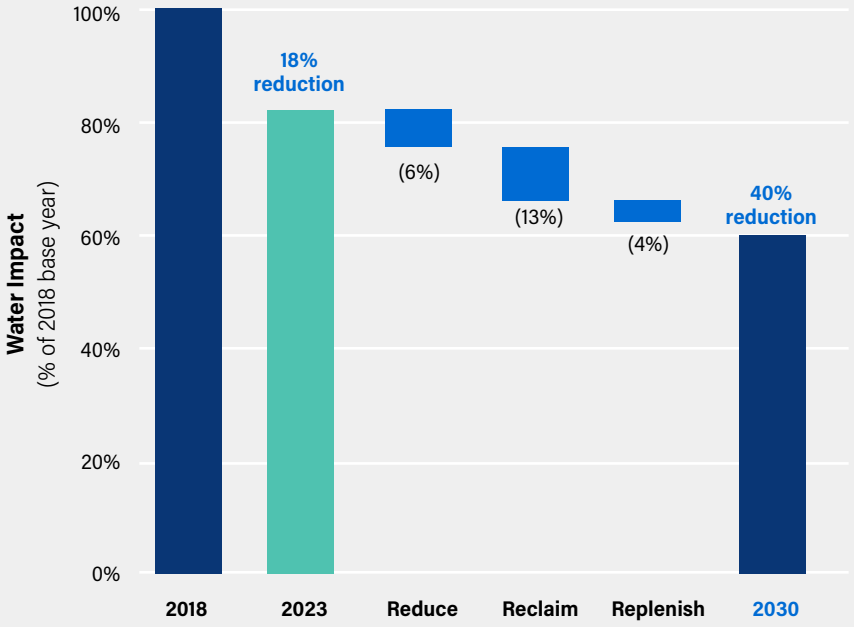
Reduce water impact by 40% per unit production across our enterprise from a 2018 base year.

2023 performance

An unwavering focus on improving water efficiency at high impact manufacturing sites resulted in an overall water impact reduction of 18% per unit production from a 2018 base year. For more detailed water data, see the Performance data appendix.



2030 Operational water impact glidepath



Ecolab's Lerma manufacturing facility helps move water reduction efforts forward, faster

Operating in one of the most water-stressed areas of the world, Ecolab's manufacturing facility in Lerma, Mexico, exemplifies Ecolab's holistic approach to water stewardship.[1]

The site is committed to proactive water management and has implemented a range of solutions to conserve and reuse water including rainwater collection, condensate recovery, boiler system improvements, reverse osmosis projects and wastewater reclamation.

A comprehensive phased approach to water efficiency

The Lerma facility has a history of prioritizing water efficiency projects. In 2020, in alignment with Ecolab's global water strategy, the team adopted the Alliance for Water Stewardship (AWS) approach to comprehensive water stewardship and pursued AWS certification. The Lerma team implemented high-efficiency restroom upgrades, installed a condensate recovery system and made improvements to the boiler water system. Also in 2020, the site implemented its first rainwater collection system for use in emergency water systems. With the success of this initial system, the team recognized the potential opportunity that rainwater collection presented as an alternative to groundwater withdrawal. This rainwater collection system has since been expanded and is the leading alternate source of water for the site.

In 2022, Lerma became Ecolab's first pilot facility for localized net positive water and climate impact strategies. Since then, it has focused on reducing energy use through water and utility efficiency projects via a comprehensive phased approach. In 2023, utilizing the expertise of our teams and solutions such as Water Flow Intelligence and 3D TRASAR™ Technology, Lerma improved steam condensate collection and refurbished its cooling tower system.

In November 2023, Lerma reached another milestone in its water stewardship journey with the installation of a wastewater reclamation system. As a result, it is now able to obtain 17% of its water from sources other than groundwater: 5% from the new wastewater reclamation system and 12% from rainwater harvesting.

Water and environmental certifications

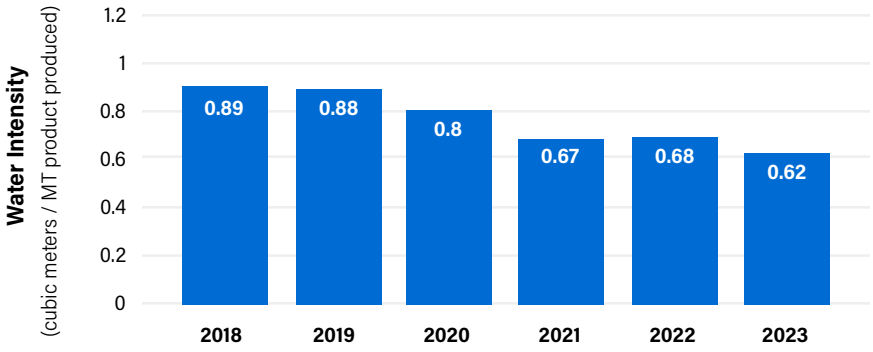
In 2022, Ecolab's Lerma site received AWS certification as recognition that the facility has met the global benchmark for responsible water stewardship, requiring both a holistic commitment to proactive water management and alignment with the AWS International Water Stewardship Standard.

Lerma has also received ISO 14001 certification, the international standard for environmental management systems (EMS) and the most widely used in the world, and Industria Limpia certification, which is bestowed by PROFEPA, the federal agency responsible for the enforcement of environmental laws in Mexico.

Through these efforts, Lerma has reduced water usage by 39%, from a 2018 base year. Going forward, the plant aspires to increase operational efficiencies and source additional water through reclamation, bringing it closer to achieving its goal of a 40% reduction in groundwater use by 2024 – and moving Ecolab closer to our 2030 net positive water impact goal.



Water intensity over time at Ecolab's Lerma manufacturing site



[1] World Resources Institute

Water

Protecting local watersheds

Watersheds face a variety of risks, including water scarcity and water quality, accelerating impacts of climate change and loss of local species. Strengthening the resilience of watersheds around the world to withstand these increasingly unpredictable pressures is a business imperative to ensure a consistently supply of clean water.

Ecolab collaborates with nonprofits and non-governmental organizations to advance new solutions and standards for responsible water management, and bring awareness to the environmental impacts of industry. We also collaborate with partners within 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 is Ecolab's philanthropic program to enhance our mission to conserve water and improve hygiene around the world through collaborations with non-governmental organizations (NGOs) 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
- World Wildlife Fund
- 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 The Water Council, California Water Action Collaborative, Texas Water Action Collaborative, WateReuse Association and World Resources Institute's (WRI) Aqueduct Alliance



Restoring water in our communities in 2023

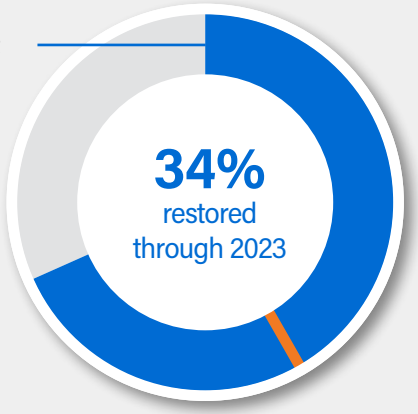
2030 Impact

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

2023 performance

We restored almost 34% of our absolute water withdrawal at high-risk sites through water efficiency and replenishment projects.

2030 Impact
50%
restored



2023 Target

Advancing global water resilience through collective action

While Ecolab continues to focus on reducing water usage in our own operations, as freshwater availability dwindles, we and other companies must look beyond our fence lines and work together to address shared water challenges.

A quarter of the world's population live in countries experiencing extremely high water stress, and two billion people lack access to safe drinking water.[1,2] In addition to water scarcity, access to clean, safe water is a fundamental human right and is critical to ensuring the health and wellbeing of communities worldwide. At Ecolab, we bring our partners together to drive action to tackle these important water issues.

Ecolab's approach to addressing the growing water crisis is to engage with coalitions and stakeholders to enable resilience, growth and stewardship. In 2023, we accomplished this through our founding membership of the Water Resilience Coalition (WRC), the launch of the California Water Resilience Initiative (CWRI) and expanding the reach of WaterEquity to enable water access.

Ecolab is a co-founder of the WRC, an industry-driven, CEO-led group formed under the United Nations Global Compact CEO Water Mandate committed to raising water stress and its connection



to climate change up the corporate agenda. Through driving collective action to achieve positive water impact in 100 priority basins, Ecolab and other WRC members aim to enable water security for three billion people and access to water, sanitation and hygiene (WASH) services for over 300 million people by 2030.

In 2023, Ecolab stepped forward as the Basin Champion for one of the WRC's priority basins: California. As Basin Champion, Ecolab convened corporations, nonprofits and governmental bodies to launch the California Water Resilience Initiative (CWRI). In line with California's Water Supply Strategy, this initiative aims to shore up and advance efforts to close the projected water supply deficit in the state through public-private partnerships. Since its launch in October 2023, Ecolab and other leaders of the initiative have begun building a roadmap of high-impact projects in need of corporate investment and engagement to reduce, reuse and replenish water in the region. The CWRI aims to serve as a leading example of how corporations can help California reach its water goals. Through this important initiative, Ecolab is partnering across sectors to promote resiliency for communities, the economy and ecosystems.

With green financing as another key lever for driving positive water impacts worldwide, Ecolab has contributed to the WRC investment portfolio. In its first joint fund launched in 2023, Ecolab, along with Starbucks, Gap Inc., Reckitt, DuPont and the US International Development Finance Corporation (DFC) committed $150 million dollars to the WaterEquity Global Access Fund IV. The fund is managed by WaterEquity, the first asset manager solely working to address the global water and sanitation crisis, and aims to provide WASH access for five million people across South Asia, Southeast Asia, Sub-Saharan Africa and Latin America. The WaterEquity Global Access Fund IV not only helps support the needs of communities worldwide, but it also demonstrates how sustainable outcomes and business growth can be pursued simultaneously. Through innovative investment models like these, businesses can pursue both financial returns and positive outcomes for people and the planet.

Collective action on water is key to scaling positive impacts for business, the environment and people worldwide. This is why each year Ecolab continues to mobilize alongside like-minded partners to address the water crisis and promote water resilience globally. Through harnessing the collective power of diverse stakeholders working towards a common goal, Ecolab is helping to build a sustainable future that is conducive to profitable growth and thriving communities.

For more information
- Water Resilience Coalition
- California Water Resilience Initiative
- WaterEquity

[1] World Resources Institute, [2] UNESCO

Enabling water conservation, accessibility and equity in the Southwest United States

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 optimize water use and access while protecting resources vital to life.

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

In support of this commitment, Ecolab has focused efforts in the Southwest United States, where we have several operating sites, as drought — and long-term water trends — worsen in the region. In 2023, the Ecolab Foundation provided a $300,000 grant to the World Emergency Relief supporting their Navajo Water Project addressing the critical water access challenges faced by the Navajo Nation. This initiative not only focuses on establishing sustainable water infrastructure, but also emphasizes the critical components of water delivery and filtration, and community-based water education programs. The project seeks to ensure reliable and clean water access for over 10,000 residents across seven communities in the Navajo Nation using a comprehensive approach—leveraging local partnerships, innovative technologies and culturally accepted educational programs to achieve long-lasting water security for the Navajo people.

This past year, the Ecolab Foundation also pledged $157,000 to a project of the Pacific Institute, in partnership with the Bonneville Environmental Foundation, Sensor Industries and other local southern California water agencies and housing providers, to tackle water waste using an innovative toilet leak detection system. Each installation will help save water, streamline property maintenance, and reduce water and wastewater costs. Preliminary results show that this solution reduces total building water use by 10-20%. Ecolab's investment will support installation of 150 leak sensors in low-income housing in Los Angeles, providing an estimated 7.5 million gallons of volumetric water benefit over ten years.



Ecolab also helped fund a landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona, a project facilitated by Business for Water Stewardship, a program of the Bonneville Environmental Foundation, 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.

Through these efforts, and others, Ecolab is advancing support for vital ecosystems and vibrant communities in the Southwest United States, and around the world.

For more information

- Navajo Water Project
- Advancing Water Efficiency through Leak Detection for Low-Income Housing in Southern California
- Business for Water Stewardship
- Bonneville Environmental Foundation

Water

Delivering outcomes through AWS certification

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

The Alliance for Water Stewardship certification requires collaboration with other local stakeholders in the watershed. All Ecolab facilities that received certification worked with users in the same watershed to drive collective action on water stewardship. In 2023, we increased our portfolio of AWS-certified sites to 10, with the addition of manufacturing plants in Monterrey, Mexico and Nanjing, China. 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 approximately 31 million gallons (~116,000 cubic meters) of water annually which is equivalent to the annual drinking water needs of more than 106,000 people.

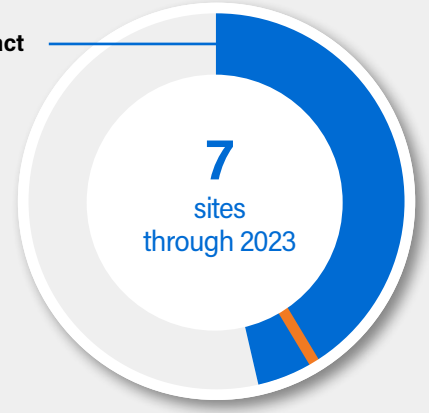
Making progress toward our goal to achieve AWS certifications in high-risk watersheds

2030 Impact

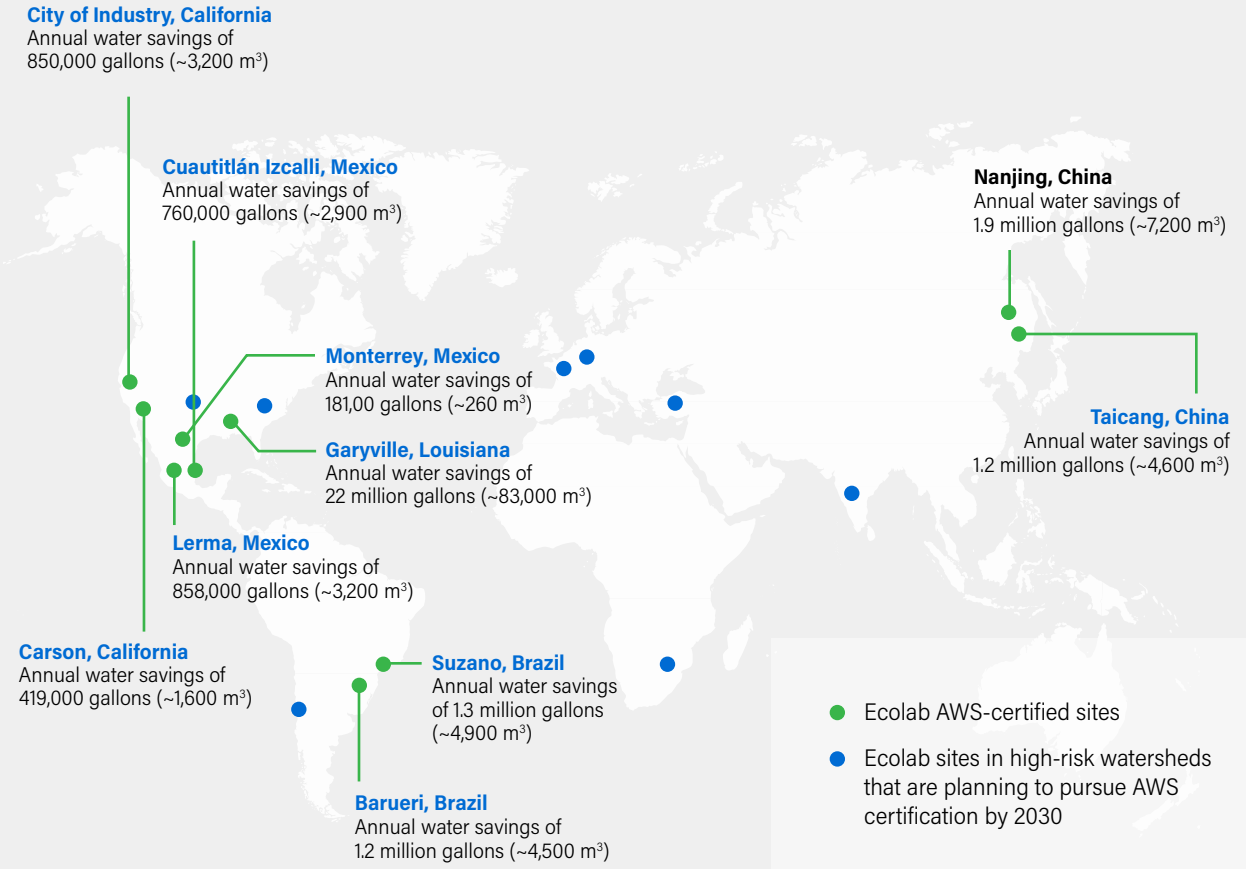
Achieve AWS certification for Ecolab manufacturing sites located in water-stressed basins.

2023 performance

We have achieved AWS certification at 10 of our facilities, seven of which are located within water-stressed basins. Click on the locations below to explore how each site is activating their water stewardship plans.



2023 Target



Water

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.

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, 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 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.

Methodology details

In 2023, 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, 55% 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%.[1]

Based on these criteria, 30 sites representing 76% of total production volume and 49% 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 2023.

Several sites located within at-risk water basins are already working to make a positive impact on water availability, quality and access within water-stressed basins. For example, in 2023, we continued to invest in the 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, which delivered an annual volumetric benefit of 19.2 million gallons (~73,000 cubic meters) of water. Ecolab also supports the Loch Leven Project in partnership with The Nature Conservancy, working to restore and enhance wetlands and provide flood storage capacity within the Mississippi River Delta near our Garyville manufacturing facility. Our contribution to this work allows for 164 million gallons (~620,000 cubic meters) of water replenishment in the Upper Mississippi River Basin each year.



[1] 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.

Climate

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. As part of the UN Global Compact Forward Faster Campaign in alignment with UN Sustainable Development Goal (SDG) 13, Ecolab is committed to "Take urgent action to combat climate change and its impacts."

While we continue to act as a leading example for advancement and impact on climate change, we cannot deliver enduring change alone. We must continue to deepen collaboration with customers, suppliers, communities, associates, shareholders, governmental bodies and non-governmental partners to achieve collective goals for a positive future. And we cannot wait. We must move faster, and we must work together.

We have pledged to do our part

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

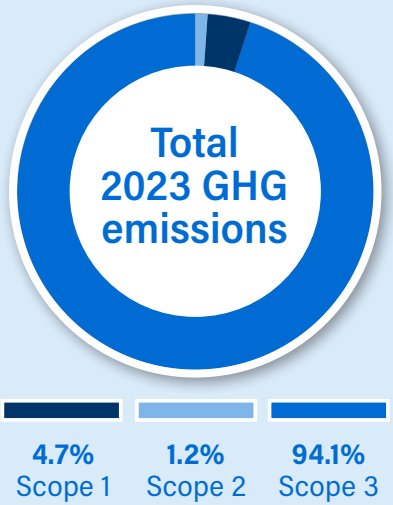
The Science Based Targets initiative
We have science-based targets approved by the Science Based Targets initiative (SBTi) to support the transition to a low-carbon economy.

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



As we focus on building a net 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, customers and partners to work together to reduce GHG emissions and transparently report climate-related information to stakeholders. We have set targets aligned with the latest science and have committed to achieving net-zero in our own operations. Ecolab is a supporter of the Task Force on Climate-Related Financial Disclosures (TCFD) and defines net-zero in alignment with the Science-Based Targets initiative (SBTi) as achieving value chain decarbonization in line with a 1.5˚C pathway and neutralizing residual emissions with an equivalent volume of permanent carbon removal.

Ecolab's greenhouse gas emissions footprint



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 Performance data appendix for more information on our carbon emissions inventories.

Climate

Our journey toward a net 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, Ecolab has near-term Scope 1 and 2 science-based targets (SBTs) approved by the Science Based Targets initiative (SBTi). We have committed to a net-zero SBT, which is undergoing validation by the SBTi, alongside reconfirmation and expansion of near-term targets.

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 value chain

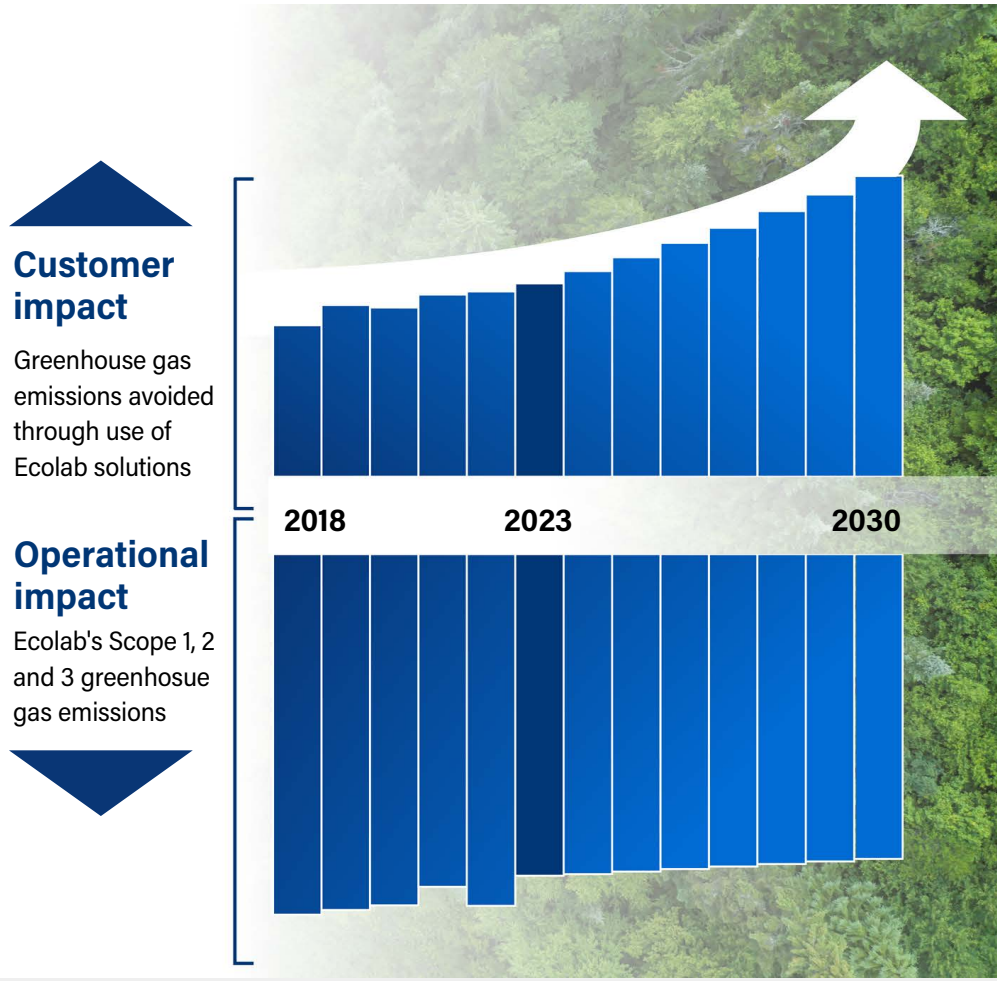
We are working with both downstream and upstream partners to reduce Ecolab's Scope 3 emissions by 25% from a 2022 base year across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and use of sold products.

Optimizing our operations

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 minimize their carbon footprint through use of Ecolab solutions and services

Our goal is to help customers along their decarbonization journey by collectively avoiding 6 million metric tons CO_2e, preventing nearly 10 million pollution-induced 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.

Climate

Helping customers minimize their carbon footprint

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 2023 contributed to positive energy and carbon impacts. Through utilization of many of these innovative programs and services, we are growing our business while helping minimize customers' environmental footprint at a high rate of return.

Continuing to deliver on our promise

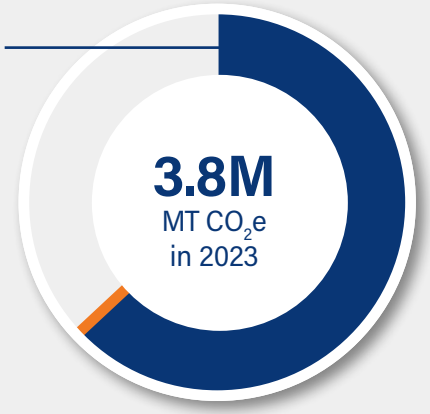
2030 Impact

By 2030, our ambition is to support customers in achieving carbon neutrality by reducing greenhouse gas emissions by 6 million metric tons, helping prevent nearly 10 million pollution-induced illnesses.

2023 performance

We helped customers avoid emitting 3.8 million metric tons of greenhouse gas emissions, preventing over 6 million pollution-related illnesses.

2023 Target



Combining expertise and innovation on the road to decarbonization

Click through examples to learn how we combine 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 launch to market. Energy savings are also based on global sales data and business growth related to each energy-saving technology alongside industry-specific assumptions.[1]

3D TRASAR™ Technology for CIP Monitoring and optimization program for clean-in-place systems	**3D TRASAR™ Technology for Cooling Water** Holistic solution for cooling water management, providing operational visibility and actionable insights	**3D TRASAR™ Technology for Membranes** Total care reverse osmosis offering for membrane applications	**Advantis™ FC Program** Low-temperature foam, spray and soak cleaning solution for food and beverage processing equipment
APEX™ Machine warewashing program for the foodservice industry	**Aquanomic™** Low-temperature laundry program for laundries	**Ecolab Dishmachine Program** Commercial dishwashers that reduce labor, energy and water usage	**Ecoplant 360** Compressed air monitoring and control network designed to optimize utility operations
Exelerate™ Specially formulated program for clean-in-place and clean-out-of place applications, tough burnt-on soils and more	**Nalco Water Boiler Treatment Technology** Comprehensive boiler water treatment solution designed to mitigate scale and corrosion of the boiler system	**OxyGuard™ 40** Low-temperature laundry program for commercial laundries	**PARETO™ Mixing Technology** Optimizes delivery of process chemicals for paper manufacturing
Pure Comfort™ Mineral pool and spa designed to maintain safe and balanced pools	**ProTEX Plus** Laundry program tailored to the unique needs of food and beverage commercial laundries	**Sanitizing Wash 'n Walk** Cleaner and sanitizer that provides total management of floors and drains in institutional settings	**SMARTPOWER™** Foodservice warewashing program that combines innovative chemistry with expert service

[1] GHG emissions equivalency is determined using regional emissions factors from the International Energy Agency.

Climate

Our pathway to reduce operational emissions

For over 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, utilizing renewable electricity and electrifying our fleet of service 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.

Increasing energy efficiency

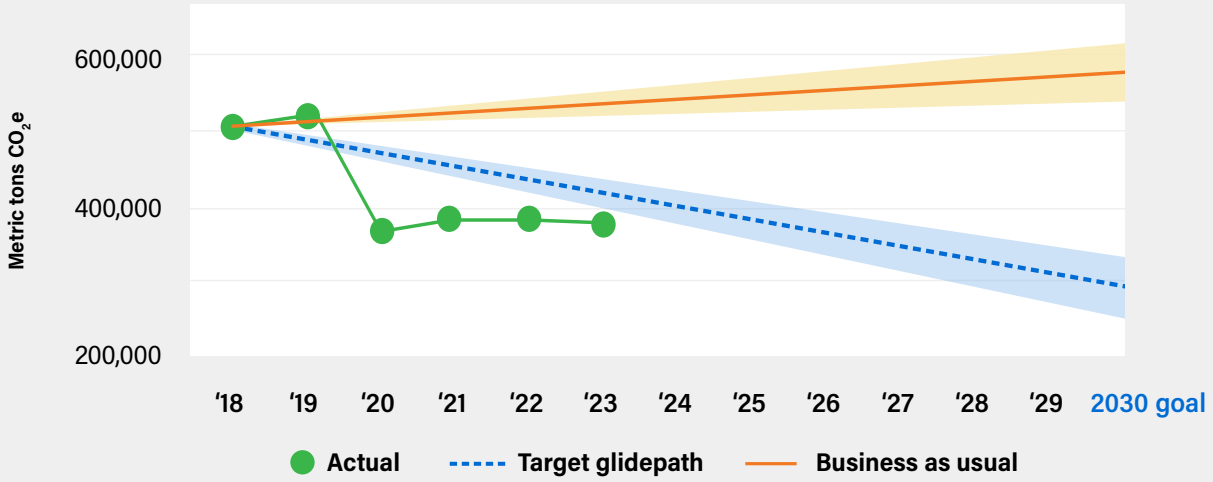
Ecolab is actively expanding energy efficiency projects at Ecolab sites across the globe and identifying net-zero pilot facilities in strategic markets to help reduce emissions within our manufacturing and business operations.

In 2023, we focused on continuous progress within our operations, completing process improvement projects that reduced total energy consumption by almost 5.7 billion BTUs and emissions by almost 700 metric tons CO_2e.

Locations in Brazil, China, Finland, France, Germany, Italy, the Netherlands, Spain, the United Kingdom and the United States implemented energy-efficiency projects in 2023. Efforts included installation of LED lighting, smart lighting and electric equipment controls and destratifiers to provide optimized indoor air conditions. Facilities also optimized boiler systems and hot water operations, improved insulation and/or altered building temperature settings to reduce energy consumption.

Alignment and achievement against a 1.5˚C pathway

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. We anticipate renewable energy and electric vehicle investments in 2024 will continue to keep us ahead of pace as we do our part to limit global warming to 1.5˚C above pre-industrial levels.



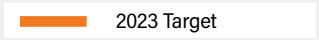
Building momentum on the way to net-zero

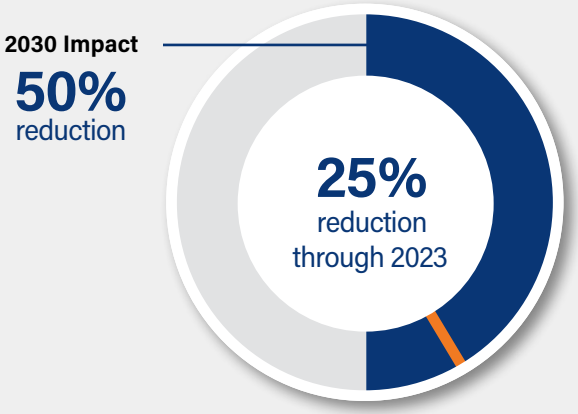
2030 Impact

Reduce absolute Scope 1 and 2 GHG emissions by 50% from a 2018 base year.

2023 performance

We reduced absolute Scope 1 and 2 GHG emissions by 25% from a 2018 base year.





Climate

Embracing 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.

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 was completed in early 2024 and combined, the two agreements allow us to source nearly 80% of our electric power from renewable sources.

Steady construction of on-site solar arrays at a number of Ecolab facilities around the globe help supplement site energy requirements with renewable electricity. In 2023, on-site renewables helped avoid the generation of approximately 545 MT CO_2e and provide cost savings. For example, two recent solar installations at our Darra and Kwinana sites in Western Australia are expected to generate annual emissions savings of up to 550 MT CO_2e moving into 2024 and beyond.

Electrifying our fleet of service vehicles

Our expert team of 26,000 sales-and-service associates drive to customer locations each and every day. To help them commute safely and sustainably, we are transitioning our company-owned fleet to electric vehicles (EVs).



Efforts to electrify our fleet in Europe are well under way, specifically in countries where EVs are promoted through governmental investments. We have built momentum particularly in the Nordics region, United Kingdom, Netherlands and Belgium and electric vehicles are part of our standard car selector process in Europe.

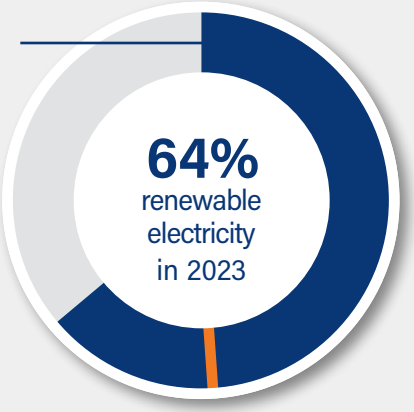
Ramping up renewable electricity use

2030 Impact
Use 100% renewable electricity.

2023 performance
64% of our total electricity usage is considered renewable.

2023 Target

2030 Impact
100%
renewable electricity



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. In 2023, we partnered with Ford Pro™ to accelerate our North American EV fleet transition with the aim to supply 100% of sales and service associates in California with electric vehicles by 2025.

Sourcing 100% renewable electricity in Europe to advance global clean energy goals



By sourcing the power produced by the windfarm, Ecolab now covers **100% of the electricity used across all its European** sites, including 15 major offices, 26 manufacturing facilities and seven research, development and engineering centers.

This past year, Ecolab reached a major milestone in renewable power with the completion of a windfarm project in Finland. With the addition of the new windfarm, Ecolab now sources enough renewable electricity to cover 100% of the energy needs of our European operations.

In 2022, Ecolab entered into a virtual power purchase agreement with the global renewable energy company, Low Carbon, to develop the Mörknässkogen windfarm. Located on the west coast of Finland near the city of Vaasa, the windfarm has a capacity of 30MW and will generate up to 100GWh of electricity annually. That's sufficient to power 30,000 homes and avoid 20,000 MT CO_2e per year.

By sourcing the power produced by the windfarm, Ecolab now covers 100% of the electricity used across all its European sites, including 15 major offices, 26 manufacturing facilities and seven RD&E centers.

The pursuit of renewable power plays a central role in Ecolab's ability to achieve our sustainability goals, with this windfarm representing the latest step in our journey. Our renewable power initiatives bring Ecolab's global renewable energy sourcing levels to 80% and advance us along our journey to 100% renewable electricity by 2030. That's well ahead of guidelines outlined by RE100, a global corporate initiative focused on achieving 100% renewable electricity by 2050, of which Ecolab is a member.

Our holistic renewable energy strategy encompasses projects across the globe. In North America, Ecolab reached 100% renewable electricity in 2020 through our investment in a windfarm in Texas and a local community solar garden project in Minnesota. And as the electrical grids in major markets become greener, Ecolab's virtual Power Purchase Agreements in North America and Europe account for the company's transition to electric vehicles.

Electrifying Ecolab's North American sales and service fleet by 2030

In 2023, Ecolab accelerated efforts to electrify its North American sales and service fleet through a partnership with Ford Pro™. The collaboration began in California, where Ecolab started working with Ford Pro to purchase and deploy more than 1,000 Ford F-150® Lightning® Pro trucks and Mustang® Mach-E® SUVs for its fleet. Ford Pro's full suite of charging and telematics software will also help Ecolab maximize vehicle performance and fleet productivity.

The electrification effort will expand across California, and by 2025, Ecolab aims to update every vehicle used by our Californian field associates to serve customers each day. Once finished, Ecolab and Ford Pro will have created what's anticipated to be the largest all-electric sales and service fleet in California.

While electrifying more than 1,000 vehicles represents a major milestone, it's only the beginning. Following success in California, Ecolab will turn to the more than 11,000 light-duty vehicles that make up our North American fleet, targeting complete fleet electrification by 2030.

In going electric, Ecolab estimates that we can reduce overall costs. Ecolab's financial models forecast a lower total cost of ownership over the life of the vehicles, compared to internal combustion engine (ICE) vehicles. These savings stem from reduced fuel costs, lower service downtime and maintenance costs, and continued advancements in EV technology solutions. Additionally, an all-electric fleet cuts direct emissions from vehicles, helping Ecolab make significant strides toward our net-zero commitments.

By converting to electric vehicles, Ecolab is taking another crucial step toward achieving our net positive climate impact and sustainable growth goals.

We are showing that by doing what's right and doing it well, businesses can improve profits, leverage renewable electricity and deploy cutting-edge EV solutions for the betterment of employees, business and the planet.



Climate

Engaging across our value 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.

That's why we are collaborating with suppliers to reduce absolute Scope 3 emissions by 25% from a 2022 base year across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and use of sold products. This target, currently undergoing validation by the Science Based Targets initiative (SBTi), was introduced in 2023, with performance tracking beginning in 2024.

Nevertheless, in 2023, we continued to bolster supplier engagement initiatives — including expectation setting and education — on climate, particularly with suppliers that have a high impact on Scope 3 emissions. We also continue to partner with CDP Supply Chain to collect data on suppliers' carbon targets, inventories and primary emissions related to Ecolab's business portfolio. This data is used to monitor the progress of our suppliers on their climate goals and is integrated into our continuously evolving Scope 3 inventory to increase accuracy.

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 net-zero by 2050.

We are collaborating with suppliers to reduce absolute Scope 3 emissions by 25% from a 2022 base year across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and use of sold products.

We consistently train and promote our supplier sustainability program internally with our procurement teams and externally through annual training sessions with high-impact suppliers and publication of supplier sustainability requirements on Ecolab.com.

Evolving Scope 3 accounting methods

Aligned with industry best practices, we are continuously 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 2023, using results from the CDP Supply Chain survey, we continue to integrate supplier data into the Scope 3 purchased goods and services category. We remain committed to refining our methodology for the use of sold products category to include additional sources of emissions. We also engaged suppliers with high impact on our emissions and explored tools to refine data collection processes for the purchased goods and services and upstream transportation and distribution categories.



Transportation logistics initiatives drive down emissions

Through innovation and a continuous commitment to reduce our environmental impact, Ecolab is on the road to achieving net-zero emissions globally by 2050. A key contribution to these efforts is optimization of supply chain transportation, distribution and logistics activities.

In 2023, Ecolab's Supply Chain team's actions impacted over 13 million miles driven and over 16,190 metric tons of CO_2 emissions avoided.

"Our team continues to innovate and optimize our network to take miles off the road and avoid greenhouse gas emissions by manufacturing and storing our products closer to the customer, continuing our commitment to fuel-efficient intermodal transport and adopting new technologies and programs," said Ryan Hanson, Ecolab Senior Vice President, North America Supply Chain.

While the majority of 2023 reductions were in Scope 3 emissions, as most Ecolab deliveries are handled by external third parties, significant savings have been realized in Scope 1 emissions through the Nalco Water fleet of delivery vehicles. Operational emissions will be further reduced as Ecolab converts its sales and service fleet to electric vehicles through a partnership with Ford Pro™.

"We're proud of the success we had in 2023 and look forward to building on it even more in the years to come," Hanson said. "I am also proud of our team and the work they've done to deliver a positive impact while continuing to exceed customer expectations through exceptional products and solutions."



Highlights of recent Supply Chain initiatives and impact reductions:

Miles saved		Metric tons of CO_2 emissions avoided	
9,700,000	=	12,200	by converting to intermodal freight transport via rail from over-the-road trucking wherever possible. Since 2017, intermodal transportation mileage has increased by 230%.
853,000	=	450	through carrier innovations that optimize engine, battery and HVAC system performance to enhance fuel efficiency.
714,000	=	1,060	by moving product manufacturing closer to the customer. This includes an aggressive program to insource manufacturing of bulk raw materials rather than outsourcing to contract manufacturers. In addition, a warehouse in Canada was reopened to better service customers in Newfoundland and we began shipping to customers in the Northeastern U.S. from our plant in Canada.
360,000	=	560	through a reverse logistics program that reduced the distance dishmachines were sent for refurbishing.
308,000	=	480	through enhanced inventory management and warehouse optimization to enable more direct shipping to customers.
262,000	=	410	through a new policy to reduce expedited order requests. Minimizing the number of rush orders has led to larger standard orders and fewer customer deliveries.
53,000	=	80	by reducing expired product waste and loss.
33,000	=	50	by shipping several different product lines by rail transport, a more sustainable form of transportation than Nalco Water fleet deliveries.

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. We support a balanced approach to reducing GHG emissions while sustaining economic growth and complying with 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 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 respond to climate risks and opportunities, Ecolab addresses climate-related matters through 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 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 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.



Biodiversity



Our approach

At Ecolab, we have a longstanding commitment to safeguarding biodiversity, exemplified through our robust water stewardship program, climate action and consistent performance against ambitious environmental targets. Our Biodiversity Position confirms this commitment to operating in a way that supports the protection of biodiversity in our operations, and through our products and services. We recognize that there is an urgent need for society to operate within our planetary boundaries to halt and reverse biodiversity and nature loss.[1]

With the release of the Task Force on Nature-related Financial Disclosures (TNFD) final guidance and recommendations in September 2023, business and financial institutions now have a framework by which to bring critical nature components such as water and biodiversity into decision-making. Ecolab has been a supporter of TNFD since its inception, and in 2023 we took additional action to align with TNFD's final recommendations.

Ecolab conducted a refreshed materiality assessment in 2022 and concluded that biodiversity, while crucial, is not presently deemed a significant concern as our operations do not have a significant impact on biodiversity in natural habitats and 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. Nonetheless, we recognize the importance of continually monitoring and assessing biodiversity topics to gain a comprehensive understanding of any potential impacts our activities may pose to local ecosystems and biodiversity. In 2022, we profiled the possible nature-related risks of our top 25 sites by water and energy consumption and production.

To establish a more in-depth understanding of how our operations interface with nature, in addition to examining our top 25 sites, in 2023 we expanded the first iteration of our nature risk profile to be inclusive of an additional 75 sites, which were determined based on water and energy consumption, as well as key business factors. We recognize the impact any facility can have on local ecosystems and believe that the risk screening process has allowed us to further identify priority sites and locations for continued focus and future action. To date, we have reviewed and assessed 100 of Ecolab's major operating owned assets for nature-related risks.

As a result of the assessment, we established a clearer process for determining the materiality of nature impacts and dependencies to these sites. This includes how Ecolab is addressing potential biodiversity impacts through our commitment to obtaining Alliance for Water Stewardship (AWS) certification for Ecolab manufacturing sites located in high-risk watersheds. Our AWS certification goal and achievements, as part of our broader Net Positive Water Impact, serve as a foundation to support place-based nature action. We see water and biodiversity efforts as going hand-in-hand as we do our part to preserve and protect nature.

Governance

The Safety, Health and Environment (SHE) Committee of the Board of Directors has oversight of many sustainability matters, including biodiversity-related issues, as it falls within the scope of environmental matters that are part of the principal responsibilities and duties of the Committee.

Ecolab's Senior Vice President and Chief Sustainability Officer leads Ecolab's Corporate Sustainability program and is responsible for the company's global sustainability strategy, including biodiversity. See our TCFD Index for more information.

[1] Stockholm Resilience Centre

Biodiversity

Nature risk screening

Ecolab followed the initial steps of the TNFD Locate, Evaluate, Assess, Prepare (LEAP) process to determine the proximity and potential impact of direct operations and key biodiversity areas (KBAs). A sector-based screening for impacts and dependencies was performed to better understand the context in which Ecolab operates compared to the chemicals industry.

We utilized the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool to identify potential sector- related impacts, of which greenhouse gas (GHG) and non-GHG emissions, soil pollutants, water pollutants, terrestrial ecosystem use and water use were flagged as potentially material impacts for the chemicals sector. We then further substantiated the potential impacts on biodiversity by running sites through the World Wildlife Fund (WWF) Biodiversity Risk Filter (BRF) and focusing on proximity to KBAs. For sites that registered a higher risk through the WWF BRF, we performed additional spatial analysis leveraging data from the Integrated Biodiversity Assessment Tool (IBAT) to determine site proximity to a KBA.

For facilities in scope, we identified one site that overlaps with a KBA and three additional sites that fell within notable proximity to KBAs. These four sites have been identified for an even more rigorous review based on their proximity and risk scores generated by WWF BRF.



We are working to identify and better understand if any material impacts on local biodiversity or significant changes to the conditions of the local freshwater ecosystems have occurred within proximity to these facilities and their operations through remote vegetation monitoring. While our initial analysis focused on sites presenting higher risk, we recognize that additional sites may in fact be in proximity to a KBA. We believe that any impact on nature is worth further investigating and will continue to focus on locating and evaluating sites in alignment with the LEAP framework as we refine our process and reporting aligned with the TNFD guidance.

While Ecolab operations are contained within water-stressed areas, we strive to avoid and minimize potential impacts on local biodiversity. This is partially achieved through efforts to obtain Alliance for Water Stewardship (AWS) certification for priority locations as well as partnerships with local communities and non-governmental organizations. Our foundational commitment to SHE practices and performance at a site level will additionally enable us to quickly understand mechanisms that are already addressing potential nature-related impacts such as air and water quality.

Adapting and regenerating nature and communities, together

Engaging partners, stakeholders and the wider network of users operating in shared watersheds is critical to protecting the ecosystems in which we operate. We are enabling nature-based solutions alongside strategic partners to regenerate and protect nature in and around high-impact sites.

We recently 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.

Ecolab continues 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. Work in 2023 included continued 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.

Biodiversity

Below are additional, ongoing examples of our work highlighting impacts on nature protection, adaptation, and regeneration through our partnership with The Nature Conservancy (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.



Minnesota Headwaters Fund | United States

Ecolab was an initial funder of the Minnesota Headwaters Fund, which began in 2014, to support high-impact conservation projects to protect clean water in Minnesota's lakes and rivers with 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 76,000 acres along 100+ miles of shoreline in the Upper Mississippi River watershed. In addition, 409 acres and 8,600 feet of shoreline have been restored, 133,000 acres have been improved through management and 8,000 acres have been treated by wetland restoration. Most recently through our contribution, the volumetric water benefit is estimated to be around 16 million gallons (~61,000 cubic meters). Our support has also helped The Nature Conservancy leverage an additional $250M+ in public funds.



Biodiversity

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 a volumetric benefit of approximately 164 million gallons (~620,000 cubic meters) in the Upper Mississippi River Basin.



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 approximately 29 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.



Monterrey Metropolitan Water Fund | Mexico

Since 2014, the Ecolab Foundation has supported TNC's efforts to restore and conserve 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, has the capacity to produce 60,000 plants per year. TNC worked to restore a total of 292 acres between 2015 and 2017, including 242 acres of soil conservation activities and 50 acres of reforestation across the project area. The tree planting also helps with water filtration and flow of both surface and groundwater to contribute to the benefit of 4.5 million people.



Waste

Our approach

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

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 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 Performance data appendix.

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Product safety and sustainability

Our approach

Ecolab is on a continuous journey to be a leader in product safety and sustainability. We have developed policies and programs to prevent or reduce human and environmental exposure to chemical products through a holistic engineering approach which includes chemistry composition, format, packaging, dispensing and digital control systems.

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 principles of safe and sustainable by design criteria put forth by the European Commission.

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 Ecolab's 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 and Transportation and Package Engineering. Ecolab's 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.

Impacts that MATTER

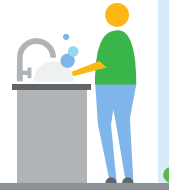
An outcome based assessment of product sustainability

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

Human health

Requires no personal protection equipment (PPE)

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, effective use and handling. Creates positive staff and occupant perception.



Simplified product use

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.



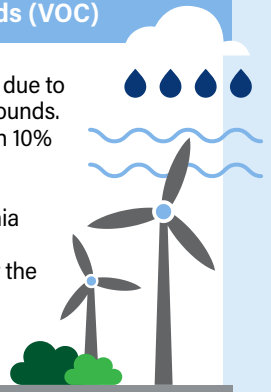
Fragrance safety

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.



Low volatile organic compounds (VOC)

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

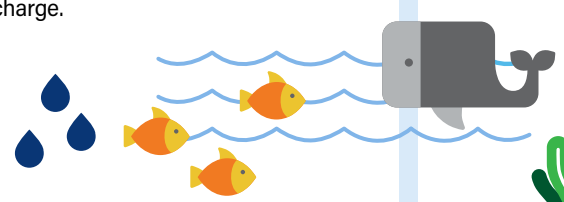
Biodegradable when used as directed

Product is designed for low impact to the natural environment and is classified as readily, ultimately or inherently biodegradable at use solution levels.



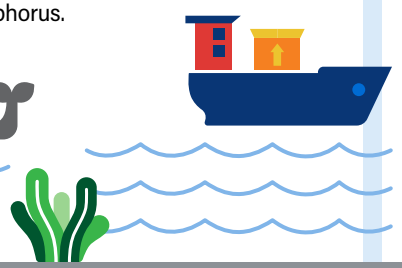
Not toxic to aquatic life when used as directed

Product is not toxic to aquatic life when used as directed, reducing potential environmental hazard during waste discharge.



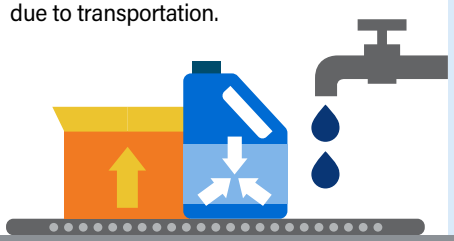
Product contains no or low phosphorus

Minimizes nutrient pollution in aquatic environments from phosphorus.



Reduced waste and carbon footprint

Concentrated products, requiring dilution with water prior to use, reduce packaging waste and carbon emissions due to transportation.



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

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. 84% 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 using 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 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

We continued our participation in the Chemical Footprint Project (CFP) in 2023, 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.

Protecting planet, people and business health through product sustainability

Our Product Sustainability Position formalizes our commitment to incorporating our focus on protecting people and the resources vital to life in every aspect of our products. Our Product Sustainability and Regulatory Affairs teams closely partner to implement our internal Chemical Product Ingredient Sustainability Policy across our businesses, globally.

We are members of several industry initiatives and actively use industry benchmarking tools to guide best practices for product sustainability, including:

- Globally Harmonized System of Classification and Labeling of Chemicals (GHS)
- European Safe and Sustainable by Design criteria in alignment with the Chemical Strategy for Sustainability
- Chemical Footprint Project
- Chemsec
- The American Cleaning Institute
- A.I.S.E. Charter for Sustainable Cleaning
- RecyClass



By 2025, we plan to provide transparency to product sustainability impacts like greenhouse gas emissions and water use, biodegradability, and aquatic toxicity. In 2023, we advanced our progress toward this goal through enhanced transparency to our products' sustainability attributes, including carbon footprint and packaging waste.

Ecolab's product sustainability program establishes the basic principles to help ensure human health and environmental sustainability is embedded into every aspect of the life cycle of our products.

Product safety and sustainability

Foundations of product sustainability at Ecolab

Product sustainability principles embedded throughout Ecolab's product life cycle include:

Ideation
Pursuing innovation that maximizes business outcomes at a high rate of return for our customers while making a positive impact on water, climate, food and health.

Portfolio management
Going beyond regulatory compliance through implementation of our Chemical Product Ingredient Sustainability Policy, which sets our global ingredient standard. For more information: Portfolio management

Product design
Developing products that incorporate circular economy principles and minimize product environmental footprint. Considering human health factors during design through closed loop dispensing and minimizing use of personal protective equipment, where feasible. Minimizing virgin plastic demand through the reduction, reuse and recycling of packaging materials. For more information: Impacts that Matter | Product design | Packaging design | Reducing plastic packaging to minimize environmental impact and costs

Material sourcing
Striving to ethically source raw materials and prioritize use of ingredients with lower environmental impacts. We are expanding naturally derived raw material sourcing to further integrate circularity principles into our procurement strategy; currently 6% of Ecolab's raw materials are from renewable sources.[1] For more information: Ethical Sourcing Standards | Conflict Minerals Policy

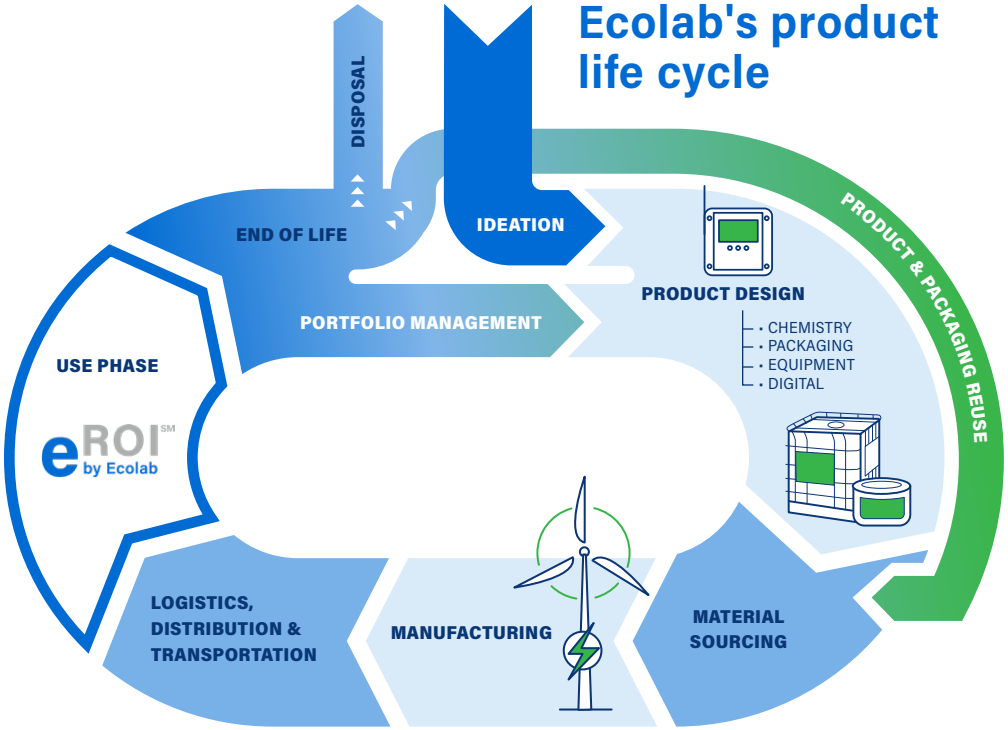
Manufacturing
Optimizing manufacturing processes to minimize water and energy consumption, waste generation and exposure to harmful substances while utilizing renewable energy sources to reduce our carbon footprint. For more information: Water | Climate

Logistics & transportation
Designing products for transport optimization via concentration and palletization patterns. Our logistics network across multiple locations minimizes transport distances and utilizes pool points to ensure full truck loads. For more information: Supply chain initiatives to drive down emissions

Use phase
Delivering exponential outcomes for customers and communities through eROI to improve performance, increase operational efficiency and enhance sustainability impacts. For more information: eROI | 2030 Customer Impact

End of life
Prioritizing circular economy principles when developing strategies for the proper disposal or reuse of products and packaging at the end of their life cycle.

Ecolab's product life cycle



Supporting product sustainability pillars

Transparency and disclosure
Providing clear, transparent product information to customers and stakeholders, including product carbon footprint (PCF) and Impacts that Matter.

Supply chain engagement
Collaborating throughout our supply chain to help ensure responsible and sustainable practices are followed by suppliers and partners. As recognition of our efforts, we are included on CDP's 2023 Supplier Engagement Leaderboard.

Continuous improvement
Engaging with governmental and industry initiatives and actively using benchmarking tools to strengthen our product sustainability best practices.

[1]Estimated by weight of chemical raw materials sourced by Ecolab, globally.

Product safety and sustainability

Portfolio management

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 products which utilize these chemistries in our global portfolio.

By 2030, Ecolab will transition away from EU SVHC Authorization listed substances in our global chemical portfolio.[1] Ecolab will take a scientific risk-based approach to evaluate biocidal actives under the Biocide Product Regulation (BPR) and substances proposed for inclusion in future revisions of EU SVHC Authorization List. Ecolab's European chemical portfolio complies with the EU REACH regulation and all applicable sunset dates for SVHC Authorization listed chemistries.

> By 2030, Ecolab will transition away from EU SVHC Authorization listed substances in our global chemical portfolio.[1]

In 2023, just 0.35% of Ecolab's annual revenue was from products containing EU SVHC authorization listed substances. Throughout 2023, we continued to progress on our ambition through the following actions:

- Prohibiting development of new products containing SVHCs[1]
- Obsoleting low-volume or low-business value formulas containing EU SVHCs Initiating research and development projects to substitute ingredients with preferable alternatives that demonstrate equivalent or improved performance[1]
- Engaging with strategic supplier partners to identify alternatives and reformulate business-critical materials
- Where a replacement technology gap exists, establishing projects and partnerships to define global alternatives
- Initiating research and development projects to substitute ingredients with preferable alternatives that demonstrate equivalent or improved performance
- Increasing visibility and engagement within divisional leadership through internal reporting processes

Product design

Ecolab designs products for maximum positive impact. The primary objective is to help customers achieve significant sustainability, safety and productivity gains in their own operations, while minimizing the footprint of the delivered product.

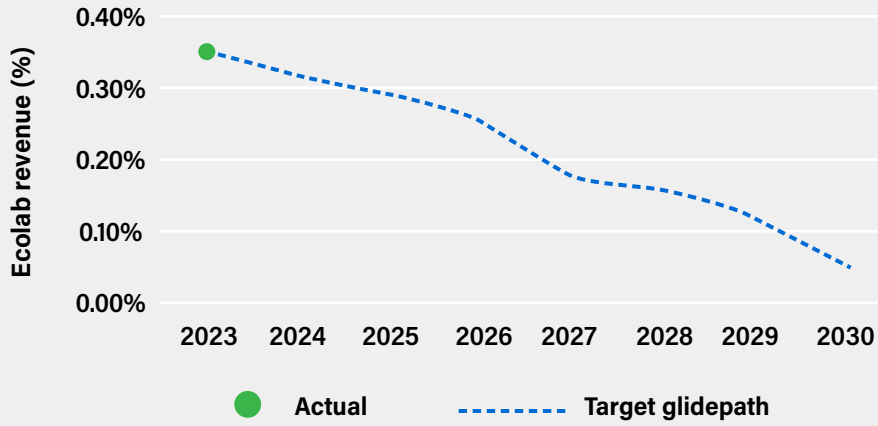
Ecolab prohibits developing new products that contain SVHCs through internal new product introduction and regulatory scorecards in alignment with Ecolab's Position on European Union Substances of Very High Concern. Ecolab promotes developing new products which are biodegradable, reduce or eliminate the need for personal protective equipment, are free of hazard classifications and reduce waste during manufacturing and logistics.

Ecolab recently created a digital substance selector tool to empower Ecolab research,development and engineering teams to readily consider the hazard profile and compliance aspects of raw materials and substances. The tool is aligned with the EU Green Deal's Chemical Strategy for Sustainability and screens substances against:

- Ecolab's internal Chemical Product Ingredient Sustainability Policy
- European Substances of Concern
- ChemSec SIN List
- Select regional regulatory chemical lists

Additionally, the product selection tool incorporates physical hazards, human toxicity and environmental toxicity factors.

Alignment and achievement against SVHC authorization list ambition



[1] (i) EU SVHC Authorization listed CAS substances (01/2024 revision) intentionally added to Ecolab products above REACH's reportable concentration of 0.1%.
(ii) Transition away is defined as Ecolab impacted chemical product sales equal to <0.05% of Ecolab's total annual revenue.

Product safety and sustainability

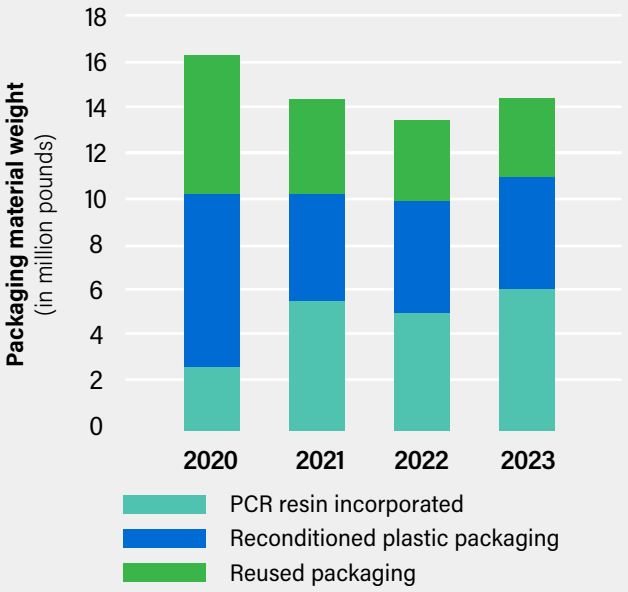
Packaging design

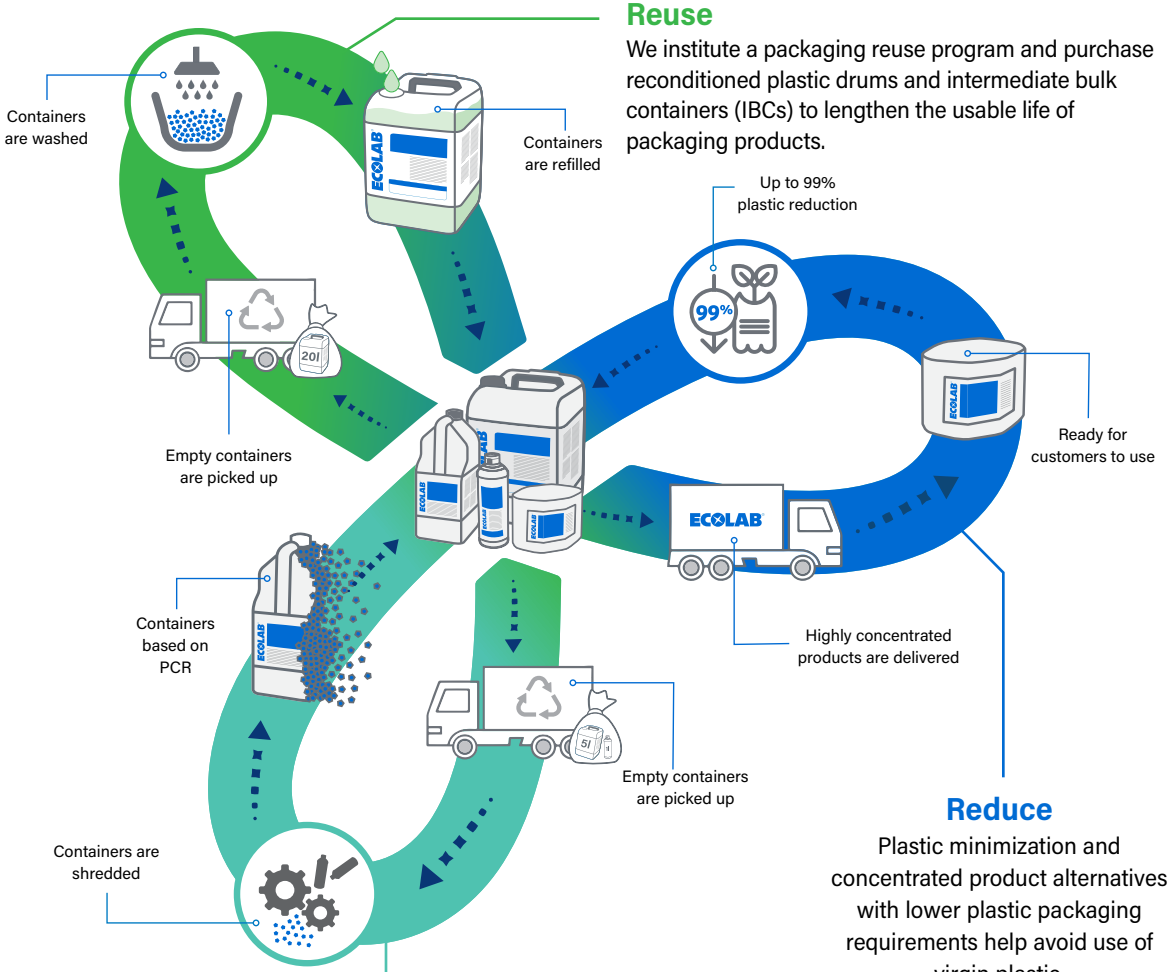
Ecolab has continuously improved our packaging designs to minimize waste and safely deliver best-in-class experiences for our customers. Our commitment to excellence in packaging design is supported by a global team of more than 50 packaging professionals, including engineers, materials scientists, analysts and technicians.

By 2030, our ambition is to have moved to reusable or recyclable by design packaging for non-regulated products.

Currently, 91% of Ecolab's packaging by weight is reusable or recyclable by design. And, aligned with circular economy principles, Ecolab continues to deliver virgin plastic resin avoidance. In 2023, Ecolab avoided 14.5 million pounds (~6,500 metric tons) of virgin plastic resin, representing 17% of Ecolab's total plastic packaging by weight[1]

Virgin plastic resin avoidance





Reuse

We institute a packaging reuse program and purchase reconditioned plastic drums and intermediate bulk containers (IBCs) to lengthen the usable life of packaging products.

Reduce

Plastic minimization and concentrated product alternatives with lower plastic packaging requirements help avoid use of virgin plastic.

Recycle

We incorporate Design for Recyclability principles into our designs and post-consumer recycled (PCR) materials into packaging.

See an example of innovation at work:
Reducing plastic packaging to minimize environmental impact and costs

[1] Metrics reflect Ecolab's activity in North America, Europe and Greater China

Reducing plastic packaging to minimize environmental impact and costs

When it comes to our products and solutions, Ecolab is committed to maximizing our total impact to benefit people, planet and business health. One facet of these efforts is finding ways to steadily reduce the amount of virgin plastic in our product packaging.

In support of these efforts, the Ecolab procurement team initiated a project to implement lighter-weight 55-gallon plastic packaging configurations to enhance sustainability and achieve cost savings. Through a reduction of virgin plastic weight and a shorter transportation route for the new plastic packaging, Ecolab was able to achieve both objectives. The effort also led to a significant reduction in the use of high-density polyethylene (HDPE) virgin plastic resin.



In 2023, Ecolab avoided 14.5 million pounds of virgin plastic use.

The testing process

Ecolab uses 55-gallon plastic packaging to deliver products to customers and even small reductions in weight can have outsized impacts given current volumes. Any deviation in packaging design is thoughtfully and robustly tested to ensure the same level of safety and performance as preexisting packaging. Packaging changes also must conform to current filling and sealing production equipment. A comprehensive engineering and testing process was conducted to qualify the performance of the new, lighter-weight packaging, which was approximately one pound less than the previous packaging configuration, for a 5% weight reduction per unit. The testing included running full truckloads of Ecolab products during a normal production cycle at a pilot location in North America. After successful trials, the program was expanded to two additional sites and today, the lighter-weight packaging has been fully integrated into Ecolab's North American operations. With this change, approximately 10% of Ecolab's 55-gallon packaging has been converted to the lighter-weight design.

Small changes driving big impact

As a result of the lighter-weight packaging project's implementation, Ecolab will avoid the use of over 56,000 pounds of HDPE virgin plastic to support industrial customer needs in Food & Beverage, Textile Care, Industrial Water Treatment and other market segments. The savings are equivalent to the amount of plastic it would take to produce more than 423,000 one-gallon plastic milk containers or nearly 3,000 new 55-gallon plastic drums. The lighter-weight plastic packaging is also reusable and recyclable, as is the case with the standard weight plastic design that Ecolab has used for many years.

In addition to HDPE virgin plastic material avoidance, the project resulted in the reduction of 40 metric tons of plastic manufacturing greenhouse gas (GHG) emissions, along with a 78% reduction in inbound transportation related GHG emissions. The GHG emissions reductions were due to the reductions in plastic weight and a shorter transportation route between the new packaging manufacturer and Ecolab manufacturing locations.

The success of this program exemplifies Ecolab's commitment to product and packaging innovation to reduce our plastic footprint while continuing to maintain the highest standards of quality and safety in the products that we provide to our customers.

Social

Working together to strengthen our community

Our 48,000 associates, which include 26,000 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 work and 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, well-being and safety of our employees, contractors, customers and customers' customers remains uncompromised — it informs the way we operate, the products we develop, the programs and initiatives we support, to enhance the quality of life where we work and live.



Talent management

Our approach

We believe the best teams foster a culture of belonging. To create these teams, we strive to hire and value people with unique 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.

Hiring Practices

In 2023, we hired 8,365 new employees, globally. Based on the average number of employees in each market, our global combined new hire rate in 2023 was 17.4%, with a 38% internal fill rate. For more detailed data, see the 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 typically 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 top talent in order to meet the needs of our growing global organization.

Senior management in our markets

We understand that having talented members from the local community on 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 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 2023 was 15.8%, of which 10.7% was voluntary and 5.0% was involuntary. For more detailed data, see the 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 may maintain their medical and dental benefits, group life insurance and access to the Employee Assistance Program through their severance period.

Proportion of senior management hired in 2023 from the local community in major markets outside of the United States

Region	%
Asia Pacific	100%
Europe	100%
Greater China	100%
India, Middle East and Africa	NA
Latin America	67%



Talent management

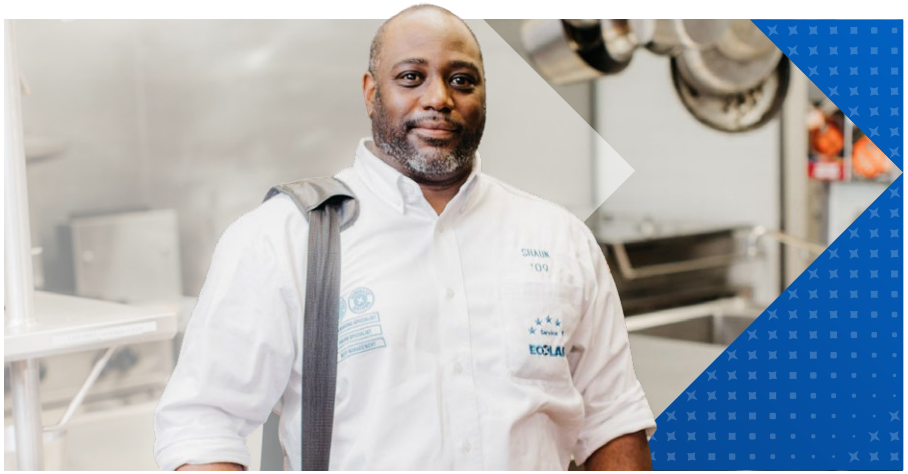
Benefits

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 less than one percent of our total workforce, including interns, 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 2023, 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 match 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 families 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 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 an 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 pay granted immediately after the birth of their child. In 2023, 569 employees – 427 male and 142 female – utilized this offering with 98% of male and 98% of female employees returning to work at the end of the leave. In 2023, 79% of male and 71% of female associates were still employed 12 months after their return to work. Globally, parental leave and time away are handled per each country's local laws on time away from work. In some regions, there are additional programs to support parents before and during parental leave, and upon return to work. We offer lactation rooms for nursing associates at all of our physical locations. In the U.S. we partner with Milk Stork, to offer airline-approved cooler totes and overnight cold-shipping services for nursing associates when traveling.

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.

We strive to promote an environment of physical and mental health and well-being. We offer employees wellness challenges and on-site biometric screenings. In addition, those on our medical plans are eligible for discounts at health clubs and on sports equipment, virtual exercise programs and access to health and nutrition coaches. Our larger locations also have access to fitness centers and walking paths. Cigna Confide, Ecolab's employee assistance program, offers a variety of tools and resources to assist with workplace stress management, either through face-to-face counseling, digital tools and resources, seminars or webcasts. We also offer manager training classes to help identify and assist with employee stress.

Additionally, we provide resources to help our associates manage life outside of work. Offerings include discounts for 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 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. In the U.S., we have six standard company holidays as well as three or six floating holidays, depending on an associate's role, so employees can take time off on the holidays that are important to them. 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 2023, 14% of our employees were covered by collective bargaining agreements, of which 7% were based in the United States.[1]

We have two U.S.-based collective bargaining agreements covering 2.2% 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 changes to the agreements. All collective bargaining agreements contain a specified notice period and provisions for consultation and negotiation.

We adhere to U.S. National Labor Relations Act and other applicable laws 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 have been violated or at risk. We are unable to report on violations or risks of our suppliers.

[1] Percentages excludes casual, co-op, apprentice, intern, and temporary associates

Talent management

Pay equity

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

Ecolab is actively working to improve representation of gender and race at each level of the workforce. We continue to focus on pay equity in the U.S. and globally by enhancing ongoing audits aimed at maintaining where we have already made progress.

We reward and recognize 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, the annual cash bonus for our most senior leaders includes a Growth & Impact modifier which is based on reducing water intensity across our operations and demonstrating progress toward our aspirations for a more diverse, equitable and inclusive workplace.

Our processes and governance for ensuring both performance-based and equitable pay decisions, is consistent at the enterprise level and across significant locations of operation. There are several processes and practices in place to help us avoid pay discrepancies related to gender, race or other personal demographics including:

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

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

In addition to these enterprise practices, we also conduct pay equity reviews in alignment with country-specific regulations. Comprehensive and consistent systematic assessment of pay equity is a key element of sound business strategy and effective talent management. Although it is not required, 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, France and Australia.



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 include training materials for managers to guide performance-based decision making.

Grievance mechanisms regarding compensation include reporting mechanisms through our global Code of Conduct and in the U.S., our Ecolab Associate Resolution resources provide numerous avenues for employees to raise concerns and seek resolution.

In 2023, the annual total compensation for our CEO was $15,547,055 as reported in our annual Proxy Statement. The annual total compensation for our global median employee in 2023 was $49,177. Thus, the annual total compensation for our CEO was 316 times the annual total compensation for our global median employee.

Human capital development

- Collectively in 2023, employees spent a **total of 691,000 hours** in learning and development.
- On average, our global employees received a total of **43 hours of training and development**, comprised of 14 hours of formal training and 29 hours of informal or formal coaching, mentoring and/or job-shadowing.
- The average training and development expenditure in 2023 was **$275 per full-time employee**.

Our approach

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) — which are open to all associates — 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 ERGs that connect engaged, emerging leaders with professional and personal development opportunities. Our 11 employee-driven ERGs have grown to 8,400+ members and 80+ chapters globally.

We deliver an annual Ecolab Development Season 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 this season and/or leverage one of these activities during the year. The 2023 Development Season offered the opportunity for Ecolab associates to participate in six different development tracks and a catalog of over 18,000 courses. Each development track was a curated combination of independent and group learning opportunities and translated in multiple languages. This approach resulted in a 63% increase in participation from 2022, with over 10,000 associates enrolled in courses and over 2,000 participating in accountability group sessions. We also delivered a successful pilot and launch of LinkedIn Learning to the enterprise and have had over 80,000 course enrollments and 50,000 course completions in 2023. The business impact of this program is measured through indicators within the annual employee engagement survey and our 2023 engagement, retention and inclusion scores increased from 2022.



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. Eligible associates are reimbursed up to $5,000 in tuition expenses annually, dependent on coursework

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 100-130 high-potential executive-level leaders to complete the Growth Leader program

In 2023, we maintained steady state deployment of our flagship front-line manager development program, Manager Essentials, with 1,144 completions. We also provided our Leader Coach program, for leaders of our first-line managers, to 344 associates in 2023. Lastly, we had 157 of our high-potential early executives complete our Growth Leader program in 2023.

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 2023 were completed in 2024, 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' 2023 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 strong employee 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 that allow us to gather insights into the experience and needs of our workforce.

Our annual, enterprise-wide employee engagement survey was held in April 2023. The survey was reduced from 46 questions to 32 questions to remove redundant questions. The remaining questions were not modified to measure changes on specific data points. Ecolab had an 89% participation rate and an overall engagement score — a measure of our associates' emotional commitment to our organization and goals — of 81%, an increase of 1% from 2022's 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 74%. Our inclusion index score rose to 85%, 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 – nonetheless 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 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:

- **86%** of our associates feel Ecolab's mission is meaningful to them.
- **89%** of our team members feel empowered to own the work they do on a day-today-basis.
- **89%** of our employees feel included as part of a team among their co workers.



Employee engagement survey results

Metric	2018	2021	2022	2023
Response rate	91%	88%	84%	89%
Employee engagement score	63%	79%	80%	81%

89% participation rate | **81%** engagement score | **85%** inclusion index | **74%** retention rate

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

Ecolab's enterprise leadership development programs deliver value to associates and the business

At Ecolab, strong performance, career development and ongoing learning are essential for every associate's professional growth and the company's success. Ecolab enterprise learning programs help to strengthen leadership capabilities, support career development, drive strong performance and foster lifelong learning. And we know that strong managers play an important role at Ecolab to help associates perform well and grow in their careers. That's why we remain committed to providing robust development experiences for managers that build key skills and capabilities needed to successfully lead teams to deliver critical business results.

Strengthening first-time managers' leadership capabilities

Manager Essentials is Ecolab's global training program for first-line people managers across divisions, functions and markets, providing one consistent global standard for how we equip and enable managers. The program focuses on the key manager accountabilities that enable managers to turn strategy to results, lead high-performing teams, coach and develop talent and foster an inclusive and engaging workplace. Designed to help build capability in leaders at all levels, Manager Essentials provides the standard for how we lead teams, and drives accountability for leaders to grow the business by growing our talent.

Manager Essentials program survey results

- **84%** said their manager more effectively communicated top priorities
- **82%** said their manager more effectively discussed how their team can work together
- **85%** said their manager more effectively took specific action to help the team manage change
- **83%** said their manager more effectively gave timely feedback on performance



The Manager Essentials journey spans 16-weeks and combines both online, self-paced learning with experiential learning, as well as live workshops. The workshops, available in seven languages, are deployed locally and moderated by local facilitators. In 2023, 1,144 managers completed the program, approximately 21% of global first-line management associates. Program success is measured largely through surveying direct reports of those who completed the program.

Reinforcing a coaching mindset

Ecolab's global training program for managers of first-line managers – Leader Coach – is designed to help elevate coaching capabilities and reinforce key skills developed through the Manager Essentials program. The training, offered in four languages, allows participants personal insight into their own coaching tendencies in order to build enduring mentorship habits. The program introduces participants to an inquiry-based coaching approach which enables meaningful conversations, ultimately creating self-reliant problem-solvers who bring ingenuity and resourcefulness to produce positive outcomes to promote people, planet and business health.

Ecolab's annual goal for the Leader Coach training program is to enroll all new eligible leaders of first-line managers within one year of assuming their role. In 2023, 344 associates completed the program, or approximately 15% of global managers of first-line managers. Program success is measured through Ecolab's employee engagement survey, which in 2023, showed an average three-point year-over-year increase across overall engagement, retention and inclusion indicators for participants' teams.

Building global visionaries

Ecolab's Growth Leader program provides early executive-level leaders with an integrated personal development experience. It is designed to equip leaders to grow and drive enterprise results through global diverse teams, grow their global network and gain breakthrough leadership insights. In 2023, 157 high-potential associates completed the program, exceeding the annual goal of at least 110 enrollments.

Ultimately, we believe the success of our employees and the success of our company go hand-in-hand. Ecolab's ability to deepen capabilities of associates is critical to managing our operations efficiently and effectively, and delivering innovative solutions for customers. Through investment in these and other enterprise learning programs we help our employees achieve both individual and business success.

Diversity, equity and inclusion

Our approach

We believe in the value of fostering a culture of belonging, in business and in all facets of life, and are working to embed a culture of inclusion throughout our company so that it shows up in how we:

- Attract and cultivate top talent
- Create respectful, inclusive workplaces that allow for a multitude of perspectives
- Do business with our customers and suppliers
- Leverage our relationships within the communities we serve to promote equitable access to opportunity.

Purposefully investing in a thriving culture that honors inclusion and belonging is essential to being a purpose-driven company. As such, we strive to advance our organization by:

- More closely reflecting the communities we serve by expanding applicant pools and talent pipelines to attract, develop and retain a diverse range of talent in management roles
- Providing individuals equal access to leadership opportunities irrespective of gender, ethnicity or background
- Fostering a culture of inclusivity and belonging through employee resource groups for employees of all backgrounds
- Investing in processes and systems that deliver transparency

Our 2030 Impact aspirations reflect our commitment, aiming to increase management-level gender diversity to 35% and ethnic/racial diversity to 25%, thereby underscoring our dedication to diversity and access to equal opportunities for individuals from all backgrounds.

Our aspirations reflect local labor force availability throughout the world. In the United States, we rely on census data to inform our aim for meaningful representation in all job categories.

Working together to integrate diverse perspectives

2030 Impact

At the management level, we aspire to increase management-level gender diversity to 35% and ethnic/racial diversity to 25%, as we seek to have equitable representation of the U.S. workforce at all levels for our industry.

2023 performance

28% of management-level associates identified as female and 20% of management-level associates identified as people of color.

28%
Management-level female representation

20%
Management-level people of color representation



Diversity, equity and inclusion

Diversifying candidate pools

To foster an inclusive 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 promote Ecolab careers and opportunities to diverse communities through long-standing 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 grow our talent pipeline with diverse early career talent, 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 job requisitions to have a diverse funnel of applicants.

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 selecting the best candidate. Our focus on providing access to job opportunities to qualified individuals of all backgrounds is translating into results. In 2023, 39% of all new management-level hires globally were women and 27% of all new management-level hires in the U.S. were people of color.



39%
of new management-level hires globally were women in 2023

27%
of new management-level hires in the U.S. were people of color in 2023

Global gender diversity, and racial and ethnic diversity in the United States

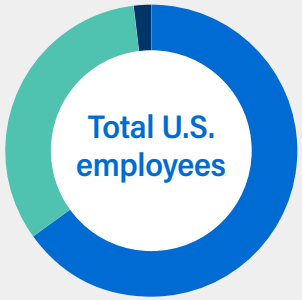
We wish to build an inclusive leadership team that reflects our communities. By 2030, we aspire to increase management-level gender diversity to 35% and ethnic/racial diversity to 25%. In 2023, both the percentage of women globally and people of color in the U.S. in management positions increased.



70.9% Male
28.2% Female
0.9% Not specified



72.2% Male
27.6% Female
0.2% Not specified



65.2% Non-minority
32.9% Minority
1.9% Not specified



78.5% Non-minority
19.9% Minority
1.7% 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 2023, almost 40% 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 biases.

We offer a robust selection of elective learning programs that help build diversity, equity and inclusion (DEI) awareness, knowledge and skills and equip our associates to leverage them in the workplace.

- Our DEI Foundations program focuses on core elements of DEI such as Ecolab's commitment to DEI, unconscious bias, microaggressions, cultural competency, psychological safety, allyship, inclusive language and covering
- Our DEI Leadership program is geared toward people leaders and focuses on creating psychologically safe environments, inclusive leadership, mitigating bias in hiring and inclusive practices for remote and hybrid team members
- Our Inclusive Salesperson program is primarily for our Sales associates and is focused on helping our Sales teams confidently discuss Ecolab's DEI commitments with customers, working with diverse customers and leveraging DEI skills to build stronger customer relationships to provide enhanced value

Our employee resource groups (ERGs) — which are open to all employees — 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 8,400+ members across 70 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

Our Board of Directors formally reviews global representation metrics twice a year. Ecolab's senior leaders are held accountable for fostering a diverse and inclusive workforce. On a quarterly basis, Talent Councils come together to create differentiated development plans for diverse talent; review talent scorecards for each business, function and region; discuss areas of progress and opportunity; and advise on action plans to drive further advancement.

In 2023, we marked the six-year milestone of our Executive Diversity, Equity and Inclusion Council. This council has been instrumental in shaping and driving Ecolab's inclusion strategy. It has not only envisioned an ambitious blueprint for our organization, but has also held us accountable in our commitment to fostering an environment where everyone feels included and valued. Through the Council's unwavering dedication, we continue to make steady strides towards embodying a truly inclusive and welcoming organization.

2023 United States ethnic and racial diversity

As defined by EEO-1[1] racial and ethnic categories.



65.2%	White
13.3%	Hispanic or Latino
11.9%	Black or African American
4.8%	Asian
2.1%	Two or More Races
1.9%	Not Specified
0.5%	American Indian or Alaska Native
0.4%	Native Hawaiian or Other Pacific Islander

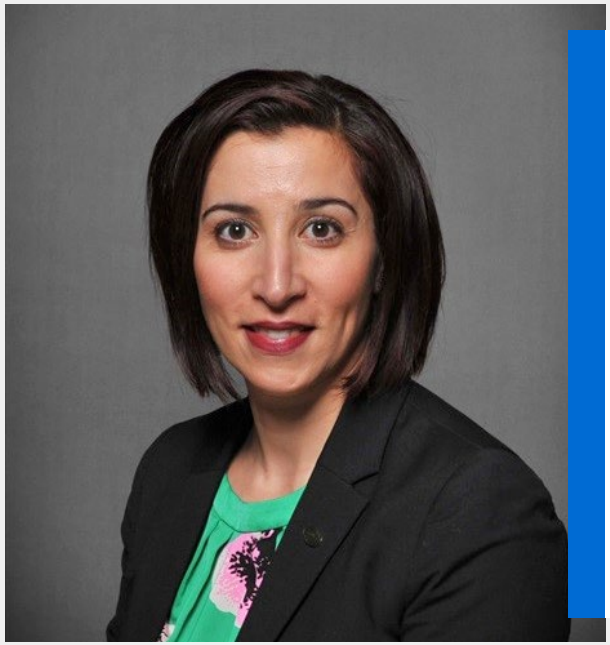


78.5%	White
7.9%	Asian
6.3%	Hispanic or Latino
3.8%	Black or African American
1.7%	Not Specified
1.4%	Two or More Races
0.3%	American Indian or Alaska Native
0.2%	Native Hawaiian or Other Pacific Islander

[1]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 latest EEO-1 Report.

Ecolab empowering women: advancing gender equality through action

Ecolab is committed to advancing gender equity and participates in multiple gender-equity oriented programs. For instance, the company actively promotes inclusion through its involvement in Men Advocating Real Change (MARC) by Catalyst, which encourages allyship for gender equity. Ecolab champions the concept of allyship, fostering a culture of empathy towards individuals with diverse experiences, and that have historically faced inequity or exclusion. We aim to raise awareness of potential biases helping team members to understand and acknowledge diverse experiences. Further, we empower them to actively use their influence for promoting an inclusive environment, thereby driving the advancement of inclusion within our organization.



Employee Spotlight

"The way Ecolab embraces empathetic leadership and a commitment to embedding diversity, equity, and inclusion in all aspects of our work has **transformed the way we work as a unified team**. I'm grateful for my experience with this company and eager to continue learning and growing."

Sima Hussein, Corporate Account Manager, Food Retail Services, shares the power of empathetic leadership and how it builds a foundation to a strong work life balance and high performing teams

Ecolab also partners with the Women's Business Enterprise National Council (WBENC) Chemical Industry Group and the Women's Foodservice Forum (WFF) Annual Leadership Conference to further underscore Ecolab's dedication to fostering a culture of diversity and inclusion that empowers women leaders.

Expanding our approach to benefit programs, Ecolab offers comprehensive fertility benefits, adoption assistance and paid parental leave options for employees of all genders, designed to support the well-being and career progression of our associates. By providing these benefits, Ecolab aims to remove barriers to career growth and to foster a workplace culture that supports women in their personal and professional lives, ultimately facilitating women's leadership.

Additionally, associates have the opportunity to engage and grow through participation in Ecolab's inclusive employee resource groups (ERGs), such as E3, which supports women leaders and their allies through mentorship, career guidance and professional development. With over 4,300 members, the E3 group highlights Ecolab's unwavering dedication to empowering women leaders globally.

Ecolab's dedication was recognized in the 2023 Bloomberg Gender-Equality Index, and in Greater China and Japan, it received prestigious awards for advancing gender equality, including the 2023 Best Multinational Company of Women Advancement Award and Forbes Japan Women Award. Moreover, Ecolab's active participation in gender-equity programs and inclusive family support initiatives aims to promote inclusion across all organizational levels. These initiatives demonstrate the company's commitment to gender diversity and inclusivity in creating a workforce where women have equal opportunities to succeed.

For more information
Empowering Equity-Perspectives on Leading with Empathy

Ecolab's unwavering support for the military community

Ecolab's commitment to honoring, supporting and providing ongoing opportunities for the military community is reflected in its unwavering dedication to maintaining a supportive and inclusive environment for active-duty service members, veterans and their families. With more than 1,000 active-duty service members and veteran employees in the U.S., Ecolab has implemented various programs to assist service personnel and their families, including the Military Employee Resource Group at Ecolab (MERGE), training programs for recruiters and hiring managers, pay differentials for reservists and a deployment preparation support group. Additionally, MERGE organizes annual recognition events and engages in community programs to honor military employees.

In observance of Veterans and Remembrance Day, the MERGE and Disability, Ability and Well-being Network (DAWN) employee resource groups (ERGs) came together to sponsor the 7th annual Veterans Day 5k, a charity event aimed at raising $10,000 for AllenForce, a nonprofit organization supporting military veteran health. This year, they went above and beyond, raising more than $13,000 in support of the veteran community.

Moreover, MERGE's impactful initiatives have helped Ecolab earn recognition in the U.S. Veterans Magazine 2023 Veteran Friendly Companies list, honors from the Minnesota Department of Military Affairs, the Secretary of Defense and VETS Indexes for work supporting veteran associates and the military community in recent years. The ERG has demonstrated its commitment to the military community through global expansion in the United Kingdom and Ireland, national volunteerism for National Wreaths Across America Day and honoring the sacrifices of fallen veterans.



Employee Spotlight

"As the Chief of Staff and Field Engagement for the MERGE employee resource group at Ecolab, I'm able to share experiences with my broader community, to help foster relationships that provide inclusivity and belonging in the workplace. **Thank you to my community for your support**."

Elizabeth Waples, District Manager, Institutional and Chief of Staff and Field Engagement for MERGE, reflects on her experiences and expertise gained through eight years in the Army National Guard and gratitude for the MERGE community

Ecolab provides a comprehensive array of benefits for military personnel, including pay continuation and time off during active duty, leveraging military training and experience to align with post-military credentials and degrees to facilitate career progression.

At Ecolab, strong bonds are felt with military personnel who share the company's commitment to protect people and the resources vital to life. Ecolab takes pride in being a top employer dedicated to promoting an environment that respects, supports and continually provides opportunities for active-duty service members, veterans and military families.

For more information
Fostering Inclusion and Honoring Service on Memorial Day

Health, wellness and safety

Our approach

At Ecolab, the safety of our employees, contractors and visitors is a 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 ambition 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.

In 2023, we continued to make progress toward Goal Zero by reducing total recordable incident rate (TRIR) by 48% from a 2013 base year, globally, and reducing lost time incident rate (LTIR) by 42% from a 2016 base year in North America. For more detailed data, see the 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 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 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
- Promoting prompt reporting of incidents, unsafe behaviors and unsafe conditions, per our Code of Conduct, ensuring accessible systems for open reporting and protection from reprisals for reporting in good faith
- Fostering 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

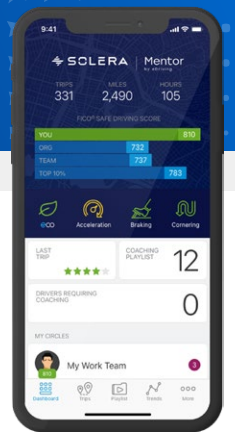
Our systematic approach to meeting these commitments cover 100% of employees globally, as well as non-employees that are directly supervised by Ecolab. We execute systems in our global operations to ensure management leadership and commitment, employee involvement/participation, coverage of legal and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

48%
Reduction in Total Recordable Incident Rate since 2013, globally

42%
Reduction in Lost Time Incident Rate since 2016, in North America



Enhancing safety on the road with a proactive, self-directed approach to driver training



With 26,000 sales-and-service associates driving hundreds of millions of miles each year, safety on the road is a top priority for Ecolab. Continuous driver safety training is key to achieving our safety goal of zero incidents and part of our commitment to do all we can to improve driving behaviors and keep our teams safe behind the wheel.

An innovative program that relies on technology and data to help improve driver behavior on an ongoing basis has had a significant impact on safe driving habits, reducing the number of vehicle incidents to bring our company that much closer to our Goal Zero mindset.

This global, holistic driver safety risk management program — known as the Virtual Risk Manager — is a program that delivers behavioral insights and actionable intelligence directly to drivers. A key component is the Mentor℠ by eDriving application, a smartphone app that not only identifies risky driving behavior, but also remediates it with in-app micro-training and driver self-improvement efforts based on in-app feedback.

The program was implemented by Ecolab as part of an ongoing effort to shift driver safety programs to a more predictive approach, using technology and data to improve driving behaviors to prevent vehicle incidents.

A key feature of the program is the Playlist — short learning modules to periodically remind drivers to keep defensive driving top of mind — along with post-trip feedback that includes tips and reminders for self-improvement such as to reduce sudden braking or lower speed or acceleration. Every driver receives at least one micro-learning module a month with assignments varying in topic and frequency based on driving patterns and behavior. The modules feature subtitle translations and visually mimic the driving environment in a particular country, an important feature given Ecolab's global footprint.

The program also includes a manager coaching element, where drivers and managers have focused conversations to determine one priority driving-related behavior to focus on.

Program success and recognition

First launched to about 10,000 drivers in North America in 2019, the Virtual Risk Manager program has since expanded to about 17,000 participants in 68 countries. After the first year of implementation, the total vehicle accident rate (TVAR) for the North American businesses improved by 10%, the largest year-over-year increase Ecolab had experienced at that time.

Since the program was deployed in the global markets, Ecolab's global TVAR has continued to improve, with a TVAR reduction of 38% in the past five years. Even more significant, the severe vehicle accident rate (SVAR), which includes collisions where someone is injured, has improved by 41% over the same period. And a leading indicator for the program, Coaching Completed On Time, was at 90% in 2023, meeting our annual target of assigned coaching completed on-time.

In the past five years, Ecolab achieved a:

38% reduction in TVAR

41% reduction in SVAR

In 2023, the Virtual Risk Manager program gained external recognition when Ecolab received a Road Safety Achievement Award in the Global Fleet category from the Network of Employers for Traffic Safety, an employer-led, public/private partnership dedicated to the prevention of vehicle collisions.

"Having a clear vision was critical to the program's ultimate success," said Jeff Burt, Senior Vice President, Ecolab Global Safety, Health & Environment (SHE). "Our drivers can use the program tools to make self-directed improvements to become better drivers so they can return home safely to their families at the end of each and every day."

Ecolab is in the process of expanding the program to its remaining markets. The goal is for it to be deployed to more than 20,000 drivers in approximately 90 countries. Ecolab's SHE team is continuously looking at how this program can continue to help prevent vehicle incidents, including the recent launch of a pilot with a rewards feature that enables drivers to earn points and badges in the Mentor app for safe driving behaviors, which can then be redeemed for compensatory awards.

Going forward, Ecolab remains dedicated to our focus on continuous improvement to enable drivers to use the Virtual Risk Manager program and Mentor app to make self-directed improvements for increased safety on the road. At Ecolab, the safety of our associates is a top priority and that means doing all we can to ensure they get home safely at the end of the day.

Health, wellness and safety

Our systems help ensure we meet legal obligations in 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.

We continually work to align our systems to recognized global standards such as the International Organization for Standardization (ISO) 45001 framework and where applicable, industry group standards such as the American Chemistry Council's Responsible Care Management System.

To date, approximately 43% of our workforce is covered by internally audited systems and 29% is covered by systems that have been externally audited.

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 publicly available. To further assess risks, we conduct periodic occupational exposure evaluations including air monitoring, noise assessments, risk modeling and ergonomic evaluations. Toxicological studies are commissioned when 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 teams 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 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 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. Starting in 2023, Stop Work Authority training is automatically provided to every new hire globally, regardless of role.
- **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.
- **Personal Safety Leadership Training**
  This course conveys that everyone can lead with safety when they focus on their personal well-being, create a sense of belonging for others and work with a safe state of mind.
- **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 2023, our target was to have 100% of employees complete Safety Onboarding training within their first 30 days of employment - we achieved a 91% 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 enhanced Employee Assistance Program (EAP) - Cigna Confide - 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 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 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 2023, safety achievements included:

More than
224,000
safety observations

More than
37,000
commentary drives to improve driving techniques and safety practices

More than
17,000
drivers using the Virtual Risk Manager driving application to help improve driving techniques and safety practices

196
safety audits

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 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 26,000 sales-and-service professionals operate safely as they conduct business at customer locations. We have also developed a global Customer Site Safety policy designed to foster cooperation with customers on health and safety issues and provide foundational requirements for safe operation.

Community impact

Our approach

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 nonprofit 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 $152 million to nonprofit organizations.

In 2023, Ecolab and its employees committed more than $18 million to local communities through Foundation and corporate giving, in-kind donations and employee giving and volunteerism.[1]

Approximately 27% of the Ecolab Foundation's funds in 2023, 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 422 nonprofits who were awarded grants through the Foundation's Nonprofit Grant Program, 87% 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 2023, Ecolab provided $1.1 million of direct and indirect funding to Saint Paul Public Schools in our global headquarters city of St. Paul, MN, where 48% 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

77%

of grants in 2023 were aligned with our ambition for 2030 Positive Impact, with focused support for organizations advancing social equity

[1] Calculated using average values determined by Independent Sector

Community impact

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 2023, $2.3 million of grant funding supported organizations that provide basic needs to our most vulnerable citizens: access to food, housing and job training. In 2023, housing focused grants totaled over $595,000 across 12 states, including many grants to Habitat for Humanity, an Ecolab partner for more than 20 years. Our Global Team Volunteer grant program supported these areas with grants totaling $535,000 along with 3,000 employee volunteer hours packing food and assembling hygiene kits for crisis response.

Our environment and conservation focus area accounted for 18% of overall Foundation funding in 2023, a 10% increase from 2022, totaling $1.3 million. These grants include our partnership with The Nature Conservancy, Project WET, and the Pacific Institute, as well as with many local conservation organizations



through geographically focused U.S. Nonprofit grant programs. Employees logged 7,000 volunteer hours focused on projects supporting restoration and stewardship of our environment, which was a focus for our 100-year anniversary Global Weeks of Service.

Through the Ecolab Foundation's Dollars for Doers and Board Leadership programs, employees can apply for grants to qualifying nonprofit agencies when they volunteer on their own time. In 2023, 1,130 grants were distributed under these programs totaling more than $157,000.

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, the Ecolab Foundation matches 100% of employee donations, up to $500, per employee per year (some restrictions apply). In 2023, the Ecolab Community Giving Program raised $2.76 million for 1,924 nonprofits around the world and the Foundation matched employees' requested donations totaling $523,000. Taking into account total employee engagement impact in 2023, including employee personal donations, the Foundation match to those personal donations, the value of volunteer grants and volunteer hours, the total impact to nonprofit organizations through these employee engagement initiatives was $4.6 million.

> The total impact to nonprofit organizations through employee engagement initiatives in 2023 was **$4.6 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 19 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 organizations they believe contributions can have the greatest impact. In 2023, these committees helped administer 320 grants to non-profits and schools totaling $1.6 million.

Community impact

Volunteerism

Ecolab employees are engaged in making a difference in their communities. In 2023, 4,576 individuals volunteered in at least one effort for an average of one volunteer hour per employee. This provided an approximate value of almost $1.3 million to local communities.

Community partnerships

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

2023 Volunteer metrics

40,000
volunteer hours, globally

4,576
individual volunteers

44
Countries

or

1
Average volunteering hours per employee, globally

9%
of global employees



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 Today) 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 2023, the website welcomed 171,816 unique users in 108 countries, representing a 21% increase from 2022.

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 77 million gallons (~292,000 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 Positive Impact.

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 cleaning and sanitizing products to organizations in areas where natural disasters have occurred and for disaster preparedness. In 2023, $6.6 million worth of Ecolab products went to worldwide relief efforts in partnership with nonprofit World Emergency Relief. Ecolab product donations were distributed out of locations around the globe including Austria, Belgium, Canada, Chile, Poland, Italy, Slovenia, Spain, United Kingdom and the United States.

Measuring our impact

Annually, we solicit 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.

Findings from the most recent Impact Survey from the Ecolab Foundation

98%
accomplished or reached their goal(s) related to their grant

92%
indicated that the Ecolab grant made a difference in relation to their overall organizational goals

73%
reported that the grant from Ecolab enabled them to reach more individuals/clients

70%
reported the grant from Ecolab allowed the organization to improve existing and/or provide new services/products

66%
reported their clients/ constituents developed new or improved existing skills because of the grant from Ecolab

56%
reported the grant increased their organization's profile, brand awareness and reputation



Hundreds of community impact events celebrate Ecolab's 100th anniversary

Ecolab supports programs and initiatives that protect people and nature in the communities in which we live and work. Each year, through volunteering, our associates log thousands of hours with organizations they care about, demonstrating our mission to support vital ecosystems and enable communities around the world to thrive.

In 2023, Ecolab associates from 44 countries, from all levels and divisions of the organization, volunteered 40,000 hours in their local communities. In celebration of Ecolab's 100th anniversary, a Global Weeks of Service event was held in June, when associates were invited to make a concerted effort to volunteer in their community. Hundreds of teams of Ecolab associates responded, planning community impact events, with a majority of them focused on environmental stewardship projects such as cleaning parks, beaches, waterways and other public spaces, and planting trees and native plants.

Ecolab teams in Australia, New Zealand, and Fiji, organized 10 litter-pickup walks, with more than 200 associates participating, picking up over 500 pounds of litter and planting 150 trees during those two weeks.

Similar efforts took place in Canada, Hungry, Netherlands, Kenya, Mexico, Portugal, Spain, Switzerland, the Philippines, Italy, Slovenia as well as several states in the U.S., showcasing our associates' passion for improving the areas in which they work and live. One group of associates, in Xochimilco, Mexico City, worked specifically to preserve chinampa agriculture, which is an ancient farming technique that uses a portion of land floating on water to grow plants and vegetables because of its importance in preserving the region's biodiversity. After only a few months, the corn planted by Ecolab volunteers had grown tremendously. This project was an important reminder to our associates of the continued impact they can make beyond just the day spent volunteering.



Outside of the Global Weeks of Service events, volunteers continued to make an impact throughout the year. One group of more than 50 Ecolab volunteers in Mexico participated in a tree planting activity at the El Tepozan Ecotourism Park in Ajusco, Mexico City. The location had been affected by severe forest fires that destroyed many hectares of trees, but by the end of the day the group had far exceeded their goal and planted more than 600 trees. In addition, the group planted succulents and cleaned up dry leaves, all helping to restore and maintain green areas of the park.

Overall, the work that our associates do in their communities around the world continues to help in our efforts to positively impact water-stressed areas.

Governance

Moving forward, faster through strong governance practices

Building a positive future requires a collective effort. It is a mindset that propels us, our customers and our communities forward. Ecolab is 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. Our Board continually seeks to improve its performance. A formal evaluation of the Board and its committees is conducted on an annual basis and is led by the Governance Committee. Each committee's results are discussed by the respective committee, and the Board reviews the results of the Board and committee evaluations.

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 involved in the risk oversight function. The Board actively oversees environmental, social and governance 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 & Human Capital Management Committee and Governance Committees of the Board of Directors also address various environmental, social and governance matters, including disclosures regarding climate change, compliance matters, pay equity, review of labor force (with the goal of avoiding child and forced 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 risk is monitored by the Audit Committee and the Board through risk assessments and reviews provided by management at least semiannually. Cybersecurity is also considered in the detailed enterprise risk assessment presented to the Board each year.

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.

12 board members

8 average tenure in years

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

42% of directors are diverse, based on gender, race and/or LGBTQ+ status

40% of committee chairs are diverse

61 years average age of directors

Business ethics

Our approach

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 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. 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 2023, we had a 99% global completion rate.

Security of Ecolab facilities is performed by Ecolab employees and third-party personnel. All Ecolab employees serving as security personnel are required to complete Ecolab's Code of Conduct training yearly and in the U.S., 100% completed the training in 2023. The Code of Conduct training 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. The training coursework includes topics encompassed by the Code, including anti-discrimination, diversity, equity and inclusion, health, safety and environment, data and information security, human rights and more. 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 anticorruption 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.

Business ethics

Business security

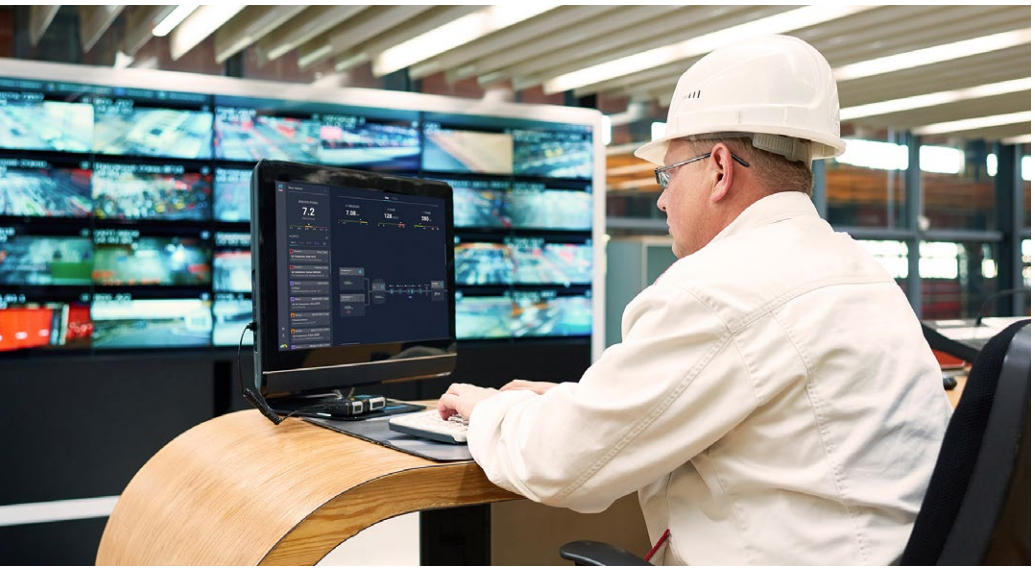
Under Ecolab's Code of Conduct, we require that employees protect Ecolab's confidential information, as well as our customers' and suppliers'. To help accomplish this, Ecolab has a privacy leader as well as an Enterprise Technology Solutions (ETS) Security team that partner to help protect confidential information and data. Ecolab has policies and procedures in place to help employees understand how to handle sensitive data. Employees are required to complete Enterprise Technology Security training on an annual basis. In addition, certain ETS 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 anticorruption 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 follows defined investigation procedures for internal investigations to ensure 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 anticorruption 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.

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 anticorruption training in 2023. 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 107 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, nine anti-corruption specific audits were completed in 2023 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.

2023 Anti-corruption training completion rates

Region	%
Asia Pacific	100%
Europe	99%
Greater China	100%
India, Middle East, Africa	100%
Latin America	99%
North America	97%
Total	**99%**

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

Our Human Rights Policy 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 creating an inclusive and respectful work environment, upholding decent working conditions and working 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 2023, 99% of our employees and applicable contingent workers completed the Code training and certified compliance to it. About 24,000 total hours was devoted to that training.

Due diligence processes

Human rights due diligence is a key component of risk identification in our own operations, in new business relations and within our value chain. 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 U.S. Equal Employment Opportunity Commission (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

Ecolab's Supplier Code of Conduct 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 required to comply with the Supplier Code of Conduct in the course of doing business with Ecolab and its employees. The Supplier Code of Conduct is incorporated, by reference, into all supplier contracts. It is a requirement that suppliers apply the same guidelines contained in the Ecolab Supplier Code of Conduct with its own suppliers.

In 2024, the Ecolab Supplier Code of Conduct was updated to include additional language to communicate compliance expectations with the German Supply Chain Due Diligence Act and Canada's Public Bill S-211 – Fighting Against Forced Labour and Child Labour in Supply Chains Act and specify Ecolab's reserved right to conduct audits and/or training to verify suppliers comply with applicable laws and regulations, and the requirements of our Supplier Code.

Ecolab's 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.

The Safety, Health and Environment (SHE) Committee of the Board of Directors has oversight of many sustainability matters, including the sustainable procurement program and related topics, as they falls within the scope of environmental matters that are part of the principal responsibilities and duties of the Committee.

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 may also conduct on-site assessments. In total, approximately 805 suppliers are deemed critical to Ecolab's business, representing 15.8% of total procured goods and services.



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 or policy and if they have identified the risk it presents in their supply chain.

Risk assessments

100% of Ecolab's direct suppliers are assessed for risk, with a robust screening process that considers country-, sector- and commodity-based risk factors. As part of this assessment process, Ecolab conducts a biannual ethical sourcing survey to assess high-risk suppliers identified through our risk filter metrics and reporting from third-party organizations such as Human Rights Watch and Transparency International. The ethical sourcing survey evaluates supplier compliance with Ecolab's Supplier Code of Conduct and Ethical Sourcing Standards and covers environmental, social, governance and business-relevant topics including, but not limited to, health and safety, ethics, employment practices, diversity, harassment, environmental policy and environmental sustainability, including energy consumption, greenhouse gas emissions, waste management and water consumption.

Supplier relations

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 Standards and related 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. Additionally, contract manufacturing suppliers are required to undergo on-site audit at least every three years.

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, silica-based products, abaca pulp used in labels/paper products and electrical components/electronics.

Ecolab's Global Procurement team monitors multiple sources of data provided by the U.S. Customs & Border Patrol, the International Labor Organization (ILO), Walk Free or other organizations to identify industries and countries that present high-risk. Of the twenty countries with the highest estimated prevalence of modern slavery, based on the Walk Free Global Slavery Index, Ecolab does business in five countries, including Nicaragua, Russia, China, Malaysia and Vietnam representing approximately 5% of Ecolab's global procurement spend and 798 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 2023, we expanded our forced labor survey targeting of total of 141 suppliers and 3.2% of our global spend 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 and/or 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 2023, we provided supplemental forced labor training to global procurement associates to better identify risks in Ecolab's supply chain. This was delivered to employees that work with suppliers including global procurement, supply chain, and select RDE and regulatory teams and enables associates to better identify risks in Ecolab's supply chain. In 2023, we continued to train and promote our supplier sustainability and diversity programs internally with our Global Procurement teams and externally through publication of supplier 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 – such as capacity-building, training and or monitoring – are put in place to improve supplier performance and eliminate risk. If significant and urgent concerns are identified that cannot be remediated, suppliers are removed from Ecolab's approved list.

Supplier relations

Sustainable procurement program

Our suppliers are an integral part of our sustainability strategy, and our sustainable procurement program continues to evolve to align with the latest science, stakeholder expectations and the values we hold as an organization. When analyzing our suppliers carbon impact, which is comprised of over 18,100 direct and indirect suppliers, we found that their carbon footprint is more than 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. These principles are incorporated into our Supplier Code of Conduct, which suppliers are required to comply with in the course of doing business with Ecolab and its employees. The Supplier Code of Conduct is incorporated, by reference, into all supplier contracts and it is an expectation that suppliers apply the same guidelines contained in the Ecolab Supplier Code of Conduct with its own suppliers.

And, as part of our commitment to delivering 2030 Positive Impact, we work closely with supply partners on both environmental and diversity, equity and inclusion initiatives and expect suppliers to:

1. Help Ecolab achieve a 25% reduction in Scope 3 emissions by 2030 from a 2022 base year[1]
2. Disclose progress through supplier surveying mechanisms
3. Take action in their own operations to demonstrate progress

Supplier engagement on environmental sustainability topics

Ecolab aims to reduce absolute Scope 3 emissions by 25% from a 2022 base year across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and use of sold products. This target, currently undergoing validation by the Science Based Targets initiative (SBTi), was introduced in 2023, with performance tracking beginning in 2024.

We have begun directly engaging with suppliers on carbon-reduction efforts to drive progress toward this goal, and have invited suppliers representing almost 35% of Ecolab's emissions from purchased goods and services and upstream transportation and distribution categories to topical training sessions. We are also collaborating with suppliers that have a high impact on Ecolab's Scope 3 inventory to jointly develop emissions reduction glidepaths associated with the Ecolab portfolio of purchased goods and services.

A critical piece of monitoring progress toward our Scope 3 climate goal is improving accounting methodologies, which includes incorporating supplier data into our emissions inventory.

In 2023, we continued to partner with CDP to source carbon-related information, including allocated emissions, from over 280 suppliers. As recognition of our efforts, we are included on CDP's 2023 Supplier Engagement Leaderboard. CDP surveys will continue to be used to track suppliers' performance, while additional engagement and reporting mechanisms, including surveys, will be utilized with suppliers having high impact on Ecolab's Scope 3 emissions inventory.

Supporting local suppliers

Fundamentally, we choose to buy from suppliers within the markets in which we operate that abide by the ethical, social and sustainability standards set forth by our company. We base purchasing decisions on safety, quality, service and price, opting to purchase within the market whenever possible to minimize resource use and emissions from shipping materials overseas, and to support local economies. As such, 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.



[1] Ecolab's Scope 3 target includes a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and use of sold products.

Supplier relations

Supplier diversity

Ecolab is committed to hiring the best suppliers. Consistent with that principle, we also believe:

- The best teams and partners are inclusive
- Solving complex problems requires diverse perspectives and experiences
- Driving our partner marketplace to reflect such perspectives and experiences 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 U.S. Code of Federal Regulations (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.

By 2030, we aim to grow business with diverse suppliers by five times that of our 2020 spend. To increase supplier inclusivity in 2023 and beyond, we focus on merchandising value through commercial teams and reinforcing the benefits of competitiveness for business growth. How we partner with suppliers is becoming even more important to align finite resources to high-value opportunities which are expected to accelerate positive change and demonstrate continued success.



Focus areas in 2023 included expanding supplier networks and increasing access to opportunities in our sustainable procurement framework to enhance our supply chain infrastructure, unlock incremental value and quantify the positive return on investment for business leaders and decision makers.

In 2023, activities to enhance supplier engagement and increase supplier inclusivity included:

- Partnering with customers to build initiatives to identify opportunities with diverse-owned contract manufacturers, resulting in a better-informed referral process.
- Enhancing supplier engagement tactics to increase in Tier 2 reporting by 85%, which drives impact further down the value chain.
- Graduating the first Women's Business Enterprise National Council (WBENC) Chemical Industry Accelerator cohort.
- Deploying a supply chain financing offering for strategic suppliers. With access to capital continuing to be one of the biggest barriers to success for women- and minority-owned businesses, and in the interest of equity, we modified our program to allow for greater opportunity for participation by diverse-owned business.
- Integrating findings from market intelligence platforms into proposal evaluations to serve sourcing teams in decision-making around environmental, social and governance considerations.
- Harnessing Ecolab's inclusive employee resource groups (ERGs) by leveraging the wealth of passion, willing hands and local expertise to lend to talent recruitment, retention and development efforts.

Ecolab's 2023 spend with diverse suppliers totaled around $331 million, or 8% of all U.S. procurement spend, a 26% year-over-year increase, and approximately 3.1x that of our 2020 spend. In all, Ecolab conducted business with over 585 diverse suppliers in all categories of diverse spend in 2023.

This includes $109 million in spend with minority-owned businesses, $84 million in spend with women-owned businesses, $151 million procured from certified small businesses and $7.6 million in spend from veteran-owned suppliers, $1.4 million procured from LGBTQ+ owned businesses, $18 million in spend with HubZone and disadvantaged owned businesses.

Political action

Public policy

Engaging with policymakers is one means of furthering Ecolab's 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-governmental 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 aligned with the Paris Agreement through advocacy efforts.

We maintain a formal process to manage all direct and indirect engagement with policymakers 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 2023, Ecolab Inc. contributed $50,000 to the Democratic Governors Association, $20,000 to the Republican Governors Association and $25,000 to the Republican State Leadership Committee/ Republican Leadership Campaign Committee.

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.



Political action

Involvement in trade associations

Ecolab, like most businesses, belongs to trade associations that support initiatives important to Ecolab's business and our customers' industries. We engage with key trade associations to achieve the following:

- To better understand the policy and regulatory environment that will impact our business operations
- Advocate through the association to ensure that views on matters of importance to Ecolab and our customers are adequately communicated and represented to law and policy makers
- To give Ecolab associates access to educational, training and professional networking opportunities

Ecolab joins trade associations that we feel will benefit our business and shareholders, but trade associations have diverse memberships and diverse member views. The positions taken by trade associations or their members may not always align with Ecolab's business objectives, and Ecolab may adopt policies and positions that are different from the views of trade associations of which Ecolab is a member or their members. Ecolab raises its concerns, as needed and as appropriate, on issues that it believes are important to Ecolab and its stakeholders.

Some of the trade associations to which Ecolab belongs engage in lobbying activities to support these initiatives. These trade associations may use a portion of the membership dues paid by Ecolab for such lobbying activities. Ecolab itself also engages in certain lobbying activities, but does not engage in grassroots lobbying communications and is not involved with tax-exempt organizations that write or endorse model legislation. When Ecolab lobbies on individual issues of interest, various laws and regulations may apply, including the U.S. Lobbying Disclosure Act and the EU Transparency Register and its Code of Conduct, and Ecolab takes appropriate actions to comply with these laws.



Trade association governance

A committee of management consisting of the Senior Vice President of Government Relations, the Assistant Secretary or Secretary, the Chief Operating Officer, the Senior Vice President of Regulatory Affairs and the Executive Vice President for Global Markets reviews proposed and existing significant trade association memberships at least semi-annually to assess their effectiveness and to determine if continued membership is appropriate. The committee escalates membership decisions to the CEO in situations in which the committee believes membership in a trade association could be materially misaligned with Ecolab's stated values. The Governance Committee of the Board of Directors reviews Ecolab's significant trade association memberships, as well as Ecolab's policies and practices relating to trade association memberships, on an annual basis.

Membership of associations

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 2023, Ecolab actively participated in sustainability-related work groups within the following, among others: A.I.S.E. (International Association for Soaps, Detergents and Maintenance Products); American Chemistry Council; American Cleaning Institute; American Hotel & Lodging Association; Beverage Industry Environmental Roundtable; Chemical Footprint Project; Corporate Eco Forum; Consumer Goods Forum; Council of Great Lakes Industries; Food Marketing Institute; Global Food Safety Initiative; International Organization for Standardization; National Association for Environmental Management; National Association of Manufacturers; National Restaurant Association; The Conference Board; The Consumer Brands Association; The Household and Commercial Products Association; Steel Manufacturers Association; United States Council for International Business; and World Travel and Tourism Council.

For more information
Trade association disclosures

Data privacy and security

At Ecolab, the security of our systems and solutions is a top priority. Since 2014, when the Ecolab cybersecurity program was established, we have continuously matured our cybersecurity program to proactively address evolving cybersecurity trends and risks. Ecolab has an Information Security Steering Committee (ISSC), a cross-functional team chaired by our Chief Information Security Officer (CISO).

Senior management provides in-depth reviews of cybersecurity matters to our Board of Directors and the Audit Committee. Cybersecurity is also considered in the annual enterprise risk assessment presented to the Board by management as part of the Board's oversight of our enterprise risk management (ERM) program.

Ecolab's cybersecurity policies, standards, processes, and practices are integrated into our ERM program and are based on recognized frameworks established by the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF), the International Organization for Standardization (ISO) and other applicable industry standards. We are formally assessed by an independent third party against NIST, CSF and industry standards, including peer benchmarking.

Periodic cybersecurity training, global cybersecurity awareness communications and threat simulations are delivered to employees and contractors to equip them with the knowledge and tools for recognizing and reporting suspected cybersecurity threats. We have implemented multi-layer controls designed to protect our information systems from cybersecurity threats which are evaluated by Ecolab's cybersecurity team and enhanced through controls audits and assessments, internal testing and third-party cybersecurity threat intelligence. Our Security Operations Center 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.

Additional information on Ecolab's cybersecurity program is provided in Annual Report and Form 10-K.



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 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 and Poland Tax Strategy are also available on our website.

In 2023, 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 $23.1M based on estimates for the 2023 tax return year. Ecolab also received a U.S. federal family medical leave credit totaling an estimated $1.2 million, a U.S. nonconventional source fuels credit of approximately $120,000 and a U.S. work opportunity credit of an estimated $410,000. Ecolab received a Dominican Republic tax holiday of $6.6 million in 2023 (valued benefit equals the difference in the statutory tax rate applied to Ecolab's income for 2023 compared to the zero-tax paid). Anticipated tax deductions by the Australian government for research and development expenditures in Australia will total approximately $143,000 for 2023 and a similar benefit will be realized in Spain of approximately $215,000. Anticipated tax deductions in the United Kingdom for research and development expenditures in the UK will total approximately $391,000 for 2023.

Compliance

In 2023, 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.[1]

While in 2023, two of Ecolab's manufacturing facilities received monetary penalties related to wastewater operations, and two related to stormwater discharges, our operations did not experience significant instances of non-compliance in 2023, 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). Additional information is provided in Ecolab's Form 10-K for the fiscal year ending in December 31, 2023 in Part 1, Item 1, under Environmental Remediation and Proceedings and in Note 15 ("Litigation and Environmental Matters").

In 2023, there were four incidents of environmental noncompliance with fines over $10,000 totaling $327,678, with no environmental liability accrual at the end of the fiscal year. 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.



[1] Material grievances defined as over $300,000 consistent with SEC reporting requirements of Ecolab's Form 10-K

Appendix

Transparency through recognized frameworks

Ecolab is steadfast in upholding our long-standing 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 non-financial data to improve accountability and enhance stakeholder confidence in our reporting.



Performance data

This appendix summarizes key environmental and social performance metrics and indicators identified in our most recent materiality assessment. 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 emissions, SOx emissions, volatile organic compounds emissions, hazardous air pollutants emissions, water withdrawal volume, water replenishment volume and hazardous waste volume 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		2018*	2021	2022	2023
Direct (Scope 1) GHG emissions ($MT CO_2e$)	Direct (Scope 1) emissions	331,261	293,468	301,563	303,839
	Biogenic emissions	125	254	376	616
	Total	**331,386**	**293,722**	**301,939**	**304,455**
Indirect (Scope 2) GHG emissions ($MT CO_2e$)	Market-based indirect (Scope 2) emissions	179,199	88,353	68,404	77,756
	Location-based Indirect (Scope 2) emissions	188,458	176,159	175,767	165,985
GHG emissions intensities ($MT CO_2e$ / MT)	Direct (Scope 1) emissions intensity	0.11	0.10	0.10	0.11
	Market-based indirect (Scope 2) emissions intensity	0.06	0.03	0.03	0.03
	Other indirect (Scope 3) emissions intensity	0.02	0.01	0.02	0.02
	Direct and indirect GHG emissions intensity (Scope 1, 2 and 3)	0.17	0.13	0.13	0.13
Reduction of GHG emissions ($MT CO_2e$)	Asia Pacific	317	51	-	54
	Europe	670	45	11,022	279
	Greater China	-	-	-	-
	India, Middle East, Africa	-	-	14	-
	Latin America	-	24	-	15
	North America	159	203	2	350
	Total	**1,146**	**323**	**11,038**	**698**

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_2O emissions from fuel consumption and HFC emissions from refrigerant use.
- PFCs, NF_3 and SF_6 are not included as 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_2O 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
- The inventory includes include CO_2, CH_4, and N_2O.
- 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_2O 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 as Ecolab does not use these compounds.
- This is a voluntarily reported metric and therefore may not represent all projects completed in reported years.

*2018 is the base year for Ecolab's Scope 1 and 2 GHG emissions data

Performance data

Emissions

Other indirect (Scope 3) GHG emissions (MT CO_2e)

	2022*	2023
Purchased goods and services	4,996,607	4,387,027
Use of sold products	960,988	877,226
Upstream transportation and distribution	687,841	606,835
Investments	137,591	154,193
Fuel and energy related activities	94,517	99,701
Waste generated in operations	30,188	87,427
Employee commuting	78,577	81,128
Business travel	50,681	48,873
Capital goods	55,254	43,108
Downstream transportation	21,863	19,115
End of life of sold products	1,617	1,475
Total upstream	**5,993,665**	**5,354,099**
Total downstream	**1,122,059**	**1,052,009**
Total	**7,115,724**	**6,406,108**

Other indirect (Scope 3) GHG emissions

- 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, 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, we replace an EEIO spend-based emissions calculation approach with a secondary life cycle analysis (LCA) approach, multiplying chemical volume against secondary LCA factors from Ecoinvent v3.10 to estimate emissions.
- For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, we replace 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.
- Emissions reported under downstream transportation and distribution represent the estimated emissions of outbound logistics, based upon % share of outbound shipping paid for and controlled by the customer. This is a minority share of Ecolab outbound shipping.
- 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 nonhazardous 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 Nalco Water 3D TRASAR™ units and dishmachine portfolio. For the Food & Beverage and Nalco Water 3D TRASAR calculations, lifetime use-phase emissions are estimated as 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 as unit rentals * estimated annual electricity consumption * grid emissions factor * average customer total lease period. In 2022, new unit figures were utilized and in 2023, net unit figures were used due to data consolidation.
- 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.
- 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's upstream leased assets are included in the Scope 1 and 2 GHG inventory.
- Ecolab does not have any downstream leased assets.
- Ecolab does not have any franchises.

*2022 is the base year for Ecolab's Scope 3 GHG emissions data

Performance data

Emissions		2021	2022	2023
Ozone depleting substances (ODS) (MT CFC-11 equivalents)	Asia Pacific	0.002	0.148	0.050
	Europe	-	-	-
	Greater China	-	-	-
	India, Middle East, Africa	-	-	-
	Latin America	-	-	-
	North America	-	-	-
	Total	**0.002**	**0.148**	**0.050**
NOx emissions (MT)	Asia Pacific	27.5	26.2	15.9
	Europe	109.1	105.5	36.3
	Greater China	1.1	1.0	1.4
	India, Middle East, Africa	3.6	3.6	3.9
	Latin America	3.9	4.0	5.4
	North America	169.3	176.7	220.6
	Total	**314.5**	**317**	**283.5**
SOx emissions (MT)	Asia Pacific	0.76	0.54	0.41
	Europe	1.64	1.55	1.34
	Greater China	0.15	0.23	0.02
	India, Middle East, Africa	0.78	1.71	1.83
	Latin America	0.25	0.41	0.05
	North America	1.71	1.76	1.99
	Total	**5.29**	**6.20**	**5.64**
NOx and SOx emissions intensities (MT / MT)	NOx emissions intensity	0.000110	0.000109	0.000099
	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 calculations include R22, R123 and R124A. Emissions factors from the Montreal Protocol were used.

NOx and SOx emissions
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.

Performance data

Emissions		2021	2022	2023
Total energy use (GJ)	Total energy use	6,525,882	6,677,412	6,762,153
	Total electricity use	1,393,360	1,441,111	1,389,277
	Total renewable electricity use	826,948	878,078	893,931
	Total self-generated energy	56,305	61,766	91,144
Energy intensity (GJ / kg)	Energy use intensity	0.0023	0.0023	0.0024
	Electricity use intensity	0.0005	0.0005	0.0005
Electricity sold (GJ)	Electricity sold	6,784	7,356	11,478
Direct energy consumed by source (GJ)	Natural gas	2,845,827	2,883,535	3,122,425
	Gasoline	1,553,489	1,579,705	1,571,920
	Diesel	505,657	513,814	379,793
	LPG	12,117	14,408	37,646
	Ethanol	3,916	5,805	10,526
	Distillate fuel oil (#1, 2, 4)	6,590	9,833	8,583
	Residual fuel oil (#5, 6)	1,936	1,294	3,382
	Total	**4,929,532**	**5,008,394**	**5,134,275**
Indirect energy consumed by source (GJ)	Electricity	566,412	563,033	495,345
	Steam	196,461	220,724	230,677
	Purchased chilled water	6,530	7,183	7,922
	Solar	753	2,265	3,637
	Total	**770,156**	**793,205**	**737,581**
Reduction of energy consumption resulting from conservation and energy efficiency initiatives (kWh)	Asia Pacific	175,261	-	118,473
	Europe	236,965	6,227,364	706,278
	Greater China	-	-	-
	India, Middle East, Africa	-	54,195	-
	Latin America	57,622	-	112,980
	North America	1,109,074	3,226	733,384
	Total	**1,578,922**	**6,284,785**	**1,671,115**

Energy intensity
All energy and electricity use within the organization is included. Intensity unit is GJ of energy used per kg of product produced.

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.

Performance data

Water		2018*	2021	2022	2023
Water withdrawal by source (Cubic meters)	Municipal water or other water utility	9,421,505	7,950,573	8,521,183	8,372,620
	Groundwater	1,114,809	1,231,573	1,284,702	968,056
	Surface water	1,248,413	1,083,367	758,506	782,068
	Rainwater	4,463	12,640	30,772	37,430
	Wastewater from another organization	-	482	-	-
	Total	**11,789,190**	**10,278,635**	**10,595,163**	**10,160,174**
Water withdrawal intensity (Cubic meters / MT)	Water withdrawal intensity	3.84	3.61	3.64	3.54
Water withdrawal by source from water-stressed areas (Cubic meters)	Municipal water or other water utility	3,759,328	3,659,936	3,947,545	5,032,050
	Surface water	517,323	480,361	346,441	375,969
	Groundwater	184,198	167,617	118,390	26,692
	Rainwater	-	-	-	36,076
	Total	**4,460,849**	**4,307,914**	**4,412,376**	**5,470,607**
Total water recycled and reused	Total water recycled and reused (cubic meters)	270,740	557,762	286,875	300,324
	Total water recycled and reused as a percent of total withdrawal	2.3%	5.4%	2.0%	2.9%
Total water replenished (Cubic meters)	Total water replenished	-	512,923	624,214	1,158,336
Water discharge by destination (Cubic meters)	Sewer to treatment facility	8,165,726	7,574,029	7,164,684	3,666,962
	Over land / surface water	995,822	867,680	1,317,625	2,832,336
	Hauled off-site	89,869	98,995	251,116	38,601
	Deep well injection	30	-	-	14,575
	Solidification	12,224	2,913	4,354	3,666
	Total	**9,263,671**	**8,543,617**	**8,737,779**	**6,556,140**
Water discharge intensity (Cubic meters / MT)	Water discharge intensity	3.02	3.00	3.00	2.29
Water discharge by quality (MT)	Biological oxygen demand (BOD)	1,633	1,481	1,258	1,918
	Chemical oxygen demand (COD)	28	3,351	2,481	6,463
	Total suspended solids (TSS)	2,887	1,498	1,628	417
Water consumption (Cubic meters)	Total water consumed within the organization	2,525,519	1,735,017	1,857,684	2,445,700
	Total water consumed in water-stressed areas	730,117	432,632	413,280	735,840

Water withdrawal
The scope of water withdrawal by source data includes global manufacturing and headquarters/RD&E facilities, whereas water withdrawal 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 "high" or "extremely high" baseline water stress according to WRI's Aqueduct Water Risk Atlas tool. Data is based on Aqueduct 4.0, 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 2023 represents 53.1% 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.

Total water replenished
The scope of water replenished includes volumetric water benefits resulting from funded projects and verified by LimnoTech.

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

Water discharge by quality
- The scope of water quality data is global supply chain manufacturing facilities.
- In 2018, 44%, 15% and 54% 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.
- In 2023, 59%, 57% and 52% of water discharge is represented in BOD, COD and TSS volumes, respectively.

*2018 is the base year for Ecolab's water data

Performance data

Waste		2021	2022	2023
Material use	Raw material used (nonrenewable) (MT)	2,658,482	2,722,292	2,402,816
	Plastic material used in packaging (MT)	24,947	52,074	34,181
	Recycled plastic material used in packaging (MT)	2,131	2,269	2,758
	Percentage of recycled plastic packaging material	8.5%	4.3%	8.0%
	Post-consumer resin (PCR) used in packaging (MT)	2,496	2,269	2,758
	Reconditioned drums purchased	1,021	1,531	1,521
	Reconditioned intermediate bulk containers (IBC) purchased	44	725	744
	Containers returned for reuse	2,387	1,576	1,529
Nonhazardous solid waste by destination (MT)	Landfill	17,754	14,543	17,175
	Energy recovery	2,578	1,448	6,814
	Wastewater treatment	269	11,404	6,638
	Treatment	2,679	1,363	4,900
	Recycling	2,253	2,362	4,002
	Reuse	774	560	1,158
	Compost / land farm	2,358	3,790	181
	Incineration	82	9	-
	Total	**28,747**	**35,479**	**40,868**
Hazardous solid waste by destination (MT)	Landfill	30,200	32,681	23,225
	Energy recovery	2,129	4,158	17,766
	Wastewater treatment	4,967	5,792	12,616
	Treatment	6,505	9,418	12,535
	Reuse	1,461	1,400	3,115
	Deep well injection	-	2,598	1,965
	Recycling	1,084	727	725
	Compost / land farm	373	169	2
	Incineration	183	-	-
	Fuel blending	63	-	-
	Total	**46,965**	**56,943**	**71,949**
Waste intensities (MT / MT)	Nonhazardous solid waste intensity	0.01	0.01	0.01
	Hazardous waste intensity	0.01	0.02	0.03

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.

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. In 2023, hazardous waste volumes for historical years were restated due to improved data reporting.

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

Performance data

Employment data is reported in head count at the end of reporting period (31 December 2023). Contingent workers are not included in employment data. The most common type of contingent workers (90%) performs routine, regular work of Ecolab employees. The number of global active contingent workers in 2023 was 3,958. Employment data does not include temporary employees, interns or co-ops, which account for less than 0.8% of our total workforce.

Global employee information by employment type

Employee type	Female	Male	Unspecified	Total
Full time	13,220	34,287	442	47,949
Part time	480	180	11	671
Total	**13,700**	**34,467**	**453**	**48,620**

Global employee information by market and gender

Region	Female	Male	Unspecified	Total
Asia Pacific	964	2,630	3	3,597
Europe	3,107	6,403	337	9,847
Greater China	712	2,794	-	3,506
India, Middle East, Africa	870	2,277	1	3,148
Latin America	1,376	4,084	16	5,476
North America	6,671	16,279	96	23,046
Total	**13,700**	**34,467**	**453**	**48,260**

Global diversity by job level, gender and age

39,212 Individual contributors

Gender as a percent of total	Male	70.6%
	Female	28.3%
	Not specified	1.1%
Age group as a percent of total	>50 years old	21.8%
	30–50 years old	58%
	<30 years old	20.2%

7,614 Junior management employees

Gender as a percent of total	Male	71.8%
	Female	28.1%
	Not specified	0.1%
Age group as a percent of total	>50 years old	29.8%
	30–50 years old	67.2%
	<30 years old	3.1%

1,775 Management employees

Gender as a percent of total	Male	73.9%
	Female	25.6%
	Not specified	0.5%
Age group as a percent of total	>50 years old	44.3%
	30–50 years old	55.4%
	<30 years old	0.2%

19 Top management employees

Gender as a percent of total	Male	63.2%
	Female	36.8%
	Not specified	0%
Age group as a percent of total	>50 years old	57.9%
	30–50 years old	42.1%
	<30 years old	0%

12 Members of the Board of Directors

Gender as a percent of total	Male	58.3%
	Female	41.7%
	Not specified	0%
Age group as a percent of total	>50 years old	100%
	30–50 years old	0%
	<30 years old	0%

Ethnic/racial diversity of U.S. Employees

14,860 Individual contributors

Minority	36.8%
Non-minority	61.3%
Not specified	1.9%

3,170 Junior management employees

Minority	20.3%
Non-minority	77.8%
Not specified	1.9%

1,178 Management employees

Minority	18.4%
Non-minority	80.4%
Not specified	1.2%

17 Top management employees

Minority	29.4%
Non-minority	70.6%
Not specified	0%

12 Members of the Board of Directors

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

Performance data

Based on the average number of employees in each market, our global combined turnover rate in 2023 was 15.8%, of which 10.7% was voluntary and 5.0% was involuntary.

Global new employee hire rates*
Based on 8,365 hires

Asia Pacific	Female	Male	Total
>50 years old	3.0%	3.9%	3.7%
30–50 years old	18.5%	11.6%	13.5%
<30 years old	50.4%	52.3%	48.4%
Total	**20.3%**	**14.2%**	**15.7%**

Europe			
>50 years old	3.7%	3.1%	3.1%
30–50 years old	9.2%	9.1%	9%
<30 years old	31.5%	30.9%	29.9%
Total	**10.9%**	**8.9%**	**9.4%**

Greater China			
>50 years old	6.3%	4.3%	4.6%
30–50 years old	6.4%	7.1%	6.9%
<30 years old	34.5%	23.6%	25.3%
Total	**9.2%**	**9.4%**	**9.4%**

India, Middle East, Africa			
>50 years old	0%	1.1%	0.9%
30–50 years old	11.1%	13.8%	13.2%
<30 years old	58.3%	60.3%	59.6%
Total	**31.3%**	**25.3%**	**26.9%**

Latin America			
>50 years old	3.0%	7.5%	6.8%
30–50 years old	19.6%	18.1%	18.4%
<30 years old	47.9%	49.7%	48.8%
Total	**26.9%**	**21.9%**	**23.1%**

North America			
>50 years old	7.9%	7.9%	7.8%
30–50 years old	18.0%	17.7%	17.8%
<30 years old	45.5%	45.1%	45.2%
Total	**22.9%**	**18.8%**	**19.9%**

Global voluntary turnover rates*
Based on 5,155 voluntary terminations

Asia Pacific	Female	Male	Total
>50 years old	12.2%	12.0%	12.1%
30–50 years old	9.9%	9.2%	9.5%
<30 years old	14.0%	16.8%	18.2%
Total	**10.9%**	**10.7%**	**11.1%**

Europe			
>50 years old	7.2%	7.8%	7.7%
30–50 years old	8.2%	7.3%	7.6%
<30 years old	16.6%	13.7%	14.7%
Total	**9.1%**	**8.0%**	**8.4%**

Greater China			
>50 years old	24.7%	7.9%	10.7%
30–50 years old	7.0%	6.9%	6.9%
<30 years old	16.6%	16.4%	16.6%
Total	**8.4%**	**8.2%**	**8.3%**

India, Middle East, Africa			
>50 years old	14.8%	11.6%	13.0%
30–50 years old	8.1%	10.2%	9.7%
<30 years old	14.8%	11.6%	13.0%
Total	**11.8%**	**10.4%**	**10.8%**

Latin America			
>50 years old	5.1%	4.4%	4.5%
30–50 years old	10.9%	8.9%	9.4%
<30 years old	23.3%	19.5%	21.3%
Total	**14.2%**	**10.1%**	**11.2%**

North America			
>50 years old	6.6%	8.2%	7.9%
30–50 years old	11.2%	10.4%	10.6%
<30 years old	25.2%	20.2%	22.5%
Total	**13.8%**	**11.2%**	**12.0%**

Global involuntary turnover rates*
Based on 2,425 terminations

Asia Pacific	Female	Male	Total
>50 years old	1.2%	1.6%	1.5%
30–50 years old	1.1%	1.2%	1.2%
<30 years old	0.0%	0.4%	0.7%
Total	**1.0%**	**1.2%**	**1.2%**

Europe			
>50 years old	4.1%	6.0%	5.3%
30–50 years old	1.9%	2.9%	2.4%
<30 years old	2.6%	4.3%	3.5%
Total	**2.5%**	**4.0%**	**3.4%**

Greater China			
>50 years old	6.3%	3.4%	3.8%
30–50 years old	2.8%	2.9%	2.9%
<30 years old	2.8%	3.1%	3.1%
Total	**3.1%**	**3.0%**	**3.0%**

India, Middle East, Africa			
>50 years old	16.4%	4.0%	6.0%
30–50 years old	1.7%	2.0%	1.9%
<30 years old	2.0%	2.6%	2.4%
Total	**2.5%**	**2.3%**	**2.4%**

Latin America			
>50 years old	12.2%	9.7%	10.1%
30–50 years old	7.5%	10.1%	9.6%
<30 years old	5.8%	9.5%	8.5%
Total	**7.3%**	**10.0%**	**9.5%**

North America			
>50 years old	4.4%	4.1%	4.2%
30–50 years old	6.0%	5.2%	5.5%
<30 years old	9.7%	10.5%	10.2%
Total	**6.6%**	**5.6%**	**6.0%**

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

Performance data

Learning adoption rates*

Employee level	Completed	Total	%
Individual contributor	38,622	39,212	98%
Junior management	7,524	7,614	99%
Management	1,723	1,775	97%
Top management	18	19	97%
Total	**47,887**	**48,620**	**98%**

Gender	Completed	Total	%
Female	13,468	13,700	98%
Male	33,983	34,467	99%
Not specified	436	453	96%
Total	**47,887**	**48,620**	**98%**

Performance review completion rates

Gender	2021	2022	2023
Female	99%	99%	99%
Male	99%	99%	100%
Not specified	94%	100%	100%

Region	2021	2022	2023
Asia Pacific	100%	100%	99%
Europe	100%	100%	100%
Greater China	100%	100%	100%
India, Middle East, Africa	99%	100%	100%
Latin America	100%	100%	100%
North America	99%	99%	100%
Total	**99%**	**99%**	**99%**

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

Performance data

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

	2022	2023	% Change vs. 2022
Greater China	0.05	0.02	-60%
International markets	0.36	0.41	14%
North America	1.47	1.34	-9%
Europe	0.45	0.60	33%
Total	**0.88**	**0.87**	**-1%**

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

	2022	2023	% Change vs. 2022
North America	0.67	0.58	-13%

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

	2022	2023	% Change vs. 2022
Greater China	0.42	0.38	-10%
International markets	1.96	1.84	-6%
North America	2.12	1.95	-8%
Europe	2.88	2.65	-8%
Total	**2.14**	**1.98**	**-7%**

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

	2022	2023	% Change vs. 2022
Global	0.06	0.07	17%

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

	2022	2023	% Change vs. 2022
Greater China	0.00	0.00	-
International markets	0.07	0.04	-43%
North America	0.06	0.09	50%
Europe	0.06	0.00	-100%
Total	**0.06**	**0.05**	**-17%**

Fatalities

	2022	2023	% Change vs. 2022
Ecolab employees	0	1	100%
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 Growth & Impact Report documents Ecolab's sustainability and environmental, social and governance performance on an annual, calendar year basis. This report includes Ecolab's performance from 1 January – 31 December 2023, 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 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 16 October 2024. 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 goals and human capital aspirations, 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", "aspire to" (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 2023 Annual Report and our other public filings with the Securities and Exchange Commission.

About this report

Reporting changes and restatements

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 76% invoice compliance rate in 2023, meaning that 76% of all energy and water invoices from owned and operationally controlled fixed facilities included in our invoice collection system were used to compile 2023 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 has been included in Ecolab's environmental reporting since 2022, 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. In 2023, reporting on emissions attributed to purchased goods and services reflect the integration of supplier-specific data, adding to an environmentally extended input output (EEIO) spend-based emissions calculation approach. Supplier-specific emissions allocations were collected via the CDP Supply Chain survey.

Reporting on use of sold products emissions for our dishmachine rental program has been improved and integrates sales data collected in Europe, Greater China, Latin America and North America. Reporting on investments emissions reflects an estimate of Ecolab's joint venture emissions under the equity share approach.



Third-party assurance

Apex Companies, LLC provided third-party assurance for Ecolab's publicly reported 2023 Growth & Impact Report. This is the ninth 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 2023 Ecolab Growth & Impact Report Assurance Statement

Reporting reference tables and indexes

Global Reporting Initiative (GRI) Content Index

The Global Reporting Initiative (GRI) Index provides an overview of the material sustainability-related disclosures contained in the 2023 Ecolab Growth & Impact Report, 2023 Ecolab Annual Report and Form 10-K and other sources according to GRI 1: Foundation 2021 Standard.

Access Ecolab's GRI Index

Sustainability Accounting Standards Board (SASB) Reference Table

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

Access Ecolab's SASB Reference Table

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

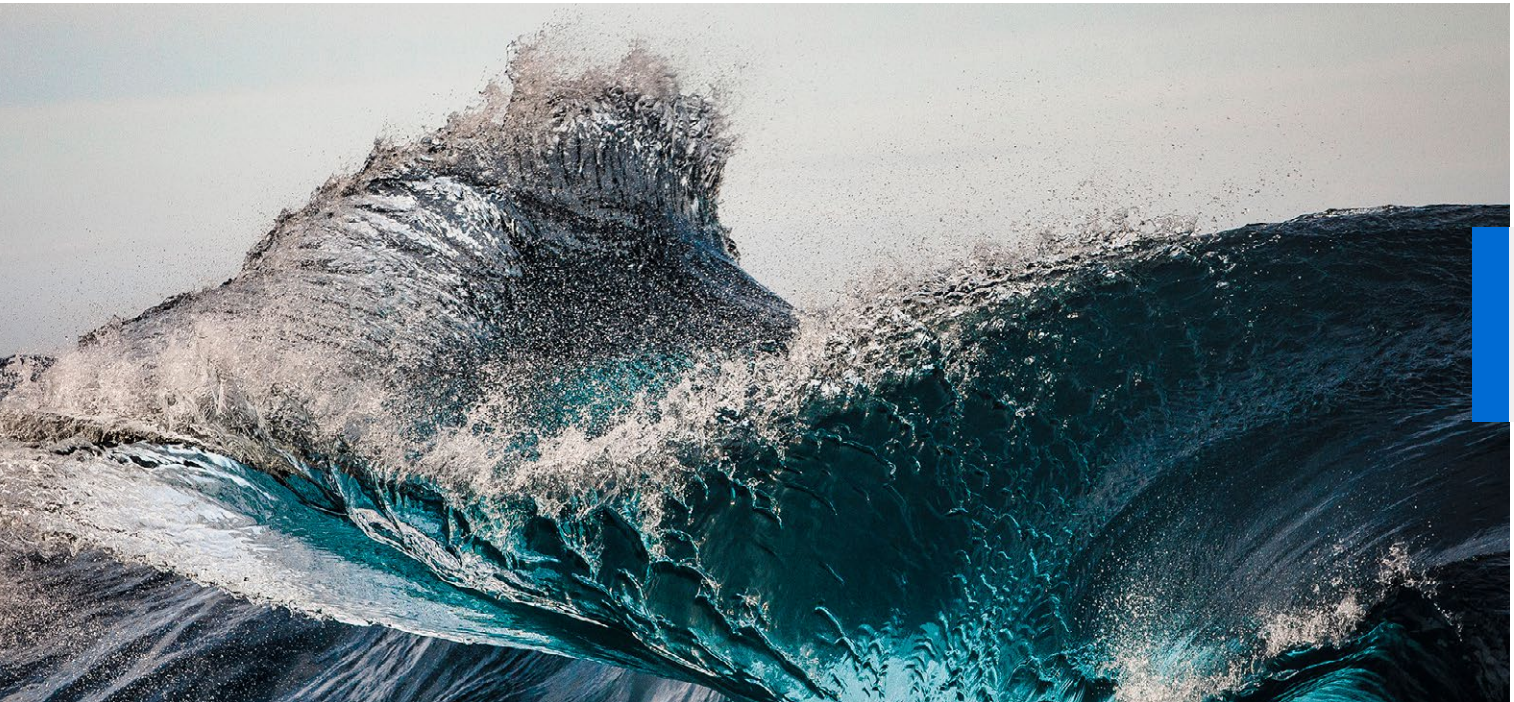
The Financial Stability Board created the Task Force on Climate-related Financial Disclosures (TCFD) to improve and increase reporting of climate-related financial information. Our TCFD Index includes details on climate-related matters across governance, strategy, risk management and target-setting processes.

Access Ecolab's TCFD Index

World Economic Forum (WEF) Stakeholder Capitalism Metrics Reference Table

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

Access Ecolab's WEF Reference Table



For more information

- 2023 Annual Report and Form 10-K
- 2023 CDP Climate Change Report
- 2023 CDP Water Security Report
- 2022 Corporate Responsibility Report

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Visit our Corporate Responsibility page on ecolab.com

Forward, Faster, **Together**



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