

SUSTAINABILITY REPORT

Partners for Greater Purpose

2019

What will the world look like 10 years from now?

We'll have an additional billion people in the world, all of them wanting a good life and a healthy planet. That means increased demands and higher expectations for how we work together to address global issues – and more pressure on our natural resources.

Building a flourishing, sustainable future that offers uncompromised quality of life for all certainly won't be easy, but at Ecolab we see opportunities where others see challenges. And we know that **when we work together, we can find solutions that are bigger than the problems.**

That's why we're driven to empower businesses around the world to do more and be better. There's a lot riding on industry's ability to be resilient – meeting people's needs while protecting the public health and preserving natural resources. **The decisions we make in this decade are crucial to creating a sustainable way of life.** Our global team is dedicated to helping our customers thrive and make a positive impact in the world.

Together, we're partners for greater purpose.

Act with purpose, work together, change the world

Ecolab has the ability and the responsibility to drive positive change in the world, both within our company and through our work with our customers and our communities. Our capacity to make a difference couldn't be more important, given the many challenges the world is facing: racial inequity, the health and economic impacts of COVID-19, water scarcity and climate change foremost among them. Ecolab can and must be part of the solution to these problems.

George Floyd's tragic death in our headquarters' community put a global spotlight on the need for urgent action to advance racial and social justice. We are committed to making faster, deeper progress within Ecolab, starting with our new diversity and inclusion goals outlined in this report. We know we need to do more internally, but we also recognize that an internal focus alone is not sufficient. We will step up externally in a much bigger way than we have in the past, because we know we can't create diversity and inclusion within our four walls if we ignore injustice outside. Ecolab leaders are working with other community leaders to gain the insights and perspectives we need to make significant, sustainable change.

The imperative to work collaboratively to tackle big challenges has been readily apparent as the world has grappled with the global pandemic. COVID-19's impact on people and businesses has varied around the world, often affected by the extent and speed of intervention and cooperation. This global experience has been a powerful example of how planning and preparation can improve or weaken resilience.

I am proud of the way Ecolab associates are partnering with our customers to help control the spread of this virus and support the recovery. That same dedication and agility will be needed when the world once again turns its attention to the significant risks of global water scarcity and climate change. These risks must be addressed if we are to avoid another global disaster, at a time when businesses are facing severe economic pressures. The resilience companies gain from integrating sustainability goals into their business models is needed more than ever.

Ecolab has always operated where sustainability and economic benefits align, helping our customers do more with less and living up to our responsibilities in our own operations. That's why, in this report, we are announcing a new set of sustainability goals for 2030, focused on water, climate, food, diversity and health. With these new goals, we

will increase our positive impact through our work with our customers, accelerate our efforts within our own operations, expand our approach to product sustainability, support diversity and inclusion and live our values in the workplace and the community.

These goals won't be easy to achieve, but we know you achieve more when you aim high. We've always pushed ourselves to innovate and do better. Partnering around the world, in virtually every industry, we work with our customers to develop solutions that save water, energy, waste and money. This report includes several examples of the exponential savings and sustainable value creation that are made possible through these collaborations.

Working on the ground at nearly 3 million locations globally, our daily work with customers adds up to an enormous impact in the world. In 2019, we helped our customers save 206 billion gallons of water, equivalent to the annual drinking water needs of 712 million people, save 28 trillion Btu of energy and avoid 1.5 million metric tonnes of greenhouse gas emissions.

These numbers reflect the extraordinary power of partnerships. To meet the demands of a changing world, we need to work and innovate together to enhance the resilience of our communities and companies.

Around the world, businesses are moving from awareness to action, joining in collective pledges and setting more ambitious goals. There's a growing understanding that sustainable and equitable choices are the right choices for society and the right choices for business too.

When we help our communities and customers succeed, Ecolab grows. And the more we grow, the more we can positively impact lives throughout the world. That's what inspires us as we begin a new decade, grounded in our purpose: to make the world cleaner, safer and healthier – helping communities and businesses succeed while protecting people and vital resources.



SINCERELY,

Douglas M. Baker, Jr.
CHAIRMAN AND
CHIEF EXECUTIVE OFFICER

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FOOTPRINT

Nearly **3 million** customer locations in more than **170** countries

HISTORY

97 years of growth and innovation

PEOPLE

50,000 associates including **27,000** sales-and-service professionals

RESEARCH

19 Global Technology and Innovation Centers

STEWARDSHIP

More than **\$13 million** donated in 2019 through the Ecolab Foundation, corporate giving and volunteerism

INNOVATION

10,000+ patents and **1,600** research, development and engineering experts

eROI

Empowering sustainable outcomes, improved performance and a lower total cost of operation

What is value? And why does it matter? Value creation is the primary aim of any business. Because value drives growth. Creating value means supporting a positive, meaningful impact for our customers, partners and communities.

DELIVERING VALUE, EMPOWERING CUSTOMERS

To succeed in today's and tomorrow's economy, a sustainable business model is no longer optional. Ecolab is focused on empowering our customers by delivering results, sustainably, through operational efficiency, quality, safety and environmental benefits such as reduced water and energy usage or greenhouse gas emissions.



eROI IS HOW WE QUANTIFY IT.

eROI stands for exponential return on investment. eROI is our process of measuring the benefits of our solutions and services to help customers quantify their return on investment. That includes their improved performance, operational efficiency and positive environmental impact. Our solutions, insights and methodology help our customers not only improve their operations but also give them the ability to track their progress and demonstrate value across a wide range of metrics. **In 2019, eROI projects across industrial sectors delivered more than \$275 million in annualized savings.**

The case studies throughout this report show first-hand how Ecolab helps deliver outcomes that matter through our partnership, insights, technology and training.

By helping define and deliver value, Ecolab supports our customers, enhancing the value they create in the world. Our practices align with our customers' ambitions and lead to exponential business and sustainability results. **We are partners for greater purpose.**

Look for icons like the ones listed here to learn more about the types of outcomes we create.



WATER



ENERGY



WASTE



GREENHOUSE GASES



PRODUCTIVITY



ASSET PROTECTION



FOOD SAFETY



PROFITABILITY



HUMAN HEALTH AND SAFETY

Building a Sustainable Future

SOLUTIONS THAT ENHANCE QUALITY OF LIFE FOR ALL

Our world continues to grow – both in complexity and opportunity. We're committed to creating value and supporting an optimistic, flourishing future. That's why, at the outset of a new decade, we're embarking on a new generation of sustainability goals for 2030. With expanded, ambitious goals to achieve with customers and in our own operations, we're working to make a positive impact, together.

Working together for a healthier world

The next 10 years are a crucial opportunity to make a positive impact and set an example of sustainable leadership. And we are ready to do our part. That’s why we’ve launched our next generation of 2030 Impact Goals, focused on the change we can create for our company, communities, customers and planet.



By 2030, we aim to create a positive impact:

In the world

Ecolab technologies and services help drive exponential return on investment (eROI) for our customers, while helping protect people and vital resources. Our 2030 Impact Goals showcase our global team’s dedication to helping our customers thrive and make a positive impact in the world. By 2030, we aim to:



WATER

Help customers conserve **300 billion** gallons of water, equivalent to the drinking water needs of **1 billion** people

We will measure our progress based on:

Global sales data and business growth related to our water-saving technologies and industry-specific assumptions.

FOOD

Help customers provide high-quality and safe food to **1.8 billion** people for an entire year, preventing **11 million** foodborne illnesses

We will measure our progress based on:

Production data and business growth from our global Food & Beverage business, the number of meals served by Quick Service Restaurants and Food Retail Services customers and annual food consumption in the United States.

CLIMATE

Help customers become carbon neutral by reducing greenhouse gas emissions by **4.5 million** metric tonnes, preventing **7.3 million** pollution-related illnesses

We will measure our progress based on:

Global sales data and business growth related to our energy-saving technologies and industry-specific assumptions.

HEALTH

Help clean **50 billion** hands and provide safe medical care for **116 million** people each year, reducing more than **1.7 million** infections

We will measure our progress based on:

The average number of healthcare instruments washed, chemistry sales and our business growth.

In our operations

Alongside the impact we make with our customers, we make a difference through our own operations. In addition to bold environmental goals, we’re also introducing a new set of goals focused on an inclusive, diverse, just and safe community for our associates, aligned with the UN Sustainable Development Goals (SDGs). Our 2030 goals are focused on:

6 CLEAN WATER AND SANITATION



ACHIEVING A POSITIVE WATER IMPACT

Global water challenges are the new normal. Our world will experience a 40% freshwater deficit by 2030 if nothing changes.¹ That’s why Ecolab aims to achieve a positive water impact. We plan to:

- Restore greater than 50% of water withdrawal and achieve Alliance for Water Stewardship Standard certification in high-risk watersheds
- Meet a positive water impact goal of 40% per unit of production across our enterprise

5 GENDER EQUALITY



SUPPORTING A DIVERSE, INCLUSIVE WORKFORCE

We know that a sustainable future goes beyond environmental goals. Recent events have reinforced for us the need to drive faster, deeper progress inside Ecolab and within society. We believe that a diverse, inclusive and purpose-driven team is critical to the success of our individual associates, our company, our customers and our communities. These goals are an initial step to drive significant change to advance racial and social justice within our organization. We will focus on:

- Committing to the UN Sustainable Development Goal 5:** Gender Equality for Women and Girls
- Maintaining Ecolab’s pay equity** in the U.S. and expanding globally
- Increasing management level gender diversity** to 35% with the ultimate goal of gender parity
- Increasing management level ethnic/racial diversity** to 25% as we seek to meet or surpass full representation of the U.S. workforce at all levels

13 CLIMATE ACTION



TACKLING CARBON EMISSIONS

Joining the fight against climate change is no longer optional. Science-based targets provide companies with a clearly defined pathway to future-proof growth. Ecolab will halve carbon emissions by 2030 and achieve net-zero carbon emissions by 2050, and will achieve 60% renewable energy by 2030 and 100% renewable energy by 2050. We will focus on:

- Scope 1:** Direct greenhouse gas emissions from sources owned or controlled by Ecolab
- Scope 2:** Indirect greenhouse gas emissions from sources owned or controlled by Ecolab
- Scope 3:** Greenhouse gas emissions from sources not owned or directly controlled by Ecolab, but related to our activities

See more about our commitment on page 21.

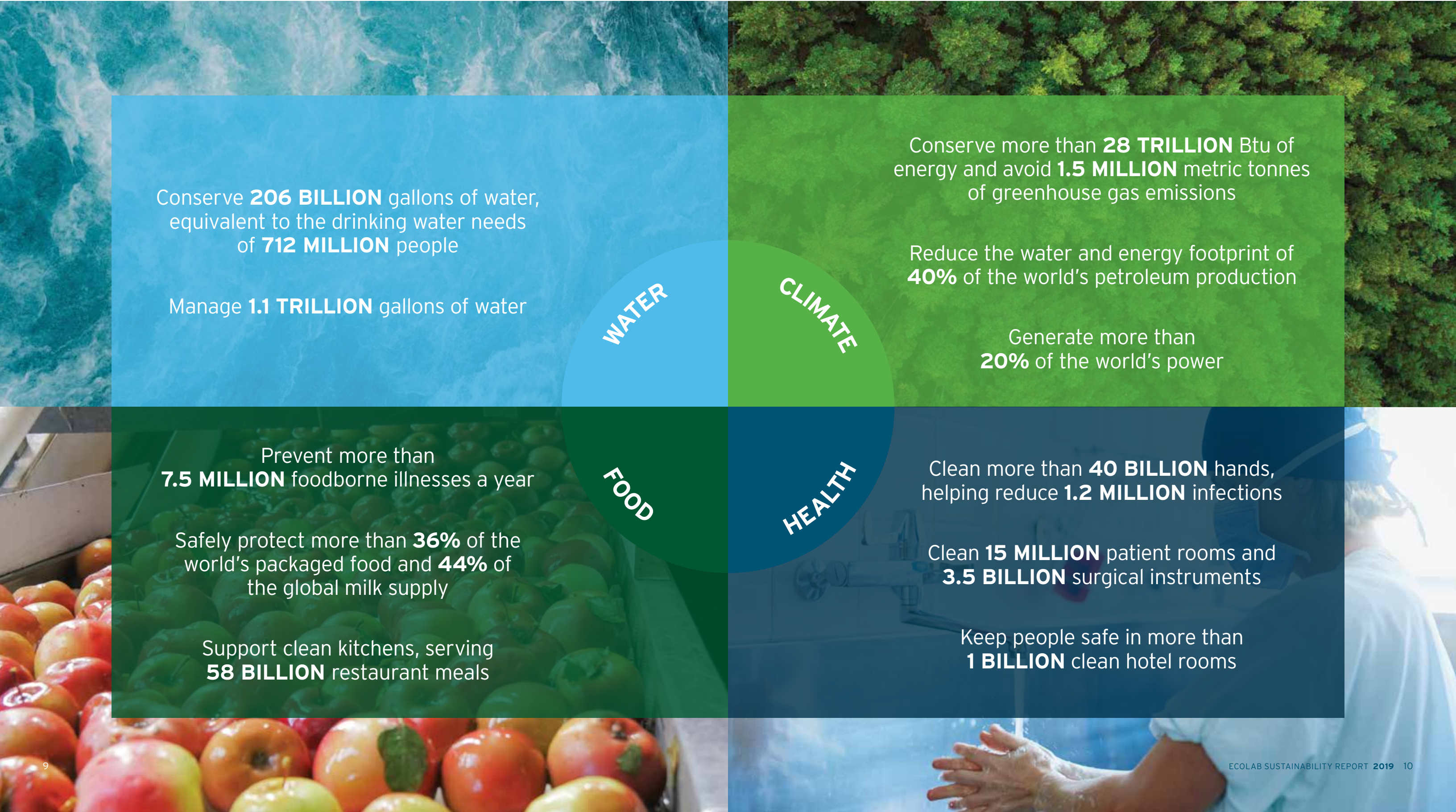
GOAL ZERO

PRIORITIZING SAFETY EVERYWHERE WE WORK THROUGH GOAL ZERO

Our safety goal is always zero incidents. But Goal Zero is more than a number. We place great value on training and education, both at our own facilities and at customer locations. We assess risk before we start work, identify and address safety issues, and remedy hazardous situations – at any Ecolab location and wherever we operate. By 2030, we aim to: Train and educate 100% of our associates to work safely 100% of the time.

¹ “Charting Our Water Future.” https://www.mckinsey.com/~/Media/Mckinsey/Dotcom/client_service/Sustainability/Pdfs/Charting%20our%20water%20future/charting_our_water_future_full_report_.Ashx, McKinsey, 2009.

In 2019, our partnership helped empower customers to:



Leading Through Partnership

EXPONENTIAL VALUE DELIVERED THROUGH INSIGHTS AND ACTION

Partnership. Expertise. Solutions that deliver the best results. We work every day to create value for our global customers, empowering them to achieve both environmental and operational goals and advance their sustainability ambitions. With our unique insights and technology, we provide next-generation solutions that deliver positive results and long-term impact for our customers and the world.



Powering reliable, clean energy with Exelon Generation



INSIGHT
From entire industries to individuals, power is crucial for our daily lives. As a leader in power generation, Exelon Generation is committed to generating safe, reliable energy. Exelon Generation also is the leading operator of carbon-free nuclear power plants in the United States. Environmental stewardship is a core value, and successfully managing its environmental impacts helps strengthen its relationship with customers and communities. It partnered with Nalco Water to improve equipment and water monitoring

and treatment to help Exelon Generation provide safe, clean, low-cost energy and protect the environment.

INNOVATION
To improve reliable, efficient performance, Exelon Generation uses a suite of Nalco Water's most advanced technologies. From innovative chemistries, such as Nalco Water's Purate™ chlorine dioxide program, which disinfects and treats cooling water, to 3D TRASAR™ Technology, which provides around-the-clock monitoring and control of chemistry performance, the

teams work side-by-side to drive positive results. To ensure any changes or risks are identified and resolved early, Exelon Generation implemented the OMNI™ Condenser Analytics program, which continuously compares current performance to design performance, and proactively detects potential problems.

IMPACT
Through onsite expertise and technology, Nalco Water helped reduce Exelon Generation's water use and minimize chemical consumption and waste, reducing its overall impact on the environment while continuing to deliver reliable, efficient and clean energy to its customers and communities.

- FEATURED SOLUTIONS**
- 3D TRASAR™ Technology
 - Purate™ Technology
 - OMNI™ Program
 - Onsite expertise



Annual Savings

eROISM
by Ecolab

WATER	1.56 billion gallons (5.9 million m ³) of water
ENERGY	11 million kWh due to shorter outages
PRODUCTIVITY	\$2.1 million from improved efficiency
ASSET PROTECTION	\$420,000 from reduced risk of corrosion and optimizing assets
HUMAN HEALTH AND SAFETY	\$760,000 by minimizing risk of chemistry exposure
VALUE DELIVERED	\$4.98 million

TRUE
FOOD
KITCHEN

Empowering best-in-class food
safety for True Food Kitchen



INSIGHT

As businesses increasingly prioritize ethical operations, supplier partnerships become both an area of increased scrutiny and an opportunity to bring an organization's values to life.

True Food Kitchen is a U.S.-based restaurant chain focused on delicious, flavorful food and conscious nutrition. Each location uses anti-inflammatory-rich ingredients in meals prepared in view of diners. With an emphasis on health, the safety of their food is their highest priority. True Food Kitchen was seeking a solution that would help them keep their customers and employees safe, while maintaining environmentally conscious operations.

INNOVATION

Not only do proper food safety techniques help protect customers, they also can improve productivity. Using Ecolab solutions like the Daydots™ Prep-n-Print™ Systems, True Food Kitchen eliminated a time-consuming, manual labeling process, making sure that the shelf life and nutritional value of every ingredient is accounted for.

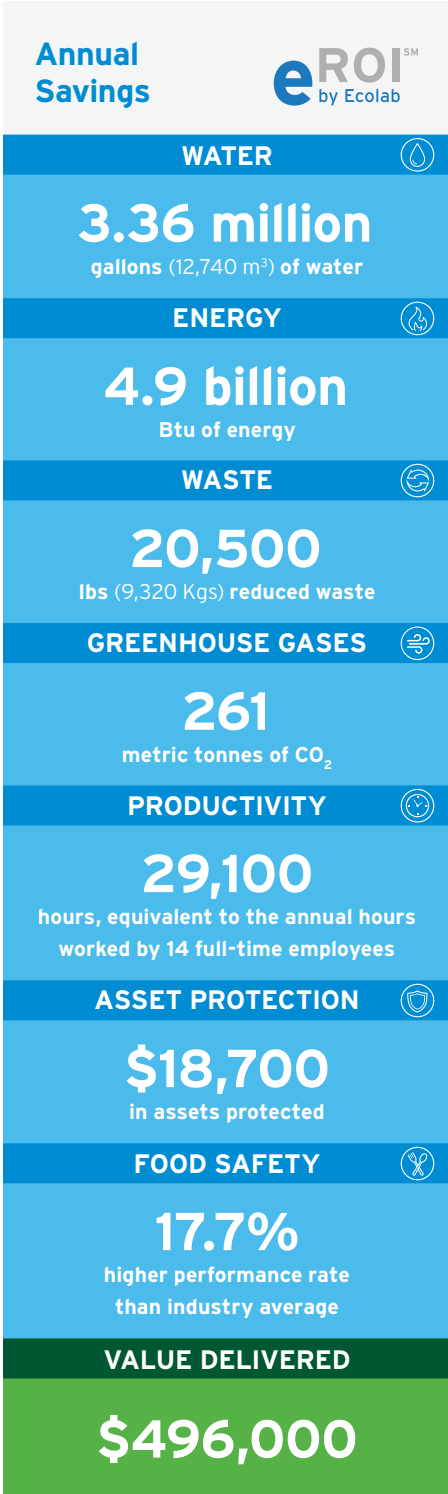
Food safety extends beyond food prep to the dishes that carry each meal. To ensure True Food Kitchen's dishes were spotless, Ecolab installed the SMARTPOWER™ program on its dishmachines, to remove stains with a shorter, less water-intensive wash cycle.

To increase water savings further, Ecolab upgraded True Food Kitchen's water softeners. By replacing older, less efficient "whole house" filtration, the new Point-of-Use filtration system targets specific applications, reducing daily water use.

IMPACT

Ultimately, with the support of Ecolab's solutions, True Food Kitchen can focus on what it does best: keeping customers satisfied and safe with healthy meals, all while saving time and upholding its sustainability pledge.

- FEATURED SOLUTIONS**
- SMARTPOWER™ Program
 - Daydots™ Prep-n-Print™ Systems; Prep-n-Print™ flex
 - High capacity water softening, Point-of-Use model
 - GREASELIFT™ Degreaser



gsk

Advancing sustainability
and safety for GSK



INSIGHT

GlaxoSmithKline (GSK) is a global healthcare company that discovers, develops and manufactures pharmaceuticals, vaccines and consumer healthcare products. Ensuring the safety of its products and processes is paramount. So is maximizing its long-term impact in improving health around the world. This includes a pledge to reduce its environmental impact by 25% by 2030, cutting greenhouse gas emissions, reducing water impact and redirecting waste for beneficial use.

INNOVATION

GSK's sites must maintain specific temperatures to safely produce and store products. This means that boilers, cooling towers, chillers and other temperature-related systems must operate consistently, which often requires a lot of water. GSK relies on Ecolab to operate safely and sustainably through a partnership that began in 2005 with Nalco Water, an Ecolab company. Today, GSK has more than 130 3D TRASAR™ installations worldwide, monitoring water in its systems at all times. The technology has produced significant water and energy savings by reducing the need for maintenance and by reusing water and optimizing energy usage. It earned a Sustainability Supplier Award from GSK, which cited it as a solution that "addressed

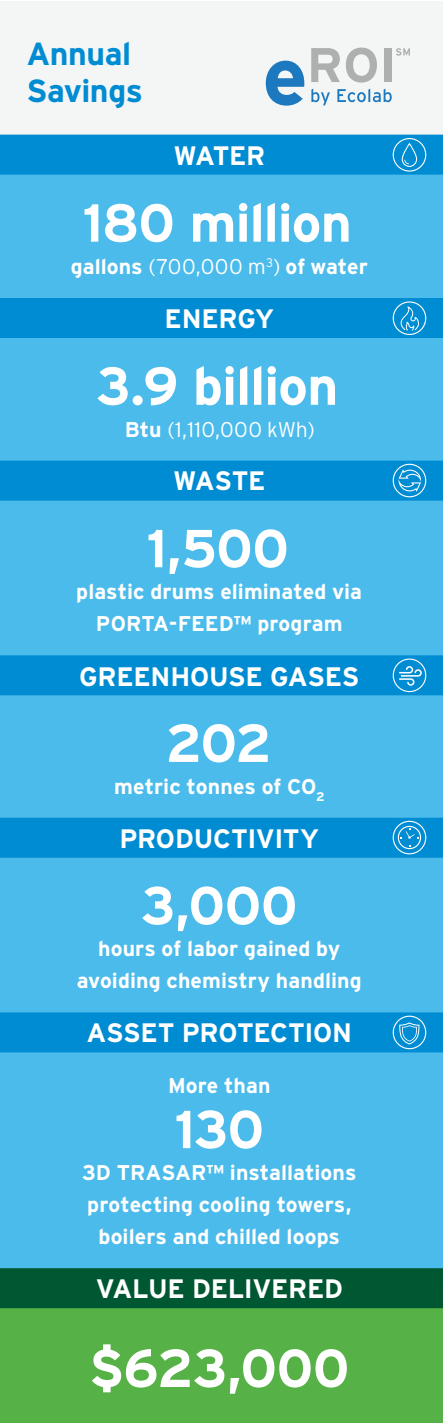
carbon footprints and made bold strategic changes to reduce impact now and in the future."

Bringing together the expertise of both the Nalco Water and Life Sciences divisions, Ecolab enhanced cleaning and sanitation efficiency with Clean-in-Place and Open-Plant Cleaning, and helped minimize the risk of waterborne pathogens with a Legionella Risk Management Program.

IMPACT

GSK's partnership with Ecolab has advanced its goals of reducing water and energy use and greenhouse gas emissions. GSK also reduced solid waste through Ecolab's PORTA-FEED™ program, replacing plastic, single-use drums with steel, reusable bulk containers. This has reduced chemical drum disposal by at least 80% and has enhanced safety by eliminating the need for GSK employees to handle chemistry.

- FEATURED SOLUTIONS**
- 3D TRASAR™ Water Management Technology
 - Legionella Risk Management
 - Clean-in-Place cleaning chemistry
 - Open-Plant Cleaning
 - Contamination control services
 - PORTA-FEED™ chemical delivery and storage system



سابك
SABIC

Generating more than \$1 million in savings for SABIC



INSIGHT

Around the globe, water stress is increasingly part of daily life, and industrial production plants must find ways to do more with less water.

SABIC is one of the world’s largest petrochemical manufacturers. Many of SABIC’s large petrochemical complexes in the Middle East rely on seawater for their cooling towers. By its nature, seawater increases the risk of biofouling and scaling. SABIC needed innovative solutions to protect its assets from scaling and biofouling, while finding ways to reduce the water and energy footprint of its seawater cooling towers.

INNOVATION

At SABIC’s largest petrochemical complex, the seawater cooling towers were responsible for 28% of the site’s total electricity consumption. Reusing more cooling tower water by increasing the number of recirculating cycles could reduce both water and energy use.

To improve system cleanliness, Ecolab introduced Purate™ Technology, an easy-to-use, more cost-effective chlorine dioxide generation method that reduces chemical hazards for these large seawater systems. Purate™ Technology led to

reduced biofouling on the surfaces of the heat exchange systems (which are used to transfer heat between two or more fluids). It also reduced manual cleanings and increased production rates in summer, when higher regional temperatures make cooling challenging.

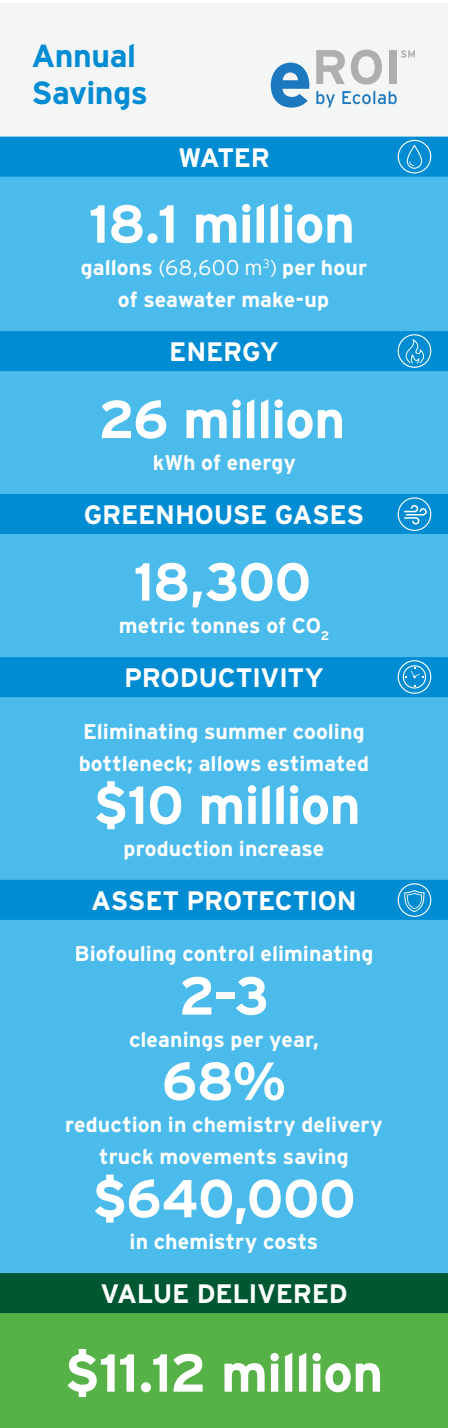
In addition to Purate™, Ecolab implemented 3D TRASAR™ Technology, coupled with a seawater scaling tool to safely model the number of recirculating cycles, saving water and energy.

IMPACT

Along with 3D TRASAR™ Technology, Purate™ enabled the plant to increase recirculating cycles and reduce the volume of seawater intake. A cleaner system also allowed the plant to periodically turn off pumps and fans, significantly reducing energy use. Ecolab’s solutions led to total savings of \$3 million in cooling tower operational costs, reduced water and chemistry usage, and improved overall energy usage while safeguarding summertime production rates.

FEATURED SOLUTIONS

- Purate™ Technology
- 3D TRASAR™ Technology
- Heat exchanger performance auditing



Using digital insights to help reduce hospital infection rates



INSIGHT

Proper hand hygiene helps everyone stay healthy in daily life. But in hospitals, it’s critical. Hand hygiene is cited as the most effective way to prevent healthcare-associated infections (HAIs), which can be contracted by patients receiving medical treatment! Every year, millions of patients globally acquire an HAI.² On any given day, about one in 31 patients has at least one healthcare-associated infection with 75,000 associated deaths in U.S. hospitals each year.³

INNOVATION

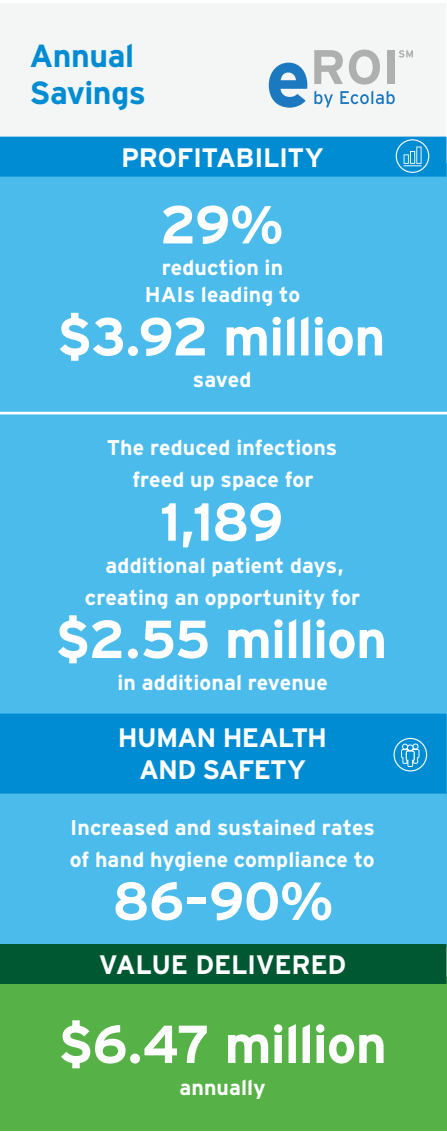
To protect against the spread of infections, Ecolab developed the Hand Hygiene Compliance Monitoring System, an electronic hand hygiene reminder system designed to help hospitals achieve the highest level of sustained hand hygiene compliance. Electronic badges record individual hand hygiene practices around each patient bed, holding healthcare workers accountable and providing real-time alerts and guidance for improvement to prevent unsafe patient interactions.

IMPACT

Two years after the monitoring system’s installation in five U.S. hospitals with a total of 1,609 beds, a retrospective study found that hand hygiene compliance levels in all five U.S. hospitals increased to 86-90%.⁴ By comparison, the Centers for Disease Control and Prevention (CDC) estimates that hand hygiene compliance rates in the average American hospital hover around 40%.⁵ More importantly, all five hospitals also experienced a decrease in total annual HAI rates, indicating that a hand hygiene compliance monitoring system may help reduce the risk of HAIs and help improve patient safety. Other benefits include reducing the need for extended stays for HAI treatment, which opens up more beds for new patients, and enhancing productivity by eliminating the need for healthcare workers to manually monitor hand hygiene compliance through direct observation.

FEATURED SOLUTION

- The Ecolab Hand Hygiene Compliance Monitoring System



1 Centers for Disease Control and Prevention (CDC), <https://www.cdc.gov/handhygiene/>
2 World Health Organization, https://www.who.int/gpsc/country_work/gpsc_ccisc_fact_sheet_en.pdf
3 CDC, https://www.cdc.gov/hai/data/index.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fhai%2Fsurveillance%2Findex.html
4 Demonstrating a Decrease in HAIs across 5 hospitals, 2019 Ecolab research study
5 Sickbert-Bennett E.E. et al. Reduction of healthcare-associated infections by exceeding high compliance with hand hygiene practices. Dispatch; Vol 22, Number 9, September 2016



Advancing Our Purpose

HOW WE OPERATE, INNOVATE AND WORK TOGETHER

We push ourselves to do better every day through our partnerships with customers and in our own operations. This extends to each of our facilities around the world, each new solution we invent and each person we employ. Sustainability is a value that guides all of our actions.

Partnering to meet the UN Sustainable Development Goals



The United Nations Sustainable Development Goals (SDGs) address a range of global challenges with the aim of achieving a better and more sustainable future for all. Ecolab is committed to advancing programs and partnerships that fulfill these goals, in particular through our focus on ensuring access to clean, affordable water (SDG 6) and addressing climate change (SDG 13).

Our 2019 Carbon Net Impact

In addition to our operational reductions, Ecolab helped customers reduce **2.2x** more emissions than used in our own operations.

Ecolab emissions: **660,000** metric tonnes CO₂e

Customer carbon emissions reduced: **1.5 MILLION** metric tonnes CO₂e



SDG 13 calls for strengthening the global response to the threat of climate change through the adoption of affordable, scalable solutions. According to the UN Intergovernmental Panel on Climate Change, to avoid the worst consequences of climate change, global warming must be capped at 1.5°C (2.7°F) or less.

JOINING THE UN GLOBAL COMPACT'S BUSINESS AMBITION FOR 1.5°C

In 2019, Ecolab announced that it would align its operations and supply chain to the UN Global Compact's Business Ambition for 1.5°C and reduce its carbon emissions by half by 2030 and to net-zero by 2050.

To help meet its commitment, Ecolab will:

- Move to 100% renewable energy in its global operations.
 - Today, 99% of Ecolab's electricity in Europe comes from renewable sources.
 - Our virtual power purchasing agreement (VPPA) with renewable energy producer Clearway will cover 100% of Ecolab's annual electricity use in the United States.
- Expand energy efficiency projects at Ecolab sites.
- Move to electrify its fleet of service vehicles.
- Work with supply chain partners to adopt similarly ambitious climate goals.
- Help customers across the world become more resilient by helping them conserve water, which, in turn, helps reduce energy and carbon emissions required to heat, treat, move and cool it.

Aligns with SDG 13.2.1

Public Engagement

Ecolab has engaged in public action to combat climate change. In addition to joining the UN Global Compact's Business Ambition for 1.5°C, Ecolab leadership participated in water and climate panels at the UN General Assembly and New York Climate Week in September 2019.

Aligns with SDG 13.2

Nature-Based Solutions

Ecolab helped increase the water supply in the Upper Mississippi River Basin by 100 million gallons through a partnership with The Nature Conservancy at Loch Leven, Mississippi. See pages 25-26 for more information.

Aligns with SDG 13.1



SDG 6 calls for ensuring access to water and sanitation for all by 2030. Our expertise in managing a trillion gallons of water for customers each year means that we are uniquely positioned to contribute to this goal.

Some actions we are taking to promote responsible water use in support of SDG 6 include:

Goals

Working to help customers save 300 billion gallons of water by 2030 through solutions that enable our customers to do more with less water and using less in our own operations.

Aligns with SDGs 6.1, 6.4 and 6.5

Collective Action

- Member of the California Water Action Collaborative (CWAC)
- Founding member of the Alliance for Water Stewardship (AWS) (more information on pages 25-26)
- Founding member of the Water Resilience Coalition through the UN CEO Water Mandate

Aligns with SDGs 6.1, 6.4, 6.5 and 6.6

Partnerships

Partnerships with organizations that provide resources and education about water resilience and conservation:
The Nature Conservancy – Mississippi Headwaters protection – Solutions for Life
Project WET Foundation – Educating global youth about water conservation

Aligns with SDG 6.6

Publicly Available Online Tools

Ecolab's Water Risk Monetizer helps businesses quantify water-related risks in financial terms to inform responsible decisions in a water-stressed world. waterriskmonetizer.com

The Smart Water Navigator helps companies bridge the gap between water reduction goals and action at the facility level. smartwaternavigator.com

Aligns with SDGs 6.1, 6.4 and 6.5



Our 2019 Water Net Impact

In addition to our operational reductions, Ecolab helped customers reduce **82x** more water than used in our own operations

Ecolab's 2019 operational water withdrawal: **2.5 BILLION** gallons

Ecolab helped our customers save **206 BILLION** gallons of water, equivalent to the drinking water needs of **712 MILLION** people

Progress toward our 2020 goals

As we set our sights on 2030 and the next phase of our sustainability journey, we continue to make progress toward our 2020 sustainability goals, which were set in 2015. In addition to creating value and exponential results for our customers, we work to achieve a positive environmental impact while enhancing productivity in our own facilities around the world.

Our 2020 goals

WE ARE ON TRACK TO MEET OUR POSITIVE WATER IMPACT GOAL OF

25%

Our positive water intensity impact goal is centered around reducing demand in our operations and increasing water supply in the watersheds in which we operate.

WE ARE ON TRACK TO EXCEED OUR GOAL TO REDUCE GREENHOUSE GAS EMISSIONS BY

10%

Our greenhouse gas emissions goal is focused on reducing scope 1 and 2 emissions in our operationally controlled facilities and fleet.

2019 initiatives that helped contribute toward our 2020 goals include:

REDUCING WATER DEMAND

GARYVILLE, LOUISIANA
Reduced water withdrawal by 20% by standardizing backwash technology to purify water from the Mississippi River and by implementing water recycling loops in the plant.

NANJING, CHINA
Reduced water withdrawal by 20% by reducing backwash water and reusing wastewater throughout the plant.

JOLIET, ILLINOIS
Reduced water withdrawal by 14% by installing internal water metering and spray balls (which clean more efficiently, reducing water use) in mix tanks.

INCREASING WATER SUPPLY

Increased supply in the Upper Mississippi River Basin by 100 MILLION GALLONS [379,000 CUBIC METERS] through a partnership with The Nature Conservancy at Loch Leven, Mississippi.

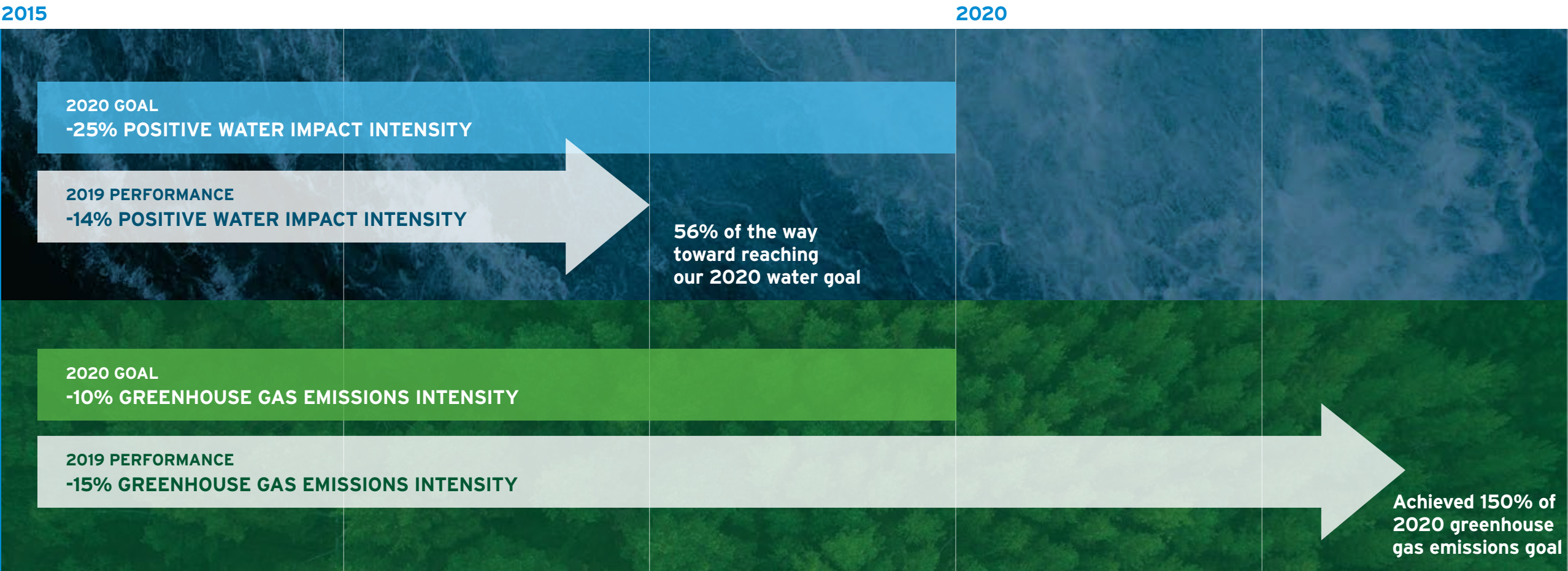
Increased supply at the headwaters of the Mississippi River by 16 MILLION GALLONS [61,000 CUBIC METERS] through a contribution to the Minnesota Headwaters Fund in partnership with The Nature Conservancy.

For more information on our operational goals and achievements, please refer to our 2019 Corporate Responsibility GRI Report.

Our 2019 Performance

As we approach the end of our 2020 goals, we are on track to meet our positive water impact goal and have significantly exceeded our greenhouse gas emissions goal.

Note: Intensity is normalized to revenue.



Working together to build a water-resilient future

What makes a site a good candidate for a water stewardship project? The watershed map below highlights the unique components of Ecolab's Garyville facility's journey to receive Alliance for Water Stewardship (AWS) certification. In partnership with The Nature Conservancy, the project focused on water balance, water quality and the plant's relationship with the local ecosystem and its stakeholders.

OPERATING IN THE MISSISSIPPI RIVER BASIN

Ecolab's manufacturing facility in Garyville, Louisiana, is a reaction plant that produces water treatment chemicals and polymers. The facility is located in the Mississippi River Watershed, which is the largest watershed in North America and integral to the economic and social health of the community. The facility's process water is pulled directly from the Mississippi River and pre-treated on site.

PROTECTING THE WATERSHED

The watershed faces a variety of risks, including:

- Natural disasters
- Accelerating impacts of climate change
- Water pollution
- Chemical spills
- Loss of local wetland species

Garyville has robust emergency response and business contingency plans to enhance the resiliency of the site.

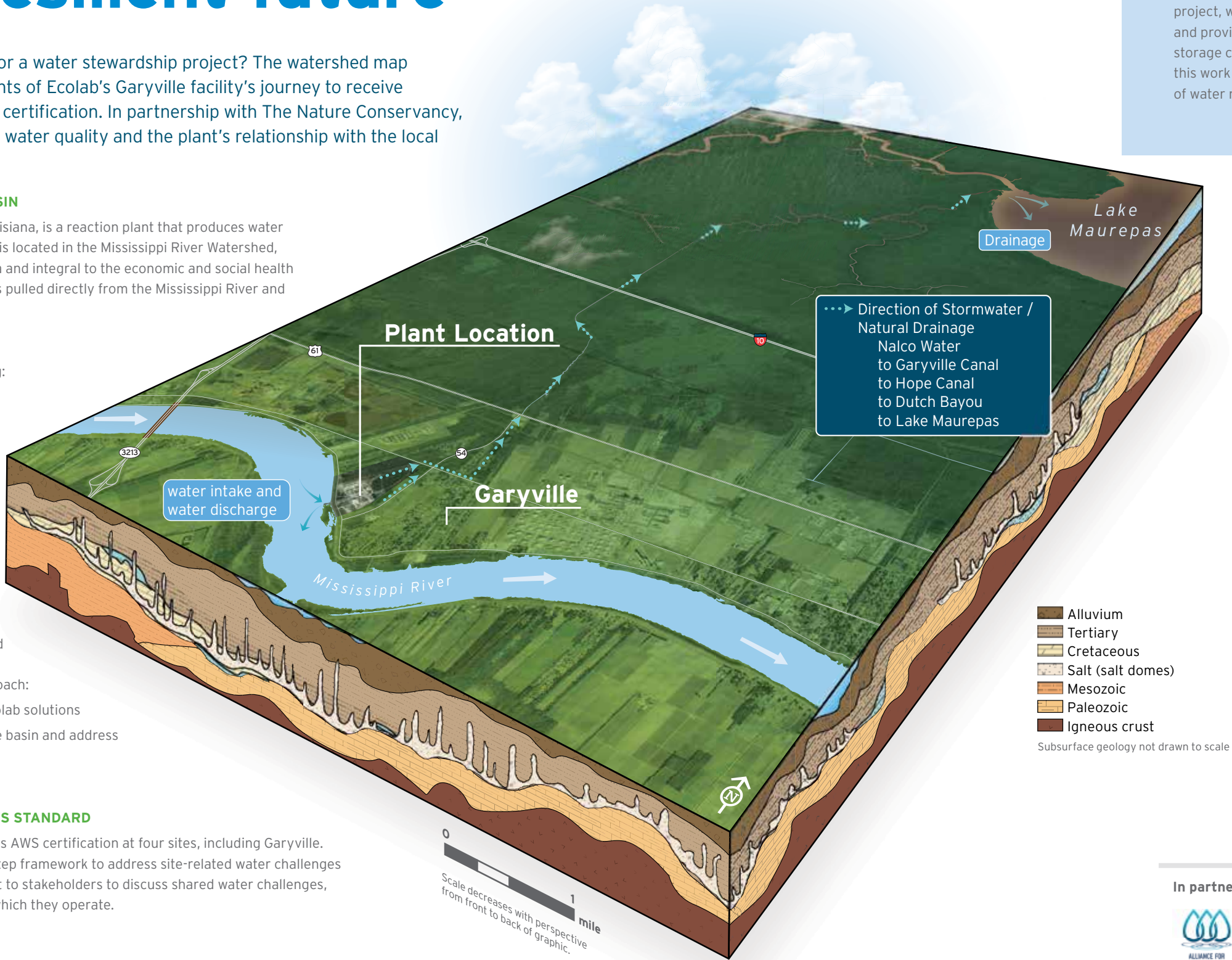
DEVELOPING A NET POSITIVE WATER APPROACH

To contribute to the health of this water-stressed watershed, the Garyville plant adopted a three-pathway strategy with a net positive water approach:

- Increase water-use efficiency on site using Ecolab solutions
- Understand the shared water challenges in the basin and address them with nature-based solutions
- Implement the principles of the AWS standard

DELIVERING OUTCOMES THROUGH THE AWS STANDARD

Ecolab is a founding member of the AWS and has AWS certification at four sites, including Garyville. The AWS standard empowers sites with a five-step framework to address site-related water challenges and manage risk. Sites are required to reach out to stakeholders to discuss shared water challenges, forming relationships with the communities in which they operate.



Adopting nature-based solutions

Within the Mississippi River Delta, the Lower Mississippi Alluvial Valley faces the potential loss of three critical wetland habitats, which would impact the health of numerous species. In partnership with The Nature Conservancy, Ecolab supports the Loch Leven project, working to restore and enhance **10,000 wetland acres** and provide **12.1 billion gallons** (45.8 million cubic meters) of flood storage capacity to local communities. Ecolab's contribution to this work allows for **100 million gallons** (379,000 cubic meters) of water replenishment in the Upper Mississippi River Basin.



In partnership with



Impact through expertise and digital innovation

Ecolab is known for its history of developing chemistry and technology to solve customer challenges. Our solutions help improve operations, reduce business risk and minimize environmental impact. The insights we gather through digital technologies help customers in their own operations, enhancing business growth and sustainability.

2019 Innovations

The following are some of the innovations that helped support and address customers’ needs around digital insights, water scarcity and water safety:

ECOLAB3D™: ECOLAB'S SECURE, CLOUD-BASED DIGITAL PLATFORM
Helping customers minimize water, maximize results and optimize costs

ECOLAB3D™ is a cloud-based digital platform, developed with support from Microsoft and Accenture, that collects data from Ecolab’s tools and systems to create real-time alerts, enhance plant operations and benchmark performance across our customers’ sites. The platform is designed to enable customized solutions that address the specific business needs of customers, from food and beverage and power plants to manufacturing sites and hospitals.

With the growing scarcity of freshwater worldwide, the ability for businesses to understand their water use and turn insights into action is key to smart water management.

ECOLAB3D™ helps improve how businesses monitor, manage and reduce water use to improve their operating performance and minimize their impact on the environment. It leverages the digital capabilities, innovative chemistry and remote monitoring of Ecolab’s 3D TRASAR™ Technology, an industry-leading, comprehensive water performance solution, to help drive global operational performance, improve assets and reduce water use. By turning insights into actionable outcomes, ECOLAB3D™ drives greater value and helps companies achieve their sustainability and operational goals.



WATER HEALTH: RAPID BIO INTELLIGENCE

Preventing the development of biofilms – harmful bacteria that adhere to water system surfaces – is critical for the safe and efficient operation of cooling systems and for minimizing water and energy consumption and protecting equipment.

Rapid Bio Intelligence measures microbiological levels in cooling water and delivers results digitally to a smartphone in 15 minutes. This is significantly faster than other testing methods, which may take up to 48 hours.

By finding out about problems with bacteria levels in cooling water in real time, customers can take immediate action to address any issues before they become concerns. Rapid Bio Intelligence also offers enhanced accuracy and easy access to cloud-based records.

WATER SAFETY INTELLIGENCE

Traditional water safety practices can be difficult and time-consuming, requiring customers to compile and evaluate data from multiple sources. Getting a clear picture of water safety across an enterprise is even more complex, making it a challenge to decide whether and to what extent each site is in compliance with testing requirements.

Water Safety Intelligence, powered by ECOLAB3D™, is a digital service that uses advanced analytics to help customers proactively manage and quickly address water safety.

Water Safety Intelligence accomplishes this by aggregating and evaluating data from multiple sources to help customers understand the risk for growth of Legionella, a bacterium that can cause Legionnaires’ disease, in their cooling water systems. Through advanced analytics, customers can monitor compliance with their water safety program at the site level and continuously assess their Legionella growth risk, empowering them to take proactive action before risks become problems.

How we create customer-focused solutions

1,600
scientists, engineers and technical specialists

124
manufacturing facilities

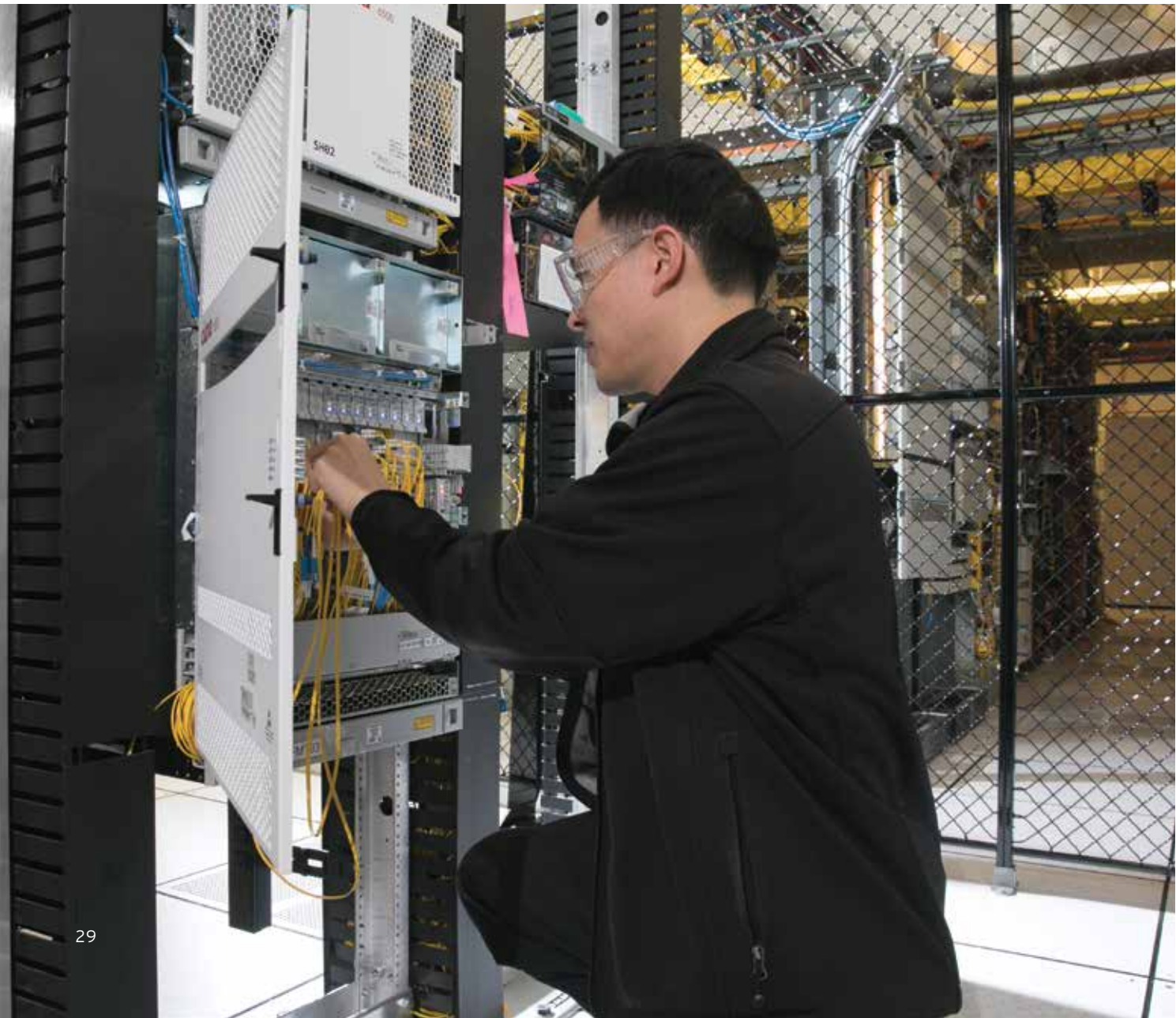
10,000+
active patents

19
Global Technology and Innovation Centers



Building an action plan for smart water management

Digital Realty, a leading global provider of data center, co-location and interconnection solutions, was on a mission to improve its water strategy, minimize overall water use, ensure reliable performance and protect its operations from water-related risk.



DIGITAL REALTY WANTED TO:

- Understand how much water was being used, and where, in its data centers
- Increase water resiliency and redundancy to better respond to growing water quantity and quality issues
- Improve monitoring and measurement through digital tools

Partnering with Ecolab, they developed a three-step action plan:

STEP 1:
Prioritize at-risk facilities that required immediate action, using the Ecolab Water Risk Monetizer

RESULT:
The team developed a prioritized matrix that organized sites and helped them identify sites with the greatest operational water-related risk.

STEP 2:
Evaluate water use practices at every site using the Ecolab Smart Water Navigator

RESULT:
The tool helped the team focus on specific steps that local teams could take to improve water use and efficiency, tailored to each of their sites.

STEP 3:
Use Nalco Water's 3D TRASAR™ Technology to provide water strategy effectiveness

RESULT:
Nalco Water's 3D TRASAR™ dashboards provided enterprise-wide visibility, measurement and monitoring of water use, helping the team track, trend and compare water use across all data centers and quantify savings from water projects.

With Ecolab's water management tools and a plan for action, Digital Realty now has a more effective strategy to manage water at its data centers, a greater understanding of water in its organization and the ability to improve and protect its operations, watersheds and communities.



Developed by Ecolab in partnership with Trucost and Microsoft, the Water Risk Monetizer helps businesses understand water-related risks and quantify them in financial terms to inform responsible decisions that enable growth.
waterriskmonetizer.com



Ecolab's Smart Water Navigator is a publicly available tool that generates an actionable step-by-step guide for each facility, tailored by industry, location and current water performance.
smartwaternavigator.com

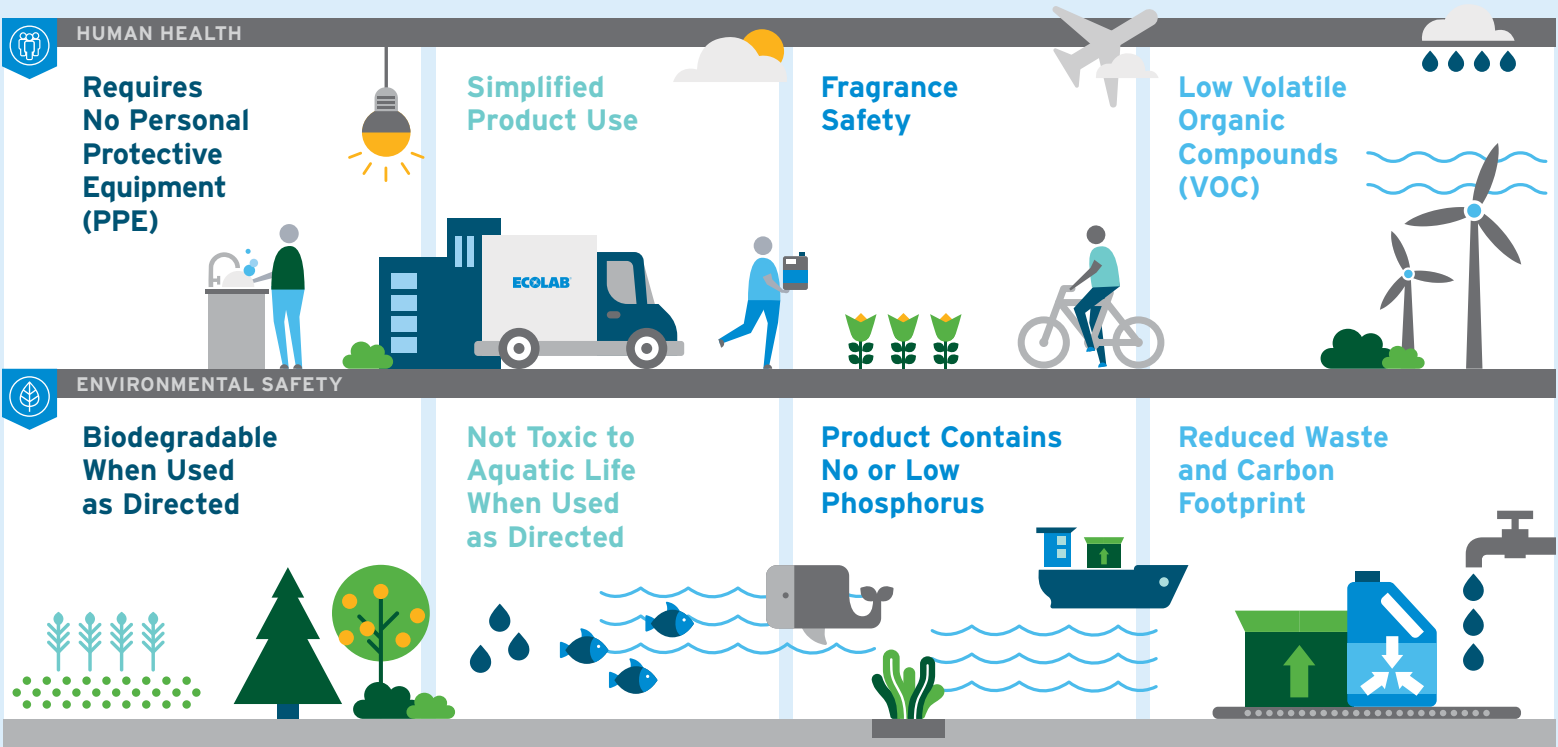


Designing products for people and the environment

Today, it's more important than ever to focus on the total impacts of products and solutions. Ecolab designs our products with a holistic approach that takes into account the entire product lifecycle – from sourcing and manufacturing through product use and final disposal. This helps our customers make choices that lead to positive outcomes for people and the environment.

Impacts That MATTER

In 2019, we introduced our **Impacts That Matter** framework to assess the outcomes of our products. It includes eight science-based and outcome-focused criteria to help our teams design products that minimize human and environmental impact. The framework is based on global best practices for product sustainability and utilizes scientific standards to communicate how our products impact people and the environment.



PACKAGING INNOVATIONS

Our product sustainability efforts include continuous improvement to our packaging. We incorporate circular design principles in our packaging and continuously innovate to eliminate waste and increase reuse and recyclability for our solutions.

Reducing plastics

Our history of innovation in products and packaging has enabled us to significantly reduce our plastic footprint. In 2019, we saved more than 15.6 million pounds of newly produced plastic. Through formulation and packaging innovations, we have kept 86.8 million pounds of plastic out of circulation since 2014.

15.6 million
pounds of newly produced plastic saved

86.8 million
pounds of plastic kept out of circulation since 2014

Reusable packaging

For more than 30 years we've been replacing single-use plastic drums and totes with reusable drums, totes and PORTA-FEED™ containers for industrial chemicals that deliver best-in-class safety.

A system designed to enhance food safety and improve sustainability

Quadexx™ Pro highlights the power of systems engineering to meet both our plastic reduction goals and our Impacts That Matter criteria, all while delivering value to our customers.

Quadexx™ Pro is an automated, modular chemical dispensing and formulation tool that helps food and beverage plants reduce sanitation costs and improve plant efficiencies while delivering safety and sustainability benefits.

The system enables customers to make more than 100 products using only eight concentrated chemicals, provided in reusable packages. And it enhances worker safety by automatically dispensing pre-diluted chemistry.

For more information, please refer to our 2019 Corporate Responsibility GRI Report

Building a diverse and inclusive workforce

A diverse, inclusive workforce is a critical foundation for the shared success of our associates, our company, our customers and our communities. To build that strong foundation, we have embedded diversity and inclusion principles into our recruitment, leadership training and talent development programs. We’re increasing our efforts to educate and equip our teams globally to create workplaces where all associates can thrive and reach their full potential.

To ensure that we are accelerating diversity and inclusion in all of our operations, senior leadership meets monthly to assess our progress on key metrics and practices, including diversity representation, hiring practices and retention.

We have embedded diversity and inclusion guidance in our recruitment, leadership training and talent development programs.

- This year, more than **3,000 managers** took our new diversity and inclusion training as part of our Manager Essentials program.
- In addition, **we launched a new Leader Coach training course**, reinforcing the Manager Essentials diversity and inclusion training.

Our diversity and inclusion efforts have been recognized by the Diversity Best Practices Top 10% Inclusion Index, Bloomberg Gender Equality Index and others. We continue to put what we learn into practice, including enhancing U.S. adoption and fertility assistance benefits.



2019 milestones and achievements

NO SIGNIFICANT GENDER PAY GAP

A 2018 third-party review of compensation in the U.S. confirmed that Ecolab pays associates equitably, regardless of gender or race. We expanded on that work in 2019 to measure our performance globally and we are conducting this comprehensive U.S. review every two years, with the next review scheduled for 2020.

EXPANDED DIVERSITY IN OUR BOARD OF DIRECTORS

Our Board of Directors is now 38% women and 15% people of color and continues its practice of formally reviewing our global representation metrics twice a year. We ended the year with 19% women at the executive level, up from 17% in 2018.

EMPLOYEE RESOURCE GROUPS GREW BY 16% WORLDWIDE

Our 10 Employee Resource Groups (ERGs) represent Ecolab’s diverse culture and provide opportunities for associates to develop professionally, share business insights, drive engagement and experience a sense of belonging. With nearly 6,500 members and 72 global chapters, our ERG membership grew by 16% in 2019.

DIFFERENTIATED DEVELOPMENT CONFERENCES FOR WOMEN

In 2019, two of our U.S. divisions joined forces to host differentiated development conferences for women in our field sales organizations, building on the success of the first event held in 2018.

BUSINESS COALITION FOR THE EQUALITY ACT

We joined the Human Rights Campaign’s Business Coalition for the Equality Act.

Partnering to strengthen our communities

We support programs and practices that protect people and the planet in the communities in which we operate. Through corporate giving and grants, product donations and volunteerism, Ecolab helps improve ecosystems, foster education and support healthy and vibrant communities.

Our 2019 efforts:

Educate

We support initiatives that improve access to educational programming and provide youth access to arts and environmental learning opportunities.

\$2.6 million

Toward improving lives through support of youth and education STEM programs, early childhood education, college access, and nature and conservation education

Engage

Our employees are committed to taking personal action to help people in need and restore natural habitats.



62,000
hours



7,260
volunteers



310
projects



\$1.6 million
value of volunteer hours

Enable

Our efforts strengthen communities and help bring sustainable practices to life through grants and education.

450+

nonprofit organizations assisted by Ecolab Foundation grants

\$3 million

donated by employees to 2,500 organizations through our Community Giving Program, with the Ecolab Foundation matching an additional \$1 million

\$9 million

granted to global organizations through the Ecolab Foundation Nonprofit Grant Program

2019 IMPACT:

more than \$13 million
to support communities

ECOLAB FOUNDATION FOCUS AREAS

Youth and Education
Civic and Community Development
Arts and Culture
Environment and Conservation

ECOLAB ACTION AREAS

Employee Volunteerism
In-Kind Product Donations and Corporate Donations



Helping people and communities in need

MORE THAN 345,000 pounds of Ecolab product donations **VALUED AT \$1.7 MILLION** went to worldwide relief efforts, in partnership with World Emergency Relief.

Our commitment to safety excellence

From the way we operate to the products we develop to the customers we serve, our commitment to safety is uncompromising. We strive for zero incidents, reducing risk and empowering team members so that everyone goes home safely at the end of the day, every day.

GOAL
ZERO

In 2019, we continued our commitment to safety excellence:

On the road

We reduced our total vehicle accident rate by **13%** and our severe vehicle accident rate by **42%**, per million miles driven.

ADDITIONAL ACHIEVEMENTS

30%

Our expanded predictive driver safety program for sales associates in North America reduced accidents by 30% in the pilot group

100%

of drivers targeted completed their required Behind-the-Wheel training course

Through training

Our personal injury rate decreased **7%** and our lost-time injury rate decreased **28%**. Training plays a big role in our efforts to reduce accidents and injuries. Our programs include:

LEADERSHIP TRAINING

Safety leadership training helps managers understand how to increase the safety culture within their teams.

- **100%** of managers and employees engaged in improving safety performance took a half-day course.

TRAINING FOR NEW HIRES

Every Ecolab division provides basic safety training to newly hired sales and service personnel.

- In 2019, **97%** of new hires completed the training within their first 30 days of employment, falling just short of our target of 100%.

In our culture

EMPLOYEE ENGAGEMENT

Engagement is crucial to creating and maintaining a culture of safety.

- **85%** of Ecolab employees were found to be “highly engaged” around safety in our most recent global engagement survey. The safety engagement score was the highest engagement category within Ecolab and is **7%** higher than the Fortune 500 benchmark.

85%

of Ecolab employees were found to be “highly engaged” around safety in our most recent global engagement survey.

TOTAL RECORDABLE INJURY RATE
(NUMBER OF INJURIES AND ILLNESSES PER 100 WORKERS)

	2018	2019	% CHANGE
NORTH AMERICA	1.55	1.48	-4%
EUROPE	0.90	0.80	-11%
ASIA PACIFIC*	0.50	0.63	26%
GREATER CHINA	0.23	0.14	-39%
LATIN AMERICA	0.99	0.62	-37%
MIDDLE EAST AND AFRICA*	0.35	0.58	66%
ECOLAB TOTAL	1.14	1.06	-7%

TOTAL VEHICLE ACCIDENT RATE
(PER MILLION MILES DRIVEN)

	2018	2019	% CHANGE
NORTH AMERICA	2.79	2.52	-10%
EUROPE	5.00	4.21	-16%
ASIA PACIFIC	2.06	1.84	-11%
GREATER CHINA	1.80	1.17	-32%
LATIN AMERICA	2.88	2.32	-19%
MIDDLE EAST AND AFRICA	2.52	2.41	-4%
ECOLAB TOTAL	3.08	2.68	-13%

Ecolab has a corporate-wide goal of zero accidents and injuries. In 2019, there was one fatality. Data for 2018 was amended to account for acquisitions and divestitures. All global operations conform to OSHA injury reporting standards. The data above cannot be broken down by gender and does not include independent contractors.

LOST-TIME INJURY RATE
(NUMBER OF INJURIES WITH LOST DAYS PER 100 WORKERS)

	2018	2019	% CHANGE
NORTH AMERICA	0.80	0.58	-28%

As Ecolab transitioned to a web-based platform for injury and incident reporting, we identified opportunities to improve the consistency of tracking lost-time injury rates outside of North America. This improvement will continue in 2020.

SEVERE VEHICLE ACCIDENT RATE
(NUMBER OF SEVERE VEHICULAR ACCIDENTS PER MILLION MILES DRIVEN)

	2018	2019	% CHANGE
ECOLAB TOTAL	0.12	0.07	-42%

Severe Vehicle Accident definition includes:

- Fatalities
- Bodily injury
- Vehicle rollover
- Incident involved drugs and/or alcohol
- Environmental spill to ground or waterway

*The relatively low number of incidents reported drive a larger year-over-year percentage change



SAFETY ACCOMPLISHMENTS

Since 2013, we've achieved:

59% decrease in Severe Vehicle Accident Rate

37% decrease in Total Recordable Injury Rate

20% decrease in Total Vehicle Accident Rate

Since 2016, we've achieved:

43% decrease in Lost-Time Injury Rate

A partner our customers can trust

Ecolab is proud to be acknowledged for our leadership, innovation, corporate social responsibility and commitment to sustainability. Recent recognitions we have received include:

Business recognition



A WORLD'S MOST ETHICAL COMPANY

For the 13th consecutive year, Ecolab was named to Ethisphere Institute's list of the World's Most Ethical Companies.



A WORLD'S MOST ADMIRE COMPANY

Ecolab was again named to Fortune's list of the World's Most Admired Companies, ranking second in the chemicals industry.



A BEST COMPANY TO SELL FOR

Ecolab was again recognized as a Best Company to Sell For by Selling Power Magazine.

Sustainability recognition



CDP WATER SECURITY A LIST

Ecolab was named to the CDP Water Security A List, which recognizes organizations for sustainable water management initiatives.



A LEADING SUSTAINABLE COMPANY

Ecolab was named to the Dow Jones Sustainability Indices North America Index.



A LEADING ESG COMPANY

For the fifth consecutive year, Ecolab was named to the FTSE4Good Index, which recognizes companies for demonstrating strong environmental, social and governance practices.



A BEST CORPORATE CITIZEN

Ecolab ranked 8th on Corporate Responsibility Magazine's list of the Best Corporate Citizens.



A MOST SUSTAINABLE CORPORATION

Ecolab was named to Corporate Knight's Global 100 list of the World's Most Sustainable Corporations.



A MOST SUSTAINABLE COMPANY

Ecolab ranked 26th on Barron's 2019 list of the 100 Most Sustainable Companies.

Workplace recognition



A BEST EMPLOYER FOR WOMEN

For the second consecutive year, Ecolab was named to Forbes' list of the Best Employers for Women.



AN INCLUSIVE COMPANY

Ecolab ranked in the top 10% on the Diversity Best Practices Inclusion Index.



A BEST PLACE TO WORK

Ecolab was again named a Best Place to Work for LGBT Equality by the Human Rights Coalition for its perfect score on the Corporate Equality Index.



A BEST EMPLOYER FOR DIVERSITY

For the second consecutive year, Ecolab was named to Forbes' list of the Best Employers for Diversity.



NEWSWEEK WORLD'S MOST RESPONSIBLE COMPANIES

Ecolab was included on Newsweek's first ranking of America's Most Responsible Companies.



BLOOMBERG GENDER-EQUALITY INDEX

Ecolab was named to Bloomberg's 2020 Gender-Equality Index (GEI).

SUMMARY

This summary provides highlights of Ecolab's 2019 Corporate Sustainability Report, focused on where we have the greatest impact in the world: our customers, our operations and the communities in which we live.

Ecolab's comprehensive 2019 Corporate Sustainability Report, for reporting period January 1 through December 31, 2019, is available at www.ecolab.com/sustainability. The report has been completed in alignment with the guidelines of the Global Reporting Initiative's GRI Standards.

In keeping with our commitment to transparency and disclosures, Ecolab responds to the Dow Jones Sustainability Index RobecoSAM Sustainability Assessment, the CDP's Carbon, Water and Supply Chain surveys, MSCI and Sustainalytics. In addition, we are a signatory of the United Nations Global Compact and CEO Water Mandate and file an annual Communication on Progress as part of those commitments.

The customer impact stories included in this summary are supported by comprehensive case studies.

The conditions, procedures, and results described in each customer impact story accurately reflect the anticipated results of Ecolab's products and services under these specific conditions, some or all of which may be unique to each story. Comparable results can be expected under comparable conditions, but results may vary.

MATERIALITY

At Ecolab, sustainability is core to our business strategy of delivering solutions that help companies around the world achieve great results and operate more sustainably. The work we do matters, and the way we do it matters to our employees, customers, investors and communities.

The parameters of our 2019 Corporate Sustainability Report have been established based on a strategic assessment of the issues our stakeholders have said they care most about, are of greatest relevance to our business strategy and align with our purpose to make the world cleaner, safer and healthier. This approach to materiality aligns with our corporate sustainability strategy to address some of the world's most pressing and complex challenges through our own operations and the solutions that we provide to customers.

For more information on our approach to sustainability and materiality assessment, please refer to our 2019 Corporate Responsibility GRI Report.



We're driven to empower businesses around the world to do more and be better. There's a lot riding on industry's ability to be resilient – meeting people's needs while protecting the public health and preserving natural resources. Our global team is dedicated to helping our customers thrive and make a positive impact in the world.

Together, we're partners for greater purpose.

Our 2019 Corporate Sustainability Report and complete GRI Index can be found at www.ecolab.com/sustainability.

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