

2020 CORPORATE RESPONSIBILITY REPORT



PARTNERS FOR GREATER PURPOSE
Leading in a Changing World





2 ABOUT THIS REPORT

- 3 Letters from Ecolab's Chief Executive Officer and Chief Sustainability Officer
- 5 Combatting the Covid-19 Pandemic
- 6 About Ecolab

8 OUR APPROACH

- 9 Sustainability Approach and Governance
- 10 Incentives and Clean Revenue
- 11 Stakeholder Engagement
- 12 Sustainability Materiality Assessment
- 13 eROI: Creating and Measuring Value
- 14 Sustainable Development Goals
- 15 Our 2030 Sustainability Goals
- 18 External Initiatives
- 20 Awards and Recognition

21 ENVIRONMENT

- 22 Environmental Management
- 23 Energy and Emissions
- 31 Water
- 37 Materials Use and Waste
- 40 Chemical Portfolio Management
- 41 Product Design and Lifecycle Management
- 43 Biodiversity

44 SOCIAL

- 45 Talent Recruitment and Retention
- 47 Benefits
- 48 Compensation and Labor Relations
- 49 Diversity, Equity and Inclusion
- 52 Social Justice and Allyship
- 53 Employee Engagement
- 54 Human Capital Development
- 56 Health and Safety
- 60 Community Involvement

62 GOVERNANCE

- 63 Human Rights
- 64 Integrity and Ethics
- 65 Data Privacy and Security
- 66 Supplier Relations
- 68 Supplier Diversity
- 69 Political Action
- 70 Global Tax and Compliance

71 APPENDIX

- 72 Sustainability Accounting Standards Board (SASB) Reference Table
- 74 World Economic Forum (WEF) Reference Table
- 75 Global Reporting Initiative (GRI) Index
- 82 Reporting Changes and Restatements
- 83 Report Verification

ABOUT THIS REPORT

The Ecolab Corporate Responsibility Report documents Ecolab's environmental, social and governance (ESG) performance on an annual, calendar year basis. This report includes Ecolab's performance from 1 January - 31 December 2020, unless otherwise stated, and covers Ecolab's global entities of which we have operational control, including our global offices, manufacturing plants and research, development and engineering facilities.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and includes material Sustainability Disclosure Topics and Accounting Metrics from the Sustainability Accounting Standards Board (SASB) Chemicals and Professional Services Standards. Additionally, this report addresses core Stakeholder Capitalism Metrics released by the World Economic Forum and its International Business Council in 2020 and considers recommendations and supporting disclosures of the Financial Stability Board (FSB) Task Force on Climate-related Financial Disclosures (TCFD).

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

Information in this report is current as of the date of its initial publication, 1 June 2021. The report has not been updated to reflect any changes since that date, including any changes to Ecolab's business or strategy. Ecolab assumes no obligation and does not intend to update this report to reflect any such changes. All references to dollars are to U.S. dollars.

FOR MORE INFORMATION

- [2020 ESG Overview](#)
- [2020 Corporate Sustainability Overview](#)
- [2020 Annual Report and Form 10-K](#)
- [2020 CDP Climate Change Report](#)
- [2020 CDP Water Security Report](#)
- [2020 SASB Reference Table](#)
- [2020 WEF Reference Table](#)
- [2020 GRI Index](#)
- [2019 Corporate Responsibility GRI Report](#)
- [2019 UN Global Compact Communication on Progress](#)

WORKING TOWARD A HEALTHIER WORLD WITH OUR CUSTOMERS, TEAMS AND COMMUNITIES

We are living in a time of change. This past year saw many organizations and individuals reflecting on the ways we live and work. We've seen renewed focus on the ways in which organizations respect the environment, treat people and uphold ethical practices. This year marks my transition to a new role as Ecolab's chief executive officer. I am optimistic about our future, because sustainability has always been core to Ecolab's purpose: Working with our customers, teams and communities to help make the world cleaner, safer and healthier.

Building a flourishing, sustainable future that offers uncompromised quality of life for all certainly won't be easy. But we see opportunities where others see challenges. And we know that our greatest impact comes from working together. In 2020, the COVID-19 pandemic required us to rethink how we collaborate, from implementing remote work when possible to launching new partnerships and initiatives.

With our customers, we ensured our ability to safely serve customers and meet increased demand for our critical cleaners, disinfectants and hygiene solutions, which rose five to 15 times above normal volumes. And we established the Ecolab Science Certified™ program, a comprehensive, science-based program that helps deliver a higher level of cleanliness to help keep employees and customers safe. To help protect our people, we enhanced our stringent cleaning and sanitizing protocols, provided personal protective equipment and implemented social distancing. We also supported our team through pay protection and expanded healthcare coverage.

We continue to look for opportunities to serve in our communities, whether working to protect at-risk watersheds where we operate through our founding membership in the Water Resilience Coalition, part of the United Nations Global Compact CEO Water Mandate, or committing to make faster, deeper progress to advance racial and social justice. We continue to make progress on our goals to achieve representation and gender parity within our workforce, and ensuring that diversity, equity and inclusion is embedded in our culture, from our board oversight to how we hire to how we train our people leaders.

Embedding sustainability into everything we do has never been more important. From the very beginning, Ecolab has operated with environmental and economic impact in mind and we are uniquely positioned to help enable our customers to build resilient operations and achieve safe and sustainable outcomes while reducing costs and increasing efficiency. When Ecolab grows, so does our positive impact. I look forward to continuing to partner with our customers, teams and communities, so we can all thrive in our changing world.

Sincerely,



Christophe Beck
President and Chief Executive Officer

HELPING ADDRESS OUR WORLD'S CHALLENGES AROUND WATER, FOOD, HEALTH AND CLIMATE

In a year when society focused on distancing and isolation, we have seen countless examples of ways that our world is connected. The health of our environment can present benefits or risks to our businesses, businesses can have an enormous impact on how our communities thrive, our communities can influence the success of a business and so on.

It feels fitting that 2020 was also the year that we launched our 2030 Impact Goals, our most ambitious sustainability goals to date, focused on how we can work in our own operations and with our customers to address interconnected global challenges around water, food, health, climate, diversity, equity and inclusion and safety.

As we worked to navigate the impact of the COVID-19 pandemic, we made progress on our goals with our customers, helping them save 206 billion gallons (780,000 cubic meters) of water, provide safe food to 1.3 billion people, clean 66 billion hands and avoid 3.5 million metric tons of greenhouse gas emissions.

And we made progress on our work to achieve a positive water impact, tackle carbon emissions, support a diverse and inclusive workforce and prioritize safety everywhere we work. A few highlights from 2020 include:

- Co-founding the Water Resilience Coalition, part of the UN Global Compact CEO Water Mandate, to bring together multinational corporations in an industry-led movement to combat the global water crisis through ambitious, quantifiable commitments and collective action
- Partnering with renewable energy producer Clearway Energy Group on our virtual power purchasing agreement (VPPA) to cover 100% of Ecolab's annual electricity use in the United States and Canada
- Holding our first Day of Understanding event to facilitate dialogue about racism against Black and African American people in the U.S.
- 97% of new hires completing safety training within their first 30 days of employment

As companies are increasingly strengthening their sustainability ambitions, Ecolab is perfectly positioned to help them deliver on their commitments. And as we walk the walk in our own operations, we are supporting - and accelerating - our customers on their own paths every step of the way.

Sincerely,



Emilio Tenuta

Senior Vice President and Chief
Sustainability Officer

COMBATting THE COVID-19 PANDEMIC

In 2020, we recognized the important role that Ecolab would play in helping our customers and teams respond to the unprecedented and urgent challenges presented by the COVID-19 virus. We have and will continue to support our customers, teams and communities through shared resources, solutions and services.

Protecting our Teams

The safety of our teams is a top priority. We helped protect our associates by:

- Increasing the frequency and thoroughness of cleaning in our facilities
- Enhancing safety at Ecolab and customer sites through rigorous protocols and safety practices
- Providing personal protective equipment to essential employees
- Requiring those who could work from home to do so
- Instituting a pay protection program for employees whose pay was dramatically affected by the pandemic
- Expanding healthcare benefits and sick pay provisions

▶ Learn more about our 2020 health and safety initiatives

Supporting our Customers

Our customers count on our **products and expertise** to help protect their employees and keep operations running. This includes **hospitals, labs, food and beverage operations** and **critical infrastructure** like data centers, power plants and water-treatment facilities. We helped enable business continuity while protecting the safety of our customers by:

- Establishing **Ecolab Science Certified™**, a comprehensive, science-based program that helps deliver a higher level of cleanliness to help keep employees and customers safe
- **Accelerating and expanding production of hand sanitizers**, surface disinfectants and hand soaps
- Providing expert consultation and solutions using our advanced remote monitoring and servicing capabilities to effectively support customer operations
- Developing comprehensive training programs to help our customers protect their employees and guests and restore safe and profitable operations
- Providing solutions to help ensure sterile environments as pharmaceutical manufacturers worked to **develop COVID-19 vaccines**

▶ Learn more about how we surpassed our health Impact Goal in one year

Serving our Communities

Ecolab also helped support communities throughout the COVID-19 pandemic through product donations and other initiatives by:

- Contributing to the **Restaurant Employee Relief Fund** and the **Change is On the Menu** fundraising campaign
- Helping the **Four Seasons Hotel New York** develop procedures to ensure the safety of the healthcare professionals it housed during the pandemic
- **Donating \$11.3 million** in critical cleaning, sanitizing and public health products to support worldwide relief efforts
- **Providing \$5 million** in grant funding to organizations that provided COVID-19 relief and supported basic needs

▶ Learn more about our 2020 community engagement efforts

ECOLAB IS EVERYWHERE IT MATTERS

Founded in 1923 and headquartered in St. Paul, Minnesota, Ecolab Inc. (NYSE: ECL) is the global leader in hygiene, infection prevention and water solutions and services that protect people and vital resources and a trusted partner at nearly 3 million customer locations.

Ecolab's 44,000 associates deliver comprehensive solutions, data-driven insights and personalized service to advance food safety, maintain clean and safe environments, optimize water and energy use and improve operational efficiencies and sustainability for customers in the food, healthcare, hospitality and industrial markets in more than 170 countries.

From restaurants, hotels and healthcare facilities to food and beverage plants and manufacturing facilities across the globe, Ecolab's 24,000 direct sales-and-service associates, the industry's largest and best trained, utilize innovative technologies and digital solutions to help solve the most pressing operational and sustainability challenges our customers face. Many of the world's most recognizable companies rely on Ecolab to help ensure product quality, operational efficiencies, sustainability and brand reputation.



ECOLAB BY THE NUMBERS

24,000

sales-and-service
associates

1,200

scientists, engineers and
technical specialists

300

digital technology
professionals

10,000+

patents

\$185 million

invested in R&D, or



1.6%

of sales

► For more information, visit [ecolab.com](https://www.ecolab.com)
or call 1.800.2.ECOLAB.

► Follow us on [LinkedIn](#), [Twitter](#), [Instagram](#)
and [Facebook](#).



OUR EXPERTISE

Our work is crucial for the health of our changing world. We are well positioned to help customers solve their operational and sustainability goals while meeting the growing demand around water, food, health and climate. Organizations face increasing challenges due to climate change and natural resource availability. Ecolab solutions help our customers adopt processes to reduce water and energy use, which helps increase operational efficiency, reduce environmental impact and protect our world's vital resources.

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

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

OUR BUSINESSES

Global Institutional & Specialty

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

Global Industrial

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

Global Healthcare & Life Sciences

Provides specialized cleaning and sanitizing products to the healthcare, personal care and pharmaceutical industries.

Other

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

OUR OPERATIONS

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

We have more than 20,000 supply chain partners, procure more than \$3.3 billion of direct raw material, contract manufacturing and equipment from more than 9,000 suppliers worldwide and manage distribution through various channels to external customers.

ACQUISITIONS AND DIVESTMENTS

In May 2020, we purchased the global livestock biosecurity and hygiene provider CID Lines. Headquartered in Ypres, Belgium, CID Lines 2019 sales were approximately \$113 million. Through this acquisition, we formed a new Animal Health business unit within our Food & Beverage division to add swine and poultry livestock biosecurity to our existing dairy farm offerings.

In June 2020, we completed the separation of the Upstream Energy business, which simultaneously combined with Apergy Corporation in a tax-free transaction. The combined company, renamed ChampionX, is a global leader in oilfield production-optimization solutions.

Our Approach

SUSTAINABILITY IS CORE TO OUR BUSINESS STRATEGY

Our greatest opportunity to drive sustainable development is through our products and services. We deliver innovative solutions that help companies around the world achieve exceptional business results while minimizing environmental and social impact. And by the nature of our work, we are addressing some of the world's most pressing sustainability challenges, including water scarcity and climate change. We are also committed to using our solutions and expertise to advance sustainability in our own operations.





OUR APPROACH

The Work We Do Matters

- We make the world cleaner, safer and healthier.
- We protect vital resources and ensure water and energy are available everywhere.
- Our products and services prevent disease and infection.
- We keep food supplies safe and protect the places where people eat, sleep, work, play and heal.
- We touch what is fundamental to quality of life: we keep people healthy.
- We enhance well-being. We provide assurance, so life can be lived fully.
- We help our customers succeed. We reduce risk and worry and free them to grow.

How We Work Matters, Too

- We work with purpose. When there's a goal, we reach it. When there's a problem, we solve it.
- We work safely and take care in all we do.
- We strive to do what's right, what's fair, what's honest.
- We take action together. In teams. Teams made stronger by diverse perspectives.
- We find inspiration and energy in what we do and how we do it. In growing, learning and celebrating together. In making a difference and serving the greater good.

OUR PRINCIPLES

Economic

Drive economic growth for our customers, employees, shareholders and communities

Environmental

Promote stewardship of natural resources and protect the environment

Safety

Ensure safe processes that protect our employees, contractors, customers and communities

Social

Enhance the well-being of people and communities

SUSTAINABILITY GOVERNANCE

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

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

INCENTIVES

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

To promote sustained company success, strategic sustainability indicators are part of how we measure performance which is used to determine compensation for senior leaders and employees. Certain functional leaders and facilities managers have their goals aligned with our corporate environmental, social and governance (ESG) goals, including our 2030 Impact Goals. In addition, bonus components for select employees are tied to continuous improvement efforts, including in water and energy efficiency (carbon emissions reductions) leading to achievement of targets at the facility and regional level.

CLEAN REVENUE

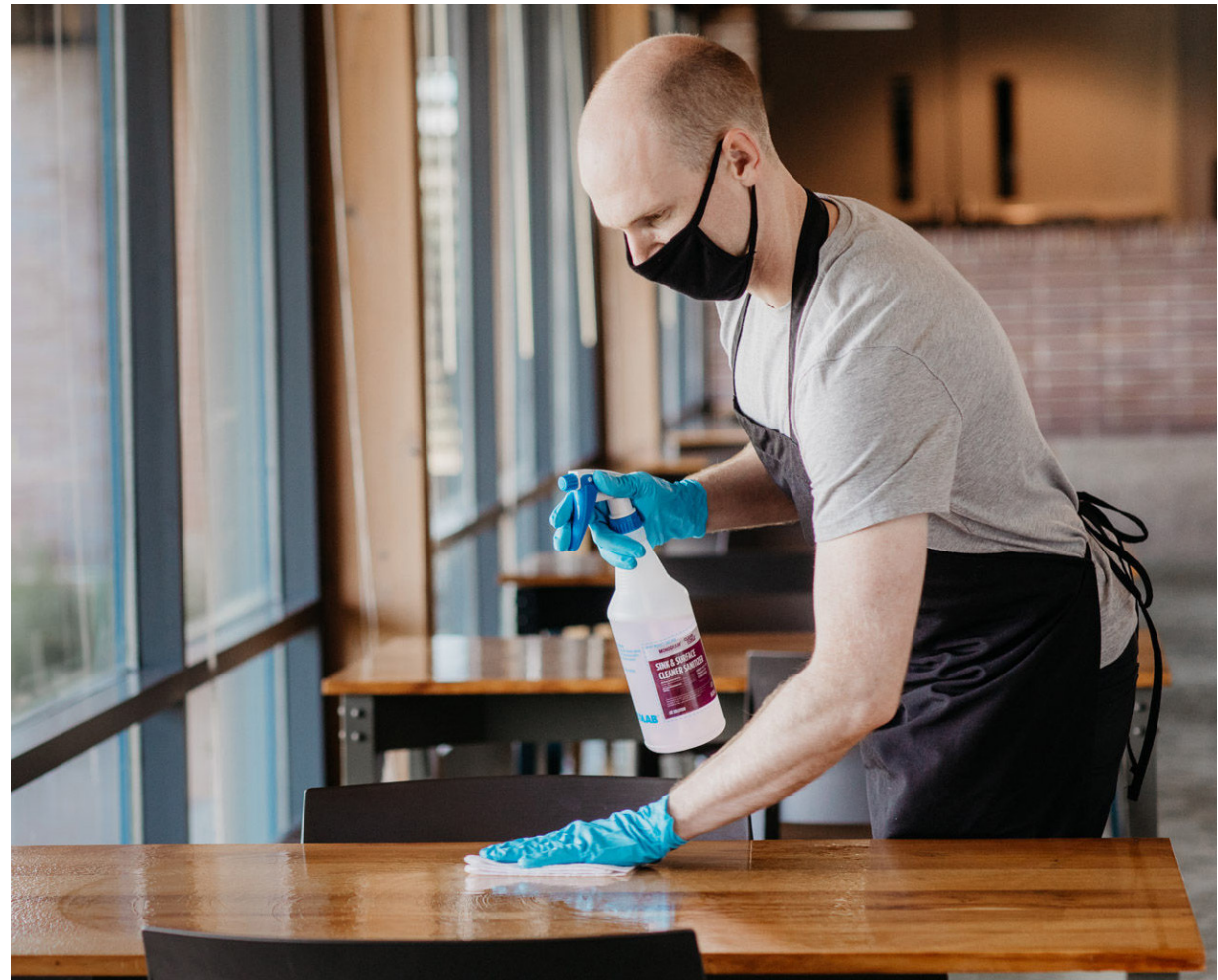
Ecolab defines "clean revenue" as revenue from product and service offerings that deliver a clear and significant social or environmental benefit. While there is currently no generally accepted standard for quantifying clean revenue, we have sought to align with reputable external standards where possible.

For 2020, our clean revenue total includes:

1. Revenue from water-saving technologies within our Global Industrial and Global Institutional divisions. Our water-saving technologies deliver meaningful improvements in use-phase resource efficiency as defined by the Sustainability Accounting Standards Board (SASB) Chemicals Standard.

2. Revenue from wastewater treatment technologies within our Global Industrial division. Our wastewater treatment technologies help protect watersheds and enable our customers to meet stringent water quality requirements.
3. Products certified by third parties such as Green Seal, Nordic Swan, EU Ecolabel and EPA Safer Choice, which deliver clear environmental and/or social benefits relative to the typical market product.

Using these criteria, we have determined that 64% of our 2020 revenue can be considered clean. We believe this is a conservative estimate. As we continue to improve our clean revenue methodology and data collection systems to capture the full breadth of environmental and social value that our products and services deliver across our key impact areas of water, food, health and climate, we expect our clean revenue figure to increase in future years.





STAKEHOLDER ENGAGEMENT

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

Employees

Our associates drive innovation, support business growth and provide personally delivered service and on-the-ground support at nearly 3 million customer locations. The perspectives of our associates are critical to our success and inform our business strategy. In 2019, we surveyed more than 5,000 associates and held in-person interviews to inform our sustainability strategy and focus areas for subsequent years. In addition, our annual Assessment of Significant Business Risks and biannual sustainability materiality assessment processes include interviews and surveys of leadership across business units and functions, including: Business Leads; Human Resources; Supply Chain; Research, Development and Engineering (RD&E); Finance, Risk, Legal and Regulatory Affairs; and Field Sales.

Investment Community

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

strategy. Additionally, we believe there is opportunity to enhance our corporate reputation through our environmental programs and climate-related goals, thereby strengthening relationships within the investment community and boosting the attractiveness and stability of Ecolab as a strong ESG investment.

Communities

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

Customers

Our relationships with many of the world's biggest brands give us a unique opportunity to understand sustainability risks and opportunities facing a wide range of industries all around the world. We learn from our customers – the challenges they face and the results they desire – and use this knowledge to drive innovation to help them achieve their business and sustainability goals. In addition to our daily interactions with customers, we conduct interviews with customers as part of our biannual sustainability materiality assessment process, actively participate in various industry associations and conduct annual reviews of our partnerships with each customer to understand customer-specific issues, measure our impact and assess key business drivers to shape future strategies.

Non-Governmental Organizations (NGOs)

Our ability to help make the world cleaner, safer and healthier through our products and services is strengthened through partnerships with reputable global NGOs. In 2020, our NGO partnerships included the Water Resilience Coalition as part of the UN Global Compact CEO Water Mandate, Alliance for Water Stewardship, The Nature Conservancy, the Project WET Foundation, Water.org and the World Resources Institute. Our active engagements with these and other NGO groups through events, interviews and other direct communications strengthens our understanding of global trends impacting our business, customers and communities, and influences our assessment of societal risks and opportunities relevant to Ecolab's business.

SUSTAINABILITY MATERIALITY ASSESSMENT

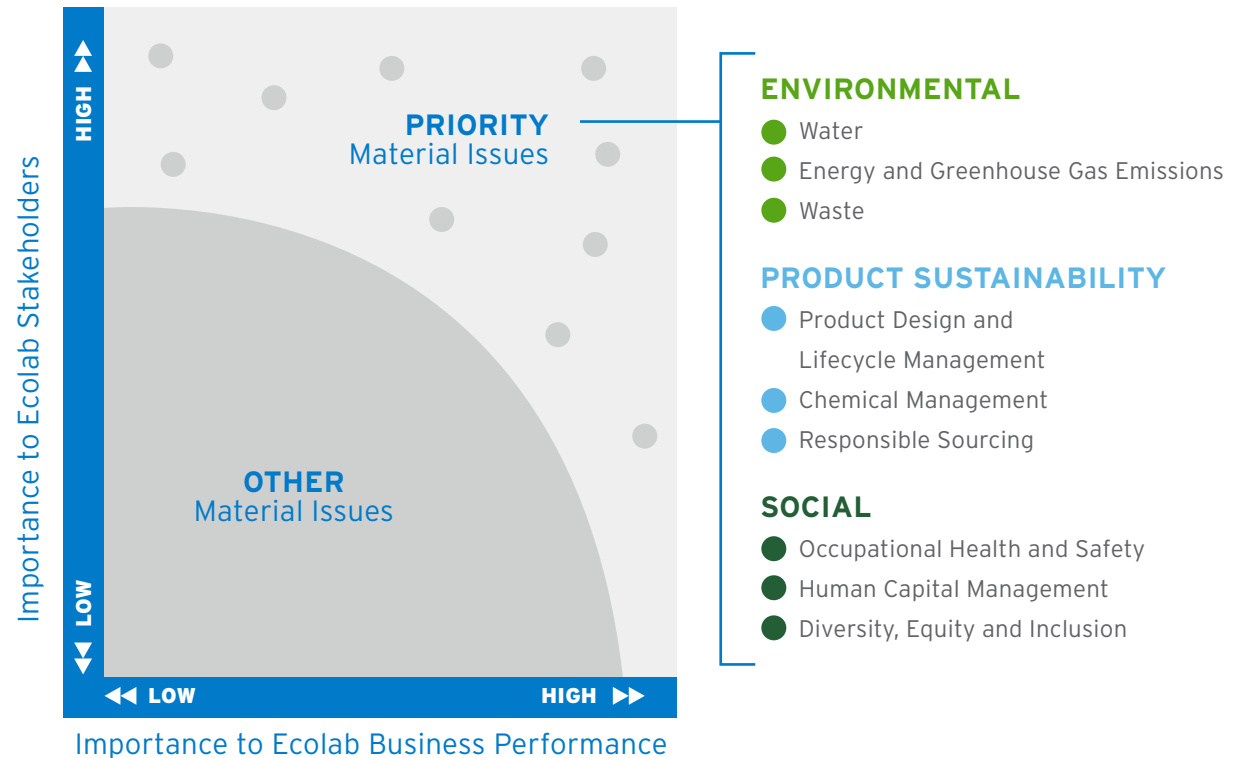
The parameters of our 2020 Corporate Responsibility Report have been established based on a strategic assessment of the issues that our stakeholders care most about, are of greatest relevance to our business strategy and align with our purpose to make the world cleaner, safer and healthier.

Process

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

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

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



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

Results

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

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

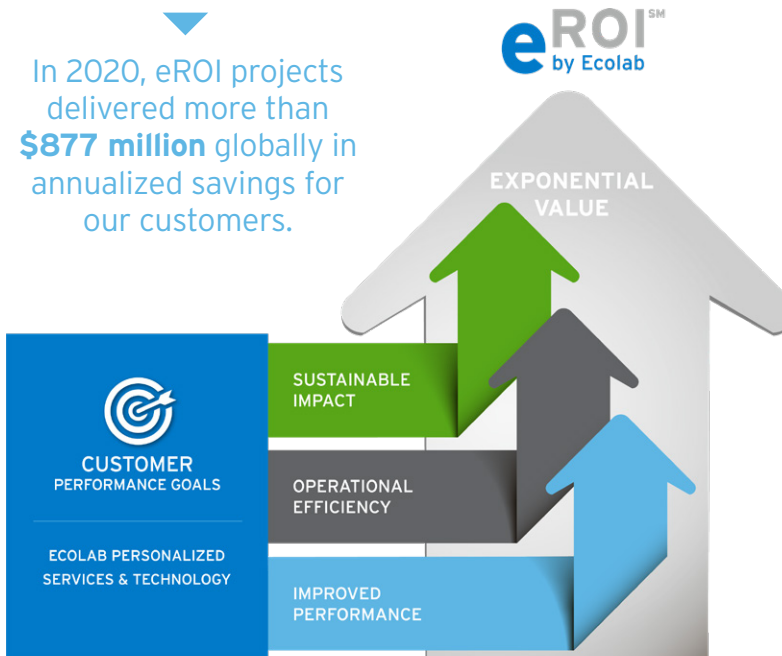
These results were reviewed by our CEO and Sustainability Executive Advisory Team (SEAT) and further evaluated against the same set of criteria used in our Enterprise Risk Management process and annual Assessment of Significant Business Risks to identify the topics most critical for the global business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

eROI: CREATING AND MEASURING VALUE

Our solutions help customers achieve ambitious business and environmental goals. With an 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 measure our sustainable impact and quantify customers' return on investment. By helping to measure value, Ecolab supports our customers in tracking and enhancing the value they create in the world.

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



IN 2020 WE HELPED OUR CUSTOMERS



Conserve more than
206 BILLION
gallons (780,000 cubic
meters) of water



Conserve more than
43 TRILLION
BTUs of energy



Avoid more than
3.5 MILLION
metric tonnes of
CO₂ emissions



Avoid more than
77 MILLION
pounds of waste

From the Executive Director of Anthesis LLC

"Anthesis LLC conducted an independent review of the methodology, data collection and communications of Ecolab's eROI Calculator & Counter, and based on the results of our review process, it is our opinion that Ecolab has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of the savings and benefits of its products and services for the stated period and boundaries."

SUSTAINABLE DEVELOPMENT GOALS

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



Goal 6: Clean Water and Sanitation

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



Goal 13: Climate Action

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



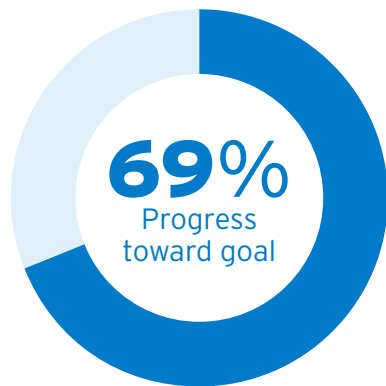
Goal 5: Gender Equality

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

OUR 2030 IMPACT GOALS

Our 2030 Impact Goals are focused on the change we can create for our company, communities, customers and environment. With these ambitious goals to achieve alongside customers and in our own operations, we're working to support a safe and healthy world with enough resources for all.

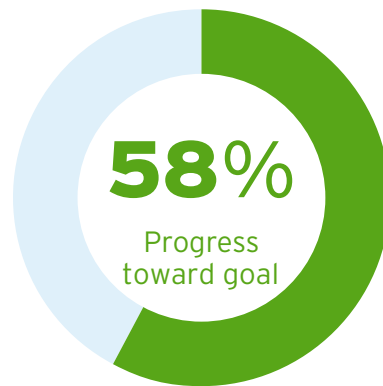
GOAL:
300 BILLION
gallons water saved



Water

Help customers conserve 300 billion gallons (1,140,000 cubic meters) of water, equivalent to the drinking water needs of 1 billion people. We measure our progress based on global sales data and business growth related to our water-saving technologies and industry-specific assumptions.

GOAL:
6 MILLION
MT CO₂e avoided



Climate

Help customers become carbon neutral by reducing greenhouse gas emissions by 6 million metric tonnes (MT), preventing nearly 10 million pollution-related illnesses. We measure our progress based on global sales data and business growth related to our energy-saving technologies and industry-specific assumptions.

GOAL:
2 BILLION
people provided safe and
quality food



Food

Help customers provide high-quality and safe food to 2 billion people for an entire year, preventing 11 million foodborne illnesses. We measure our progress based on production data and business growth from our global Food & Beverage business, the number of meals served by Quick Service Restaurants and Food Retail Services customers and annual food consumption in the United States.

GOAL:
90 BILLION
hands cleaned



Health

Help clean 90 billion hands and provide safe medical care for 116 million people each year, reducing more than 1.7 million infections. We measure our progress based on the average number of healthcare instruments washed, chemistry sales and our business growth.

MEETING AN UNPRECEDENTED HAND HYGIENE NEED

In 2020, we set a goal to help clean 50 billion hands by 2030 through our hand hygiene solutions. We surpassed this goal by 130% in one year due to the COVID-19 pandemic.

Good hand hygiene is critical to helping prevent the spread of diseases like COVID-19. With a global pandemic increasing the need for hand hygiene solutions, maintaining product quality and safety is critical and top of mind for Ecolab, our customers and consumers.

As the global leader in infection prevention solutions, Ecolab hand hygiene offerings are supplied to healthcare, food and beverage, food retail, hospitality, restaurant and industrial businesses around the world.

In 2020, COVID-19 increased baseline demand for Ecolab hand care offerings by:

▶ **10-20x**
for hand sanitizer

▶ **2-3x**
for hand soap

▶ **5-10x**
for dispensing platforms, especially touch-free configurations

Ecolab raced to increase hand hygiene product capacity through investing tens of millions of dollars to better serve the global market and meet the unprecedented demand. Considering the tremendous supply chain stress created by explosive demand, Ecolab worked rapidly to secure supply and expand capacity capabilities including:

- Procuring critical raw materials
- Expanding hand care production through upgrades, new solutions and newly qualified manufacturing sites
- Running manufacturing facilities 24/7

Our hand hygiene solutions are integrated into programs that include consultation, training and implementation support to help keep operations running and guests safer and healthier. Ecolab field experts visit customer sites to ensure that dispensers are working correctly, and chemistry inventories are adequate while:

- Advising on the placement of dispensers and products to best meet customer needs and various regulations
- Educating customer employees on proper hand-hygiene procedures
- Offering training in the proper use and maintenance of hand-hygiene systems

Now more than ever, clean hands are safer hands. That's why we've set a new, even more ambitious goal to clean 90 billion hands by 2030 to continue supporting the health of our customers, teams and communities around the world.



Delivering needed solutions

Ecolab offers one of the broadest product portfolios proven to kill SARS-CoV-2, the virus that causes COVID-19, including hospital disinfectants and food-contact sanitizers.

Sink & Surface Cleaner Sanitizer

The first product registered by the United States Environmental Protection Agency (EPA) to kill the SARS-CoV-2 virus in 15 seconds

Peroxide Multi Surface Cleaner and Disinfectant

The first EPA-registered disinfectant to kill the SARS-CoV-2 virus when used with electrostatic spray technology

Bioquell hydrogen peroxide vapor systems

Approved by the FDA to decontaminate N95 respirators

AdvaCare™ Disinfectant

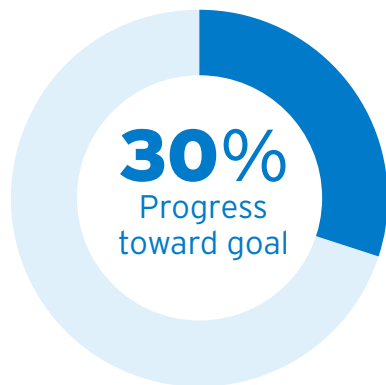
The first laundry disinfectant and oxidizer to receive EPA approval as effective against the SARS-CoV-2 virus

OUR 2030 IMPACT GOALS

Alongside the impact we make with our customers, we know we can make a difference through our own operations.

Achieving a Positive Water Impact

GOAL:
40%
reduction in overall water impact



Global water challenges are the new normal. That's why Ecolab aims to achieve a positive water impact. By 2030, we plan to:

- Restore greater than 50% of water withdrawal and achieve Alliance for Water Stewardship Standard (AWS) certification in high-risk watersheds
- Reduce water withdrawal by 40% per unit of production across our enterprise

Tackling Carbon Emissions

GOAL:
50%
reduction in CO₂e



Joining the fight against climate change is no longer optional. Ecolab will halve carbon emissions by 2030 and achieve net-zero carbon emissions by 2050 and 100% renewable electricity by 2030.

Supporting a Diverse and Inclusive Workforce

GOAL:
35% and 25%
management level gender and ethnic/racial diversity, respectively

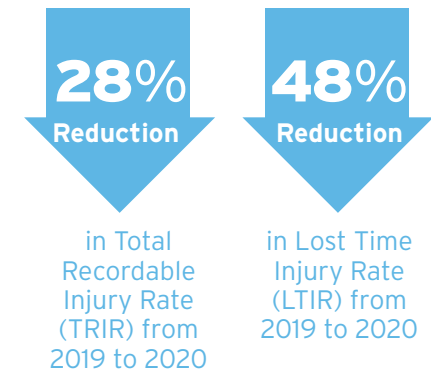


We believe that a diverse, inclusive and purpose-driven team is critical to our success and are focusing on:

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

Prioritizing Safety Everywhere We Work

GOAL:
GOAL ZERO



Our safety goal is always zero incidents. But Goal Zero is more than a number. We assess risk before we start work, identify and address safety issues and remedy hazardous situations - at any Ecolab location and wherever we work.

By 2030, we aim to train and educate 100% of our associates to work safely 100% of the time.

EXTERNAL INITIATIVES

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

Alliance for Water Stewardship (AWS)

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

UN Business Ambition for 1.5°C

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

California Water Action Collaborative

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

CDP

Ecolab has participated in and reported to CDP since 2006 to transparently disclose our environmental impacts. In 2020, Ecolab scored an A on both our CDP Water Security and CDP Climate Change responses.

Science Based Targets Initiative

In 2019, Ecolab committed to developing science-based climate action targets to support the transition to the low-carbon economy. These targets have been approved by the Science Based Targets initiative and include:

- A commitment to reduce absolute Scope 1 and Scope 2 GHG emissions by 50% by 2030 from a 2018 base year
- Working with suppliers representing 70% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel and downstream transportation and distribution) to set similarly ambitious carbon targets aligned with the science-based target methodology by 2024

The Nature Conservancy

In 2015, the Ecolab Foundation made a \$2 million pledge to support The Nature Conservancy's Securing and Restoring Water Sources Around the Globe initiative. Ecolab continued to support its partnership with The Nature Conservancy in 2020.

UN Global Compact and CEO Water Mandate

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

Water Resilience Coalition

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

WaterReuse Association

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

Water.org

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

World Resources Institute's (WRI) Aqueduct Alliance

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

PARTNERING WITH WATER.ORG TO IMPROVE ACCESS TO CLEAN, SAFE, SUSTAINABLE WATER

One in nine people around the world currently lack access to clean water. As communities grapple with the impacts of climate change, economic recessions and public health crises, the need for access to clean, safe water is more crucial than ever. In 2020, Ecolab announced a partnership with Water.org to help enable access to sustainable water and improved sanitation in at-risk watersheds in India.

Water.org leverages a scalable, microfinance-based model that has mobilized billions in capital to support small loans that bring access to safe water and sanitation

to millions of people in need. The Water.org partnership stems from Ecolab's participation in the Water Resilience Coalition and will contribute to our 2030 Impact Goals, which include having a positive water impact in at-risk watersheds in which Ecolab operates.

In 2020, Ecolab co-founded the Water Resilience Coalition, part of the UN Global Compact CEO Water Mandate. The initiative brings together multinational corporations in an industry-led movement to combat the global water crisis through ambitious, quantifiable commitments and collective action.

One of the Coalition's core commitments is to deliver a measurable net positive water impact in water-stressed basins, focusing on freshwater availability, quality and accessibility. Our partnership with Water.org will help us reach that goal in key at-risk watersheds in India.

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

The partnership has three objectives:

- **Social responsibility:** Supporting communities, families and workers living in areas where Ecolab operates in India.
- **Accessibility:** Providing equitable access to water, sanitation and hygiene solutions to people living in poverty.
- **Quantity:** Enabling positive recurring water benefits in high-stress basins and watersheds.

For more information

- [Water.org](https://www.water.org)
- [Water Resilience Coalition](#)



AWARDS AND RECOGNITION

The Ecolab team operates with a strong commitment to integrity, innovation, sustainability and social responsibility. We always strive for the best results for our customers and our company, and in 2020, were recognized by several leading organizations for our commitment to operating responsibly and sustainably.



A World's Most Ethical Company

For the 14th consecutive year, Ecolab was named to Ethisphere Institute's list of the World's Most Ethical Companies.



A World's Most Admired Company

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



A Global Leader in Sustainability

Ecolab was named to the Dow Jones Sustainability™ World Index, which tracks leading sustainability-driven public companies globally.



An Elite Company for Tackling Climate Change and Protecting Water Security

Ecolab was recognized on CDP's prestigious A-Lists for tackling climate change and protecting water security. Ecolab is one of a small number of companies that achieved CDP's double A rating.



FTSE4Good



A Best Corporate Citizen

For the seventh consecutive year, Ecolab was in the top 10 on Corporate Responsibility Magazine's list of the Best Corporate Citizens, ranking seventh in 2020.



A Top Company for Diversity

Ecolab was named a Top Company for Diversity by DiversityInc, ranking 39th on the leading assessment of diversity management in corporate America.



A Best Employer for Women

For the third consecutive year, Ecolab was named to Forbes' Best Employers for Women list, which ranks leading employers based on several gender-equality factors, including parental leave programs and pay equity.



A Top Company for Women Executives

Ecolab was named a Top Company for Executive Women by the National Association of Female Executives, which ranks companies based on best practices that move women to senior positions.



A Leading Company for Gender Equality

Ecolab was named to Bloomberg's 2020 Gender-Equality Index, which tracks the financial performance of public companies committed to supporting gender equality.



A Best Company to Sell For

For the fifth consecutive year, Ecolab was named a Best Company to Sell For by Selling Power Magazine, ranking 25th on the 2020 list.



A Best Place to Work

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



An Inclusive Company

For the second consecutive year, Ecolab ranked in the top 10% on Diversity Best Practices' Inclusion Index, which evaluates companies on their actions to recruit, retain and advance diversity.

Environment

WE'RE PARTNERS FOR A GREATER PURPOSE

We live in challenging times – and face a future that's already testing us in new ways. 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. Ecolab is in a unique position to help address the global trends shaping the future of business and providing and protecting what is vital: clean water, safe food and healthy environments.



ENVIRONMENTAL MANAGEMENT

Approach

Alongside our sustainable impact with customers, we are committed to making a difference in our own operations. Our sustainability leadership has long been rooted in our enterprise-wide commitment to operational efficiency and environmental stewardship. We have set bold goals and developed robust management systems and programs to reduce our impacts on water, energy, greenhouse gas (GHG) emissions and waste. We have also continued to improve our product stewardship program, expand environmental sourcing requirements for suppliers and implement processes to proactively reduce or eliminate substances of concern from our portfolio. We have a history of strong environmental performance and have made significant strides in recent years to reduce our environmental impact.

Ecolab's [Global Safety Health & Environmental Position](#) formalizes our commitment to excellence in global safety, health and environmental (SHE) practices and performance. This commitment extends past our own operations to our suppliers and contractors and is foundational to our work with our customers. Our Board of Directors' SHE Committee has oversight responsibility for Ecolab's SHE programs and the SHE Position is executed through our global Safety, Health & Environmental Management System which is implemented at all global facilities. In addition to meeting the Ecolab SHE Management System requirements, 56% of our plants have achieved International Organization for Standardization (ISO) 14001 - Environmental Management Systems certification. Moreover, 31% of our sites are Occupational Health and Safety Assessment Series (OHSAS) 18001 or ISO 45001 certified and 74% of our manufacturing sites have external certification to ISO 9001 standards.

Governance

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

Performance

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

Amid a challenging year, we continued to focus on continuous progress within our operations and in 2020 completed process improvement projects that reduced total energy consumption by 5 billion BTUs and saved 46 million gallons (174,000 cubic meters) of water across our global footprint. For example, our plant in Garland, Texas made improvements to its vessel washouts controls, saving more than 2 billion BTUs and 580,000 gallons (2,200 cubic meters) of water annually. At our plant in Nanjing, China, we improved our steam condensate collection program which saved 1.6 million gallons (6,000 cubic meters) of water, annually, and had notable fuel savings.

And, our two largest water-using plants in Clearing, Illinois and Garyville, Louisiana installed seal pots throughout their plants to recirculate water and improve plant safety, saving nearly 9 million gallons (34,000 cubic meters) of water in 2020.

ENERGY & EMISSIONS

Approach

Ecolab's [Climate Change Position](#) formalizes our global commitment to reduce greenhouse gas (GHG) emissions by identifying opportunities for our company and customers to reduce the use of resources that relate directly to aspects of climate change. We are dedicated to continuous efforts to reduce GHG emissions in our own operations and product innovation processes, have committed to aligning with UN Sustainable Development Goal (SDG) 13 to "Take urgent action to combat climate change and its impacts" and are a supporter of the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#).

Strategy and Risk Management

Climate-related issues are monitored by the CEO and Senior Vice President and Chief Sustainability Officer through our annual enterprise risk assessment, biannual sustainability materiality assessment, global supply chain ethical and environmental standards survey of performance and quarterly management meetings with the Sustainability Executive Advisory Team (SEAT) and Corporate Sustainability team.

Climate-related risks are assessed within our Enterprise Risk Management process and Annual Business Significance Risks Assessment, which is aligned with recommendations of the Financial Stability Board (FSB) Task Force on Climate-related Financial Disclosures (TCFD). We report TCFD disclosures, including a description of our climate-related risks and opportunities, in our annual [CDP Climate Change Report](#).

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. None of these laws and regulations directly apply to Ecolab at

the present time; however, as a matter of corporate policy, we support a balanced approach to reducing GHG emissions while sustaining economic growth.

Goals

Surpassing our 2020 Goal

Within our own operations, we set a goal to reduce GHG emissions by 10% per million-dollar sales by 2020 from a 2015 baseline. Building on steady efficiency gains and renewable electricity purchases, we surpassed our goal in 2019 and in 2020, further reduced our greenhouse gas emissions on an intensity basis by 41% from our 2015 baseline. The key drivers for our emissions reductions are through investment in a virtual power purchase agreement for wind power in Mesquite, Texas, the purchase of green tariffs in Europe and increased overall water efficiency in our plants. When we use less water in our operations, we also use less energy, reducing our greenhouse gas emissions.

YEAR	Emissions Impact Intensity	% Reduction from 2015 Baseline
	MT CO ₂ e / \$M	%
2015	50.2	-
2016	48.2	4%
2017	47.0	6%
2018	43.8	13%
2019	41.3	18%
2020	29.6	41%

Progress toward our 2030 Impact Goals

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

a 2018 base year. In addition, we are working with suppliers representing 70% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel and downstream transportation and distribution) to set similarly ambitious carbon targets aligned with the science-based target methodology by 2024.

To help meet these commitments, Ecolab is:

- Expanding energy efficiency projects at Ecolab sites across the globe
- Partnering with renewable energy producer Clearway Energy Group on our virtual power purchasing agreement (VPPA) to cover 100% of Ecolab's annual electricity use in the United States and Canada
- Moving to electrify our fleet of service vehicles with pilot programs beginning in 2021
- Working with supply chain partners looking to adopt similarly ambitious climate goals
- Continuing to identify more opportunities for renewable energy applications, renewable energy certificates and renewable subscriptions

In 2020, we made progress toward our 2030 goal by **reducing carbon emissions by 31%** from a 2018 baseline.



GOAL:
50% reduction in CO₂e

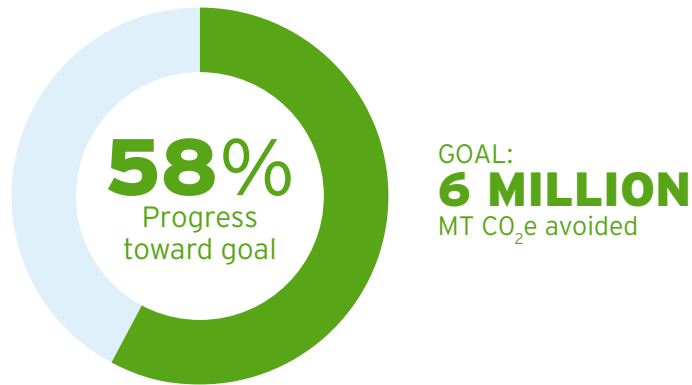
ENERGY & EMISSIONS

Advancing our customer's resilience to climate change

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

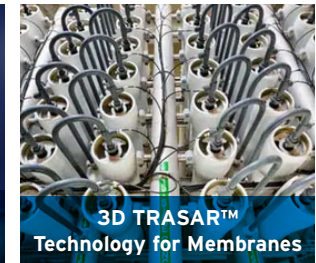


In 2020, we helped customers save **3.5 million** metric tonnes of GHG emissions, preventing **5.7 million** pollution-related illnesses.

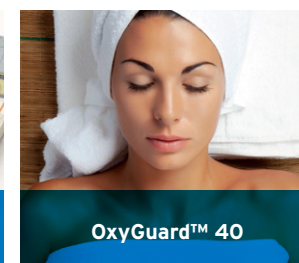


Utilization of many of Ecolab's innovative products and services help customers reduce energy use. Click through examples of our energy-savings technologies at the right to learn more. Estimated energy and emissions savings for each application are based on a comparison with the historic performance of the technology replaced in the year the product was launched. Energy savings are also based on global sales data and business growth related to each energy-saving technology alongside industry-specific assumptions.

In addition to these technologies, our [2020 Sustainability Overview](#) showcases various customer eROI case studies, demonstrating the value we delivered to our customers through technology, insights, service and training.



Examples of Energy Savings Technologies





ENERGY PERFORMANCE

Total Energy Use	UNITS	2018	2019	2020
Total Energy Use	GJ	6,714,364	6,722,546	5,941,461
Total Electricity Use	GJ	1,257,713	1,239,493	1,164,300
Total Renewable Electricity Use	GJ	158,194	116,756	787,047
Total Renewable Electricity Use	%	12.6%	9.4%	67.6%
Total Self-Generated Energy	GJ	Unavailable	214,694	201,729

Direct Energy Consumed by Source	UNITS	2018	2019	2020
Natural Gas	GJ	2,808,934	2,806,678	2,635,818
Gasoline	GJ	1,873,702	1,944,013	1,487,362
Diesel	GJ	500,198	532,374	512,583
Distillate Fuel Oil (#1, 2, 4)	GJ	91,354	87,950	49,585
LPG	GJ	26,338	25,848	21,257
Residual Fuel Oil (#5, 6)	GJ	2,963	2,695	2,736
Ethanol	GJ	1,826	2,305	2,351
Biodiesel	GJ	97	-	-
CNG	GJ	-	2	-
Total	GJ	5,305,412	5,401,865	4,711,692

Indirect Energy Consumed by Source	UNITS	2018	2019	2020
Purchased Hot Water	GJ	157,536	116,074	785,349
Electricity	GJ	1,099,518	1,122,737	377,254
Steam	GJ	142,128	72,452	65,467
Solar	GJ	659	682	1,698
Purchased Chilled Water	GJ	9,111	8,734	-
Total	GJ	1,408,952	1,320,679	1,229,768

Electricity Sold	UNITS	2018	2019	2020
Electricity Sold	GJ	1,736	1,695	4,640

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

Energy Consumption Outside of the Organization	UNITS	2018	2019	2020
Fuel and Energy-Related Activities (Scope 3)	MWh	219,642	204,842	265,009

Includes energy consumption of upstream activities related to purchased fuels, electricity, steam and hot and chilled water.

ENERGY PERFORMANCE

Energy Use by Region	UNITS	2018	2019	2020
Asia Pacific	GJ	401,661	407,568	398,450
Europe	GJ	559,512	601,418	553,734
Greater China	GJ	229,460	136,637	126,004
India, Middle East and Africa	GJ	437,760	462,874	454,437
Latin America	GJ	211,590	180,053	161,639
North America	GJ	4,874,381	4,933,996	4,247,197
Total	GJ	6,714,364	6,722,546	5,941,461

Electricity Use by Region	UNITS	2018	2019	2020
Asia Pacific	GJ	101,013	96,805	95,860
Europe	GJ	184,799	176,995	163,930
Greater China	GJ	70,816	50,243	47,652
India, Middle East and Africa	GJ	42,814	43,895	41,117
Latin America	GJ	66,823	68,121	62,364
North America	GJ	791,449	803,435	753,377
Total	GJ	1,257,713	1,239,493	1,164,300

Energy Intensity	UNITS	2018	2019	2020
Ratio Denominator - Global Sales	\$M	12,194	12,700	11,945
Energy Use Intensity	GJ / \$M	550.6	529.3	497.4
Electricity Use Intensity	GJ / \$M	103.1	97.5	97.3

All energy and electricity use within the organization is included. Sales figures represented are fixed currency USD and globally adjusted for inflation using the Producer Price Index. This ratio denominator was used for all intensities shown for the environmental indicators and is used for our corporate operational goal reporting.

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

	UNITS	2020
Asia Pacific	kWh	377,000
Europe	kWh	364,000
Greater China	kWh	-
India, Middle East, Africa	kWh	28,500
Latin America	kWh	-
North America	kWh	695,000
Total	kWh	1,464,500

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



EMISSIONS PERFORMANCE

Direct (Scope 1) GHG Emissions

	UNITS	2018	2019	2020
Direct (Scope 1) Emissions	MT CO2e	320,443	324,891	282,843
Biogenic Emissions	MT CO2e	107.4	127	129.5

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

- sources (i.e., United States Environmental Protection Agency's eGRID, UK's Defra and the International Energy Association).
- Biogenic emissions include biodiesel and ethanol (E85) fuel use.
- Chosen base year for GHG emissions is 2018.
- United States Environmental Protection Agency's Climate Leaders Emissions factors were used to calculate direct emissions.
- Chosen consolidation approach for emissions is operational control.

Indirect (Scope 2) GHG Emissions

	UNITS	2018	2019	2020
Market-based Indirect (Scope 2) Emissions	MT CO2e	168,946	157,892	57,161
Location-based Indirect (Scope 2) Emissions	MT CO2e	168,952	156,650	144,624

- Scope 2 emissions reported are independent of any GHG trades, such as purchases, sales or transfers of offsets or allowances.
- The inventory includes CO₂, CH₄ and N₂O emissions from electricity, heating and cooling consumption.
- Emissions factors used for electricity and other fuels are subregion-, country- or region-specific where applicable, using the latest databases from governmental

- sources (i.e., United States Environmental Protection Agency's eGRID, UK's Defra and the International Energy Association).
- Chosen base year for GHG emissions is 2018.
- Chosen consolidation approach for emissions is operational control.

Other Indirect (Scope 3) GHG Emissions

	UNITS	2018	2019	2020
Purchased Goods and Services	MT CO2e	4,814,543	4,365,237	4,303,582
Use of Sold Products	MT CO2e	2,218,471	2,298,592	1,864,295
Downstream Transportation	MT CO2e	717,606	593,521	398,112
Upstream Transport	MT CO2e	249,308	257,631	95,247
Fuel and Energy Related Activities	MT CO2e	104,952	101,843	83,819
Employee Commuting	MT CO2e	73,188	74,682	76,573
Capital Goods	MT CO2e	76,690	42,539	39,733
Waste Generated in Operations	MT CO2e	28,835	28,832	28,830
Business Travel	MT CO2e	58,000	77,275	15,625
End of Life of Sold Products	MT CO2e	641	663	540
Upstream Leased Assets	MT CO2e	N/A	N/A	N/A
Processing of Sold Products	MT CO2e	N/A	N/A	N/A
Downstream Leased Assets	MT CO2e	N/A	N/A	N/A
Franchises	MT CO2e	N/A	N/A	N/A
Investments	MT CO2e	N/A	N/A	N/A
Total	MT CO2e	8,341,418	7,829,147	6,906,356



EMISSIONS PERFORMANCE (Scope 3 Emissions Performance Data)

- We used Environmentally Extended Economic Input Output (EEIO) analysis for our annual supplier and procurement spend data. This is a categorization model to convert \$USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.
- Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and T&D emissions, and any other losses in this category. Data quality is consistent with inputs from our global database on sustainability metrics. Upstream emissions of purchased electricity are calculated for the US and other countries by multiplying electricity activity data by country or region-specific emission factors from UK Defra 2017 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, hot and chilled water are calculated using emissions factors from UK Defra 2017 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 2017 Guidelines for GHG Reporting. All GWPs are from the IPCC Fourth Assessment Report (GWP for CH₄ = 25, GWP for N₂O = 298), consistent with reporting under the United Nations Framework Convention on Climate Change (UNFCCC).
- Emissions from fuel and energy-related activities include energy consumption of upstream activities related to Scope 1 and 2 stationary fuel use, electricity, steam and hot and chilled water.
- Waste generated in operations represents global waste emissions from waste disposed via landfill, incineration, recycling, anaerobic digestion and composting based on actual destination sources for Ecolab's 2020 hazardous and non-hazardous waste streams. Data quality is consistent with inputs from

our global database on sustainability metrics. Data on waste quantity are obtained and reported from global sites. Emissions from waste are calculated using methodologies and emission factors from the EPA's Waste Reduction Model (WARM), version 14, March 2016. 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 travel by North America-based and European-based employees only. Data availability for European business travel varies by country. It is estimated that 70% of all business travel emissions are represented. Defra 2018 emissions factors were used to calculate Scope 3 business-travel GHG emissions. Ecolab has also used Environmentally Extended Economic Input Output (EEIO) analysis for a portion of its annual supplier and procurement spend data. This is a categorization model to convert \$USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.
- We estimate that emissions associated with employee commuting constitute <5% of our total S3 footprint and are therefore not relevant. As of 2020, there were 44,000 Ecolab employees globally, with 24,000 sales-and-service associates. For a portion of the latter group, Ecolab provides company-owned vehicles

for employees to get to and from work as a part of their customer service job functions. We have estimated that two-thirds of these employees use company owned (e.g., Scope 1 emissions) vehicles for their commuting activity. The 2018 EPA emissions factor for Global - Passenger Vehicles is .000346 tCO₂e/mile. We assume each employee commutes 30.37 vehicle miles per day (U.S. average according to the 2009 U.S. National Household Travel Survey). Assuming 261 business days in a year, Ecolab's employee commute emissions total is less than 5% of our total S3 footprint. Given that some employees worked from home for a portion of 2020 due to the COVID-19 pandemic, we consider this figure to be a conservative estimate.

- The scope for use of sold products is limited to Ecolab's Food and Beverage and Dishmachine product categories and Nalco Water's 3D TRASAR product portfolio. When calculating the lifetime CO₂e we used the following formula: Total emissions = new unit sales in the year * estimated annual electricity consumption * emissions factor * lifespan of product.
- Using the new 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 tonnes of CO₂e per tonne of material disposed, by destination and material. GWPs are from the IPCC (2007) Fourth Assessment Report. Historical data for 2018 and 2019 has been adjusted to reflect improved data in unit sales.
- Ecolab does not have any franchises.
- Ecolab is not aware of any investments that could be estimated with a carbon emissions impact.



EMISSIONS PERFORMANCE

GHG Emissions Intensity	UNITS	2018	2019	2020
Direct and Indirect GHG Emissions Intensity	MT CO ₂ e / \$M	43.8	41.4	29.6
Direct (Scope 1) Emissions	MT CO ₂ e / \$M	26.3	25.6	23.7
Market-Based Indirect (Scope 2) Emissions	MT CO ₂ e / \$M	13.9	12.4	4.8
Other Indirect (Scope 3) Emissions Intensity	MT CO ₂ e / \$M	3.7	3.3	1.2

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

Reduction of GHG Emissions	UNITS	2020
Asia Pacific	MT CO ₂ e	219
Europe	MT CO ₂ e	41
Greater China	MT CO ₂ e	-
India, Middle East, Africa	MT CO ₂ e	21
Latin America	MT CO ₂ e	-
North America	MT CO ₂ e	120
Total	MT CO₂e	391

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

Ozone-Depleting Substances (ODS) Emissions	UNITS	2018	2019	2020
Asia Pacific	MT CFC-11 equivalents	0.0005	0.0002	0.0008
Europe	MT CFC-11 equivalents	-	-	-
Greater China	MT CFC-11 equivalents	-	-	-
India, Middle East, Africa	MT CFC-11 equivalents	-	-	-
Latin America	MT CFC-11 equivalents	-	-	-
North America	MT CFC-11 equivalents	-	-	-
Total	MT CFC-11 equivalents	0.0005	0.0002	0.0008

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



EMISSIONS PERFORMANCE

NOx Emissions by Region	UNITS	2018	2019	2020
Asia Pacific	MT	23.7	23.6	23.3
Europe	MT	13.1	15.2	15.1
Greater China	MT	1.4	1.4	1.3
India, Middle East, Africa	MT	51.1	54.9	53.9
Latin America	MT	6.1	4.7	4.2
North America	MT	552.2	569.2	475.6
Total	MT	647.5	669.1	573.3

SOx Emissions by Region	UNITS	2018	2019	2020
Asia Pacific	MT	2.02	1.85	1.87
Europe	MT	0.08	0.09	0.09
Greater China	MT	0.01	0.01	0.01
India, Middle East, Africa	MT	0.02	0.02	0.02
Latin America	MT	0.04	0.03	0.03
North America	MT	0.52	0.51	0.47
Total	MT	2.69	2.51	2.49

NOx and SOx Emissions Intensities	UNITS	2018	2019	2020
NOx Emissions Intensity	MT / \$M	0.0531	0.0527	0.0480
SOx Emissions Intensity	MT / \$M	0.0002	0.0002	0.0002

The scope of NOx and SOx reporting is global facility and fleet fuel use.



WATER

Approach

Our [Water Stewardship Position](#) formalizes our global commitment to undertake responsible water stewardship by identifying opportunities for our company and customers to use water resources in a manner that benefits business, communities and the environment. We are committed to upholding the principles of water stewardship within our own operations in alignment with the Alliance for Water Stewardship (AWS) Standard, have committed to aligning with UN Sustainable Development Goal (SDG) 6 to “Ensure availability and sustainable management of water and sanitation for all” and have endorsed the UN Global Compact CEO Water Mandate.

Strategy and Risk Management

The World Resources Institute projects that under a business-as-usual scenario, the world will face a 56% freshwater deficit by 2030, placing urgent pressure on businesses to rethink the way water resources are managed. As a company with deep expertise in water management, and in-depth understanding of the issues facing companies across industries, Ecolab helps businesses around the world achieve ambitious water conservation goals by doing more with less – improving heating and cooling, industrial processing, wastewater treatment and cleaning and sanitizing processes. We employ innovative water technologies, real-time data and monitoring, water management software tools, water treatment services and chemistries to help customers implement water conservation efforts to reduce freshwater use, and reuse and recycle water to increase operational efficiency and reduce cost of operation.

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. Our annual water risk assessment evaluates 100% of our operations and is used to identify facilities that may operate within water-stressed regions and determine whether we have substantive water-related risks. To date, we have not identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on our business. For more information, please see our [2020 CDP Water Security Report](#).

Water Risk Assessment

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

Methodology Detail

In 2020, our water risk assessment scope included 100% of our direct operations. We assessed all company locations (including plants, offices, distribution, warehouses, research and development and related facilities), representing 100% of our global withdrawal and effluent footprint. This list of facilities was assessed using a variety of risk criteria inputs provided by the World Resources Institute (WRI) [Aqueduct Water Risk Atlas](#) and insights available through the [Ecolab Smart Water Navigator](#).

Results

Using GRI’s definition of water stress, 18% of Ecolab’s total water withdrawal is sourced from areas with “high” or “extremely high” current baseline water stress, as assessed using the WRI Aqueduct Water Risk Atlas. To further evaluate our water risk, we also evaluated sites in these areas against the following risk criteria:

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

Based on these criteria, only two sites representing 5% of total production volume and 2% of total water withdrawal have been identified as operating in river basins where production may be affected by water risk. Both sites are working hard to mitigate this risk and are in scope of our 2030 Impact Goal to restore greater than 50% of water withdrawal and obtain AWS certification within high-risk watersheds. One of the sites, our City of Industry plant in California, obtained AWS certification in 2017.

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

Goals

Surpassing our 2020 Goal

Within our own operations, we aimed to achieve a 25% reduction in water impact by 2020 as compared to a 2015 baseline by reducing our total water withdrawals per million-dollar sales and investing in nature-based solutions. In 2020, we implemented 118 million gallons (447,300 cubic meters) of water replenishment projects and ultimately reduced our total water impact by 30% overall from our 2015 baseline, surpassing our goal. Ecolab's water fund projects were focused in water-stressed operational basins and supported by our non-governmental organization environmental partner, [The Nature Conservancy \(TNC\)](#). We also engaged [Limnotech](#) to verify the volumetric water benefit claims at the completion of each project.

Progressing toward our 2030 Impact Goals

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

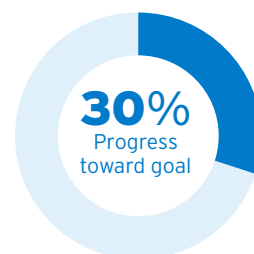
- Restore greater than 50% of our water withdrawal and achieve Alliance for Water Stewardship (AWS) Standard certification in high-risk watersheds
- Reduce water withdrawal by 40% per unit production across our enterprise

As part of these commitments, Ecolab has:

- Created a horizontal process network to share expertise and best practices throughout our global supply chain
- Established site-level annual goals to give sites attainable checkpoints
- Co-founded the Water Resilience Coalition, part of the UN Global Compact CEO Water Mandate, to bring together multinational corporations in an industry-led movement to combat the global water crisis through ambitious, quantifiable commitments and collective action

	Water Withdrawal	Replenishment	Water Impact Intensity	Reduction from 2015 Baseline
UNITS	Cubic meters	Cubic meters	(Withdrawal - Replenishment) / \$M	%
2015	7,892,077	-	734	-
2016	7,765,885	-	713	3%
2017	7,977,256	-	694	5%
2018	8,357,380	-	680	7%
2019	7,472,073	447,300	553	25%
2020	6,571,352	447,300	513	30%

Because of these actions and others, in 2020, we reduced overall water impact by 12% per unit production from a 2018 baseline.



GOAL:
40% reduction in overall water impact

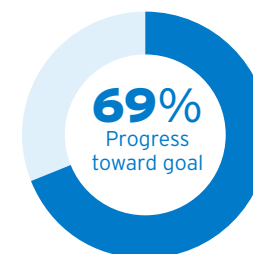
To continue making progress toward our goals, we will continue:

- Working with 16 sites to restore a 50% positive water impact in high-risk basins
- Developing a process improvement project to streamline AWS implementation at sites in high-risk watersheds, which will include corporate guidance to drive site-level accountability, standardized tools and a detailed timeline
- Improving site-level tools that will help our partners develop water management best practices and act as a leading indicator for quarterly reviews
- Introducing our newest technologies and services to help manage water in our plants

Customer Impact

We are also well on our way to surpass our 2030 water impact goal of conserving 300 billion gallons (1,140,000 cubic meters) of water annually within customers' operations, equivalent to the annual drinking water needs of more than 1 billion people.

In 2020, we helped customers save **206 billion gallons (780,000 cubic meters) of water.**



GOAL:
300 billion gallons of water conserved

WATER MANAGEMENT AND COLLECTIVE ACTION

Ecolab collaborates with nonprofits and non-governmental organizations to advance new solutions and standards for responsible water management, and to build awareness of the environmental impacts of industry. 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.

In total, four of our manufacturing facilities are AWS-certified with our Garyville, Louisiana plant becoming our most recent AWS certified site in December of 2019, and the first North American site certified to version 2.0 of the AWS standard.

Thanks to steps taken during the AWS certification process and Ecolab's own water-saving technologies, including 3D TRASAR™ Technology, these plants save a combined total of more than 40 million gallons

(150,000 cubic meters) of water annually, which is equivalent to the annual drinking water needs of more than 138,000 people.

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

Working collectively on shared water challenges:

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

Partnering 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
- [Water.org](#) - Improving access to clean, safe, sustainable water



For more information

- Taicang, China AWS Certification
- City of Industry, California AWS Certification
- Carson, California AWS Certification
- Garyville, Louisiana AWS Certification

HELPING BUSINESSES ACHIEVE RESILIENCE WITH THE SMART WATER NAVIGATOR

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

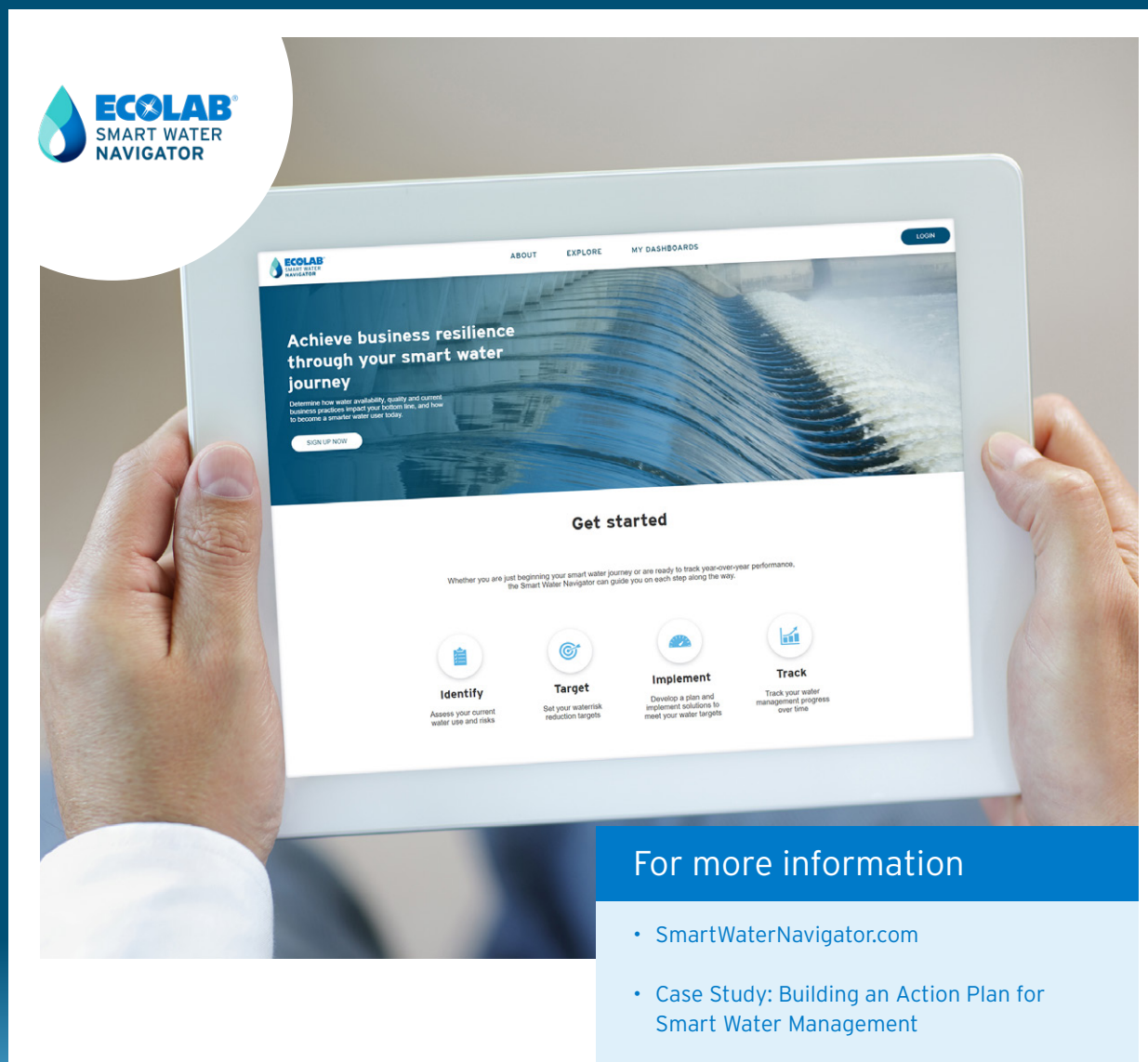
The tool, created by Ecolab in partnership with S&P Global Trucost and Microsoft, supports Ecolab's broader mission to help industry reuse, recycle and reduce water, supporting growing operations and healthy communities.

Whether an organization is just beginning its smart water journey or is looking to enhance year-over-year performance, the Smart Water Navigator guides users to effective water management with a clear, four-step process:

1. **Identify:** Assess and quantify water-related risks in financial terms
2. **Target:** Set sustainable water withdrawal targets to manage water use risk
3. **Implement:** Take action to meet water reduction targets by leveraging industry guides
4. **Track:** Track water management progress over time and revisit the smart water action plan

Using the Smart Water Navigator, companies are able to:

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



For more information

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

WATER PERFORMANCE

Water Withdrawal by Source

	UNITS	2018	2019	2020
Municipal Water or Other Water Utility	Cubic meters	6,960,845	5,928,126	5,194,588
Groundwater	Cubic meters	630,992	918,619	843,200
Surface Water	Cubic meters	731,090	610,752	519,048
Rainwater	Cubic meters	4,463	-	1,094
Total	Cubic meters	8,327,390	7,457,497	6,557,930

Water Withdrawal by Source from Water Stressed Areas

	UNITS	2018	2019	2020
Municipal Water or Other Water Utility	Cubic meters	809,978	696,674	607,559
Groundwater	Cubic meters	199,204	267,730	241,936
Total	Cubic meters	1,009,181	964,405	849,494

In alignment with GRI standards, Ecolab defines water stressed areas as areas designated as having “extremely high” or “high” baseline water stress according to WRI’s Aqueduct Water Risk Atlas tool. Data for 2019 and 2020 is based on Aqueduct 3.0, the latest version of the Aqueduct tool. Data for 2018 is based on Aqueduct 2.0. Included in the scope of this metric is all water withdrawal from Ecolab manufacturing and campus/technology center facilities where production occurs, which for 2020 represents 100% of Ecolab’s global water footprint.

Water Withdrawal by Region

	UNITS	2018	2019	2020
Asia Pacific	Cubic meters	372,728	380,694	310,308
Europe	Cubic meters	1,509,501	1,428,575	1,278,075
Greater China	Cubic meters	304,588	240,327	277,630
India, Middle East and Africa	Cubic meters	165,320	161,550	153,149
Latin America	Cubic meters	338,065	308,437	271,687
North America	Cubic meters	5,637,189	4,937,915	4,267,081
Total	Cubic meters	8,327,390	7,457,497	6,557,930

Water Withdrawal Intensity

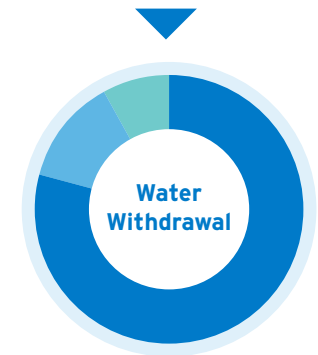
	UNITS	2018	2019	2020
Intensity Within the Organization	Cubic meters / \$M	683	587	549

The scope of water withdrawal by source data includes global manufacturing and headquarters/RD&E facilities, whereas water withdrawal by region and intensity includes all Ecolab sites.

Total Water Recycled and Reused

	UNITS	2018	2019	2020
Total Water Recycled and Reused	Cubic meters	130,995	224,560	309,260
Total Water Recycled and Reused as a Percent of Total Water Withdrawal	%	1.6%	3.0%	4.7%

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



- **79.2%**
Municipal Water or
Other Water Utility
- **12.9%**
Groundwater
- **7.9%**
Surface Water

WATER PERFORMANCE

Water Discharge by Destination

	UNITS	2018	2019	2020
Sewer to Treatment Facility	Cubic meters	4,812,128	4,517,590	4,043,105
Over Land / Surface Water	Cubic meters	997,870	912,267	872,775
Hauled Off-Site	Cubic meters	92,454	84,136	66,439
Solidification	Cubic meters	12,406	7,886	13,734
Deep Well Injection	Cubic meters	45	-	-
Total	Cubic meters	5,914,903	5,521,878	4,996,053

Water Discharge by Region

	UNITS	2018	2019	2020
Asia Pacific	Cubic meters	227,416	211,183	190,027
Europe	Cubic meters	1,012,142	992,058	1,027,899
Greater China	Cubic meters	164,328	147,534	134,807
India, Middle East and Africa	Cubic meters	91,095	82,311	80,791
Latin America	Cubic meters	221,667	191,123	162,804
North America	Cubic meters	4,198,255	3,897,670	3,399,725
Total	Cubic meters	5,914,903	5,521,878	4,996,053

Water Withdrawal Intensity

	UNITS	2018	2019	2020
Intensity Within the Organization	Cubic meters / \$M	485	435	418

The scope of water discharge by destination includes global manufacturing and headquarters/RD&E facilities, whereas water discharge by region and intensity includes all Ecolab sites.

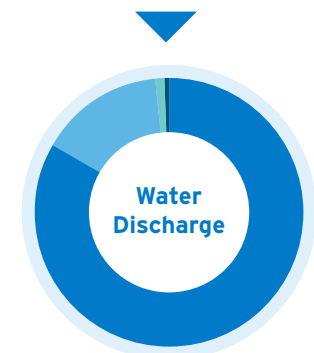
Water Discharge by Quality

	UNITS	2018	2019	2020
Biological Oxygen Demand (BOD)	MT	1,634	1,339	713
Total Suspended Solids (TSS)	MT	2,872	1,419	1,450

- The scope of water quality data is global supply chain manufacturing facilities.
- In 2018, 73% and 65% of supply chain manufacturing water discharge is represented in BOD volume and TSS volume, respectively.
- In 2019, 72% and 63% of supply chain manufacturing water discharge is represented in BOD volume and TSS volume, respectively.
- In 2020, 55% and 45% of supply chain manufacturing water discharge is represented in BOD volume and TSS volume, respectively.

Water Consumption

	UNITS	2018	2019	2020
Total Water Consumed Within the Organization	Cubic meters	2,412,487	1,935,619	1,561,877
Total Water Consumed in Water Stressed Areas	Cubic meters	399,761	411,825	331,845



- **80.9%**
Sewer to Treatment Facility
- **17.5%**
Over Land / Surface Water
- **1.3%**
Hauled Off-Site
- **0.3%**
Solidification

MATERIALS USE AND WASTE

Approach

Ecolab is committed to implementing circular economy principles, including using materials and resources efficiently, reducing non-hazardous and hazardous waste in our operations, products and packaging and increasing reuse and recycling.

In 2020, Ecolab took several steps to reduce waste across our operations. Specifically, we initiated a project to baseline waste in our manufacturing operations, which uncovered a number of opportunities to minimize waste and drive process improvements. This program complements our continuous improvement initiatives which are integrated throughout our sustainability programs. One example of this type of work demonstrated use of Ecolab sensor technology to improve the efficiency of washout processes within our solids manufacturing line resulting in lower water and energy usage, as well as improved product quality. We are currently developing a global supply chain waste policy that will provide guidance and requirements for sites to minimize the creation of

waste and reduce the impact of waste disposal. The strategy applies a waste disposal hierarchy, which describes an order of preferred disposal methods for all waste types.

In 2020, Ecolab Global Supply Chain issued a policy which requires 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 EPA Multi-Sector General Permit (MSGP) for industrial stormwater discharges.

Facilities in Ecolab's supply chain generate the majority of waste from manufacturing processes. Additional waste generated includes packaging materials, expired product, expired raw materials and product that is deemed out of specification. All Ecolab global supply chain facilities, including owned warehouses, must verify that wastes are sent to disposal facilities that are licensed by local government agencies. Ecolab also establishes service agreements with waste companies that own and operate waste disposal facilities or manage waste on Ecolab's behalf. In addition, waste

waste disposal facilities are required to be individually approved for use by the corporate Safety, Health and Environment department.

Goals

Ecolab's ambition is to package all products in reusable or readily recyclable packaging designs by 2030. Although we've had great success reducing packaging waste through innovation, we've placed additional focus on this area in recent years and appointed a lead for packaging sustainability.

Our key strategies to achieving our ambition are to:

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

Our Corporate Sustainability and Packaging teams are developing programs in alignment with these strategies to provide best-in-class customer safety and functionality while reducing waste, participating in the circular economy and driving down greenhouse gas emissions.

MATERIAL USE AND WASTE PERFORMANCE

Material Use Metric	UNITS	2020
Raw Material Used (Nonrenewable)	MT	1,542,218
Material Used in Packaging	MT	3,416
Recycled Material Used in Packaging	MT	544
Percentage of Recycled Packaging Material	%	15.9%
Reconditioned Drums Purchased	MT	1,416
Reconditioned Intermediate Bulk Containers (IBC) Purchased	MT	180
Containers Returned for Reuse	MT	2,493

- The scope of raw material data is limited to global supply-chain manufacturing facilities.
- Ecolab purchases reconditioned drums to avoid the use of virgin plastic. The scope of reconditioned drum and IBC data is North America Legacy Ecolab.

MATERIAL USE AND WASTE PERFORMANCE

Total Waste and Waste Intensities	UNITS	2018	2019	2020
Nonhazardous Solid Waste	MT	25,167	24,417	24,139
Hazardous Solid Waste	MT	27,219	26,942	25,872
Nonhazardous Solid Waste Intensity	MT / \$M	2.06	1.92	2.02
Hazardous Waste Intensity	MT / \$M	2.23	2.12	2.17

Nonhazardous Waste by Region	UNITS	2018	2019	2020
Asia Pacific	MT	1,259	1,326	1,463
Europe	MT	4,732	4,465	4,793
Greater China	MT	708	742	666
India, Middle East and Africa	MT	296	367	384
Latin America	MT	707	1,138	1,173
North America	MT	17,465	16,379	15,660
Total	MT	25,167	24,417	24,139

Hazardous Waste by Region	UNITS	2018	2019	2020
Asia Pacific	MT	3,860	4,294	4,923
Europe	MT	7,239	6,292	5,741
Greater China	MT	937	1,383	962
India, Middle East and Africa	MT	643	750	815
Latin America	MT	3,043	3,494	3,063
North America	MT	11,497	10,729	10,368
Total	MT	27,219	26,942	25,872

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



MATERIAL USE AND WASTE PERFORMANCE

Nonhazardous Solid Waste by Destination	UNITS	2018	2019	2020
Landfill	MT	22,407	16,866	15,712
Treatment	MT	379	503	4,152
Recycling	MT	-	-	2,649
Reuse	MT	303	561	661
Energy Recovery	MT	1,238	961	541
Incineration	MT	588	749	232
Compost	MT	252	252	192
Land Farm	MT	-	4,525	-
Total	MT	25,167	24,417	24,139

Hazardous Solid Waste by Destination	UNITS	2018	2019	2020
Landfill	MT	8,599	9,118	12,817
Treatment	MT	6,949	9,064	7,086
Incineration	MT	7,832	4,587	2,232
Deep Well Injection	MT	1,569	1,769	1,482
Energy Recovery	MT	1,838	1,262	1,060
Fuel Blending	MT	368	1,020	1,035
Reuse	MT	37	91	126
Evaporation	MT	-	-	21
Sewer	MT	-	29	10
Compost	MT	27	2	3
Total	MT	27,219	26,942	25,872

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



CHEMICAL PORTFOLIO MANAGEMENT

Approach

Ecolab is on a continuous journey to be a leader in safety with our goal to have zero safety incidents. Product safety is no exception. We use the Chemical Footprint Project, GHS classifications and Ecolab's Impacts that Matter criteria, as well as proactive projects to continuously identify opportunities to increase product safety.

Risk Assessment

We are committed to safety in our operations and developing products that are safe for our customers and their intended application. As part of this commitment, Ecolab has a long-standing history of implementing both hazard and risk assessment tools in our product development processes and we use a precautionary approach, meaning we strive to protect human health and the environment even in the absence of scientific certainty or regulatory requirements.

100% of Ecolab's raw materials and products are evaluated for strict compliance with applicable regulatory requirements and assessed by the Regulatory Affairs and business teams for human and environmental hazards using Globally Harmonized System of Classification and Labeling of Chemicals (GHS) and Organization of Economic Co-operation and Development (OECD) standards. To thoroughly assess ingredients, we review publicly available information from reputable sources such as the United States Environmental Protection Agency (EPA), United States Agency for Toxic Substance and Disease Registry (ATSDR), World Health Organization (WHO) and European Chemicals Agency (ECHA). We also require chemical ingredient suppliers to provide Safety Data Sheets (SDS) and technical datasheets to enable proper handling and classification of our materials and products. For select products, we

conduct additional testing to validate any pertinent hazards identified in products or product ingredients and assess potential substitutions. When substitutions are not technically viable, engineering controls and appropriate personal protective equipment (PPE) are required for product use.

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

Participation in the Chemical Footprint Project

In 2020, we continued our participation in the [Chemical Footprint Project \(CFP\)](#), which measures business progress toward safer chemicals and provides a tool for benchmarking companies as they select safer alternatives and reduce their use of chemicals of high concern. Ecolab completed this comprehensive benchmarking survey globally, included all business units in the evaluation and reported our performance to the CFP.

In 2020, we worked to further align our global business' processes to embed sustainability into product design, focusing on chemical products and their packaging. We also continued to focus on reducing or eliminating the small number of Substances of Very High Concern (SVHCs) as

designated by the European Union Authorisation List within our portfolio (less than 1%).

Classification and Labeling of Chemicals

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

Additionally, safe-use and disposal instructions are included on the product label and/or through our sales-and-service associates. 80% of Ecolab products have GHS category 1 and/or 2 warnings on the product due to our commitments to minimize our carbon footprint and packaging waste through the use of concentrated products. However, when used as directed, this percentage drops significantly, particularly across our Institutional North America portfolio, where over 73% of our products do not require any personal protective equipment. Ecolab has also innovated dispensing systems which prevent contact with concentrated chemistry to minimize risk.

PRODUCT DESIGN AND LIFECYCLE MANAGEMENT

Approach

Ecolab has 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. Our Product Sustainability and Regulatory Affairs teams closely partner to implement programs such as our Ingredients Policy and [Impacts that Matter Product Sustainability](#) platforms across our businesses globally.

Commercially, we continue to leverage our Impacts that Matter framework for product responsibility with eight key criteria that are science-based and measurable. 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. We have completed evaluations of our Institutional business portfolio and are working across other sectors to expand the number of Impacts that Matter product profiles available. We have rolled this process into our product regulatory evaluation process and in 2020, integrated the product review process into our formal innovation framework to streamline prioritization criteria and reformulation projects.

Packaging Principles

We incorporate circular economy principles in our packaging designs, focusing on innovation to design out waste, reuse materials and enhance recyclability. We have a long history of pioneering packaging technology, in some cases reducing waste from traditional packaging designs by 99%. In addition, we were an early adopter of reusable containers for our concentrate products, as well as in the incorporation of post-consumer recycled plastic resin (PCR) into many of our packages.



In 2020, we saved more than 18 million pounds of newly produced plastic.

Because of innovations in the way we formulate and package products, we have kept 105 million pounds of plastic out of circulation since 2014.

Goals

Product Design

By 2025, we plan to develop and integrate tools to provide transparency to additional sustainability impacts like greenhouse gas emissions and water use, biodegradability and aquatic toxicity into existing product development processes. This project is currently underway and will be piloted in 2021.

And by 2030, we aspire to have all Ecolab products packaged in reusable or readily recyclable materials unless prohibited by public health or regulatory requirements.

Chemical Portfolio Management

We are focused on reducing or eliminating the small number of Substances of Very High Concern (SVHCs) as designated by the European Union Authorisation List within our portfolio through the following:

- Immediately prioritizing away from using components containing SVHCs in new products, during the earliest phases of the development process
- Working rapidly to make low volume or low business value formulas containing SVHCs obsolete
- Where a replacement technology gap exists, establishing projects and partnerships to define global alternatives to the most significant SVHCs
- Initiating new internal reporting mechanisms to facilitate visibility to results and continue to increase management-level engagement

IMPACTS THAT MATTER

An Outcome Based Assessment of Product Sustainability

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



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

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

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

BIODIVERSITY

Impact on Biodiversity and Habitats

Ecolab's direct operations, activities, products and/or services do not have a significant impact on biodiversity in protected areas or areas of high biodiversity value outside of protected areas. We are not aware of any operations that affect International Union for Conservation of Nature's (IUCN) red-list species or national conservation list species. Ecolab owns one manufacturing facility in Garyville, Louisiana that has protected wetlands on its property. The protected area on the premises comprises 220 acres or 0.89 km². It is not developed and contains no buildings. This is the only known operational site that has owned or leased land that is in, or adjacent to, protected areas and areas of high biodiversity value outside of protected areas.

Habitats Protected or Restored

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

Minnesota Headwaters Fund | United States

Ecolab was an initial funder of the work with TNC's Minnesota Headwaters Fund, that began in 2014, to support high-impact conservation projects to safeguard clean water in Minnesota's lake and rivers which has a ten-year goal to protect 200,000 acres, impacting 1.4 million people. Ecolab funding has helped directly protect 759 acres and influenced the protection on 11,870 acres in the Upper Mississippi River watershed. In addition, 123 acres and 7,750 feet of river have been restored. Most recently through

our contribution, supply at the headwaters of the Mississippi River has increased by 16 million gallons (61,000 cubic meters).

Monterrey Metropolitan Water Fund | Mexico

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

Furthermore, our collaboration has also produced a community tree nursery that supplies trees for restoring the landscape and contributes to the livelihoods of local farmers. The nursery, launched in 2018, is currently producing 60,000 plants per year. From its opening, around 180,000 plants have been produced. They have the potential to reforest between 296 to 370 acres of areas devoid of vegetation in the Cumbres de Monterrey National Park. The tree planting also helps with water filtration and flow of both surface and groundwater to benefit 4.5 million people.

China Urban Water Blueprint | China

With Ecolab's support, TNC made progress on groundbreaking work focused on sustainable water systems in China. This included making headway on the development of source water protection programs for the Dongjiang River Basin, the Qiandao Lake Basin and the exploration of a "sponge city" program in Shanghai. Through restoration opportunities, safer and more affordable water sources are made available to more than 40 million people. These projects use nature to create a more resilient water system in regions across the globe and 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.

Loch Leven | United States

Within the Mississippi River Delta, the Lower Mississippi Alluvial Valley faces the potential loss of three critical wetland habitats, which would impact the health of numerous species. In partnership with TNC, Ecolab supports the Loch Leven project, working to restore and enhance 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.

Social

OUR PEOPLE DRIVE OUR SUCCESS

Our 44,000 associates, which include 24,000 sales-and-service professionals providing on-site services for customers, bring ingenuity and resourcefulness to our customers' and the world's toughest challenges. And to ensure our continued capacity to deliver for customers, we strive to be the destination for the world's most capable talent. We seek the brightest people, with a range of experiences, and invest in them by providing training, a safe and inclusive environment and opportunities to grow their own potential alongside our collective impact.

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



TALENT RECRUITMENT

Hiring Practices

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

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

We believe in developing our top talent and prioritizing internal promotions over external hires, where feasible. To allow for this development, we strive to:

- Provide training and resources to aid skill development
- Encourage associates to seek internal growth experiences to further their professional development
- Reward and accelerate the careers of our top performers

In 2020, we hired 3,981 new employees, globally. Based on the average number of employees in each region, our global combined new hire rate in 2020 was 8.8%.

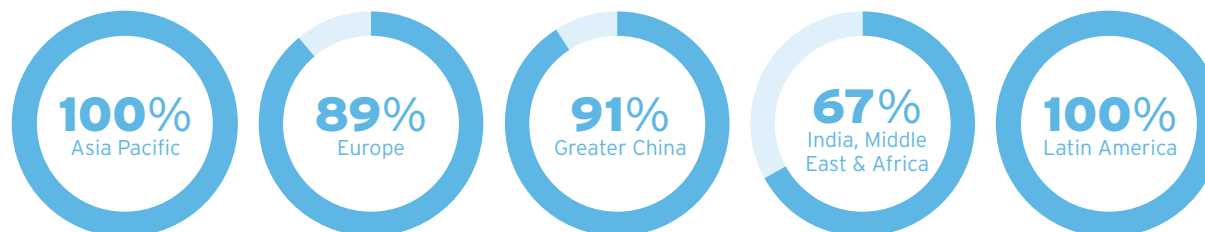
Senior Management Hired from the Local Community

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

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

1. Senior management is defined as positions that report directly to the regional lead
2. Hiring from the local community means within the major regions 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 regions in which we operate

PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY IN MAJOR REGIONS OUTSIDE OF THE U.S.



GLOBAL NEW EMPLOYEE HIRE RATES Based on 3,981 employees

Asia Pacific

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	1.5%	3.3%	2.9%
30 - 50 Years Old	6.2%	4.6%	5.0%
< 30 Years Old	22.4%	15.1%	20.7%
Total	8.5%	5.7%	7.0%

Europe

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	2.4%	2.4%	2.6%
30 - 50 Years Old	6.9%	6.4%	6.6%
< 30 Years Old	29.2%	28.6%	29.0%
Total	9.3%	7.0%	7.8%

Greater China

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	0%	2.6%	2.3%
30 - 50 Years Old	4.3%	5.5%	5.3%
< 30 Years Old	16.7%	13.7%	16.0%
Total	6.0%	7.0%	7.2%

India, Middle East and Africa

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	8.3%	0.7%	2.3%
30 - 50 Years Old	11.3%	6.7%	7.6%
< 30 Years Old	23.1%	16.0%	19.3%
Total	14.7%	8.0%	9.9%

Latin America

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	1.3%	2.7%	2.4%
30 - 50 Years Old	8.1%	9.2%	8.8%
< 30 Years Old	23.1%	22.8%	23.0%
Total	13.8%	12.0%	12.7%

North America

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	3.8%	3.3%	3.6%
30 - 50 Years Old	7.8%	6.6%	7.1%
< 30 Years Old	26.1%	21.5%	23.5%
Total	9.8%	7.4%	8.2%



TALENT RETENTION

Global Turnover

Based on the average number of employees in each region, our global combined turnover rate in 2020 was 12.9%, of which 8.2% was voluntary and 4.7% was involuntary.

Outplacement Services

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

GLOBAL VOLUNTARY TURNOVER RATES

Based on 3,702 terminations

► Asia Pacific

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	9.8%	8.4%	8.7%
30 - 50 Years Old	7.0%	6.7%	6.7%
< 30 Years Old	16.8%	9.7%	13.6%
Total	9.2%	7.4%	8.1%

► Europe

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	7.7%	7.7%	7.8%
30 - 50 Years Old	7.2%	5.4%	6.0%
< 30 Years Old	12.7%	11.8%	12.8%
Total	8.1%	6.7%	7.3%

► Greater China

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	25.0%	9.5%	11.5%
30 - 50 Years Old	6.5%	5.9%	6.1%
< 30 Years Old	19.8%	20.9%	21.7%
Total	9.4%	9.3%	9.5%

► India, Middle East and Africa

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	8.3%	9.3%	9.1%
30 - 50 Years Old	13.9%	7.8%	9.1%
< 30 Years Old	17.2%	18.2%	18.4%
Total	14.4%	10.1%	11.2%

► Latin America

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	5.3%	3.8%	4.1%
30 - 50 Years Old	5.7%	4.3%	4.8%
< 30 Years Old	12.6%	11.0%	11.8%
Total	8.4%	6.0%	6.9%

► North America

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	7.6%	8.7%	8.5%
30 - 50 Years Old	7.9%	7.3%	7.5%
< 30 Years Old	11.4%	14.1%	13.2%
Total	8.4%	8.6%	8.6%

GLOBAL INVOLUNTARY TURNOVER RATES

Based on 2,144 terminations

► Asia Pacific

Involuntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	5.3%	3.1%	3.6%
30 - 50 Years Old	1.8%	2.0%	1.9%
< 30 Years Old	1.2%	2.1%	1.7%
Total	2.2%	2.2%	2.2%

► Europe

Involuntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	5.5%	3.3%	3.6%
30 - 50 Years Old	3.6%	3.0%	3.2%
< 30 Years Old	1.9%	3.4%	2.7%
Total	3.8%	3.1%	3.3%

► Greater China

Involuntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	7.1%	6.9%	6.9%
30 - 50 Years Old	2.2%	2.9%	2.7%
< 30 Years Old	1.0%	1.7%	1.6%
Total	2.2%	3.0%	2.8%

► India, Middle East and Africa

Involuntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	0%	5.7%	4.6%
30 - 50 Years Old	1.8%	3.2%	2.9%
< 30 Years Old	2.2%	0.7%	1.1%
Total	1.8%	2.9%	2.6%

► Latin America

Involuntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	7.3%	12.6%	11.3%
30 - 50 Years Old	7.1%	8.1%	7.7%
< 30 Years Old	12.3%	10.1%	11.2%
Total	9.2%	9.1%	9.1%

► North America

Involuntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	2.9%	5.2%	4.7%
30 - 50 Years Old	3.4%	4.4%	4.2%
< 30 Years Old	5.8%	7.7%	7.2%
Total	3.7%	5.0%	4.8%



BENEFITS

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

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

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

Retirement Plan

Ecolab offers generous retirement benefits amounting to greater than 9% of total compensation to support employees in preparing for a financially secure future. Our 401(k) Savings Plan offers company match, pre-tax and Roth after-tax contribution options and a variety of investment funds. All contributions are immediately vested and participants are provided with complimentary, personalized planning and advice. In 2020, 80% of Ecolab employees participated. For our Company Match program, Ecolab contributes \$1 for \$1 on the first 4% of eligible compensation and \$0.50 for each \$1 contributed on the next 4%, subject to IRS limits. The maximum matched is 6% of compensation if an employee contributes 8% of their pay. For contributions, employees may contribute from 1% to

50% of pay up to the IRS limits with pre-tax and/or Roth after-tax contributions.

Pension Plan

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

Employee Stock Purchase Plan

The Employee Stock Purchase Plan (ESPP) provides employees with the opportunity to own Ecolab stock with employer matching contributions. Ecolab contributes \$0.15 for every \$1 contributed by 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 paid parental leave for all U.S. employees within 12 months of the date of birth or adoption of a minor child. In 2020, 606 employees – 451 male and 155 female – utilized this offering with 98% of male and 97% of female employees returning to work at the end of the leave. In 2020, 78% of male and 76% of female associates were still employed 12 months after their return to work. Globally, parental leaves and time away are handled in accordance with each country's local laws pertaining to time away from work.

Promotion of Employee Health

A Be Well Program is available to U.S. employees and their families. The program empowers, educates and supports employees in their personal journey to overall well-being by making positive lifestyle choices while creating a culture of wellness throughout

Ecolab. The Be Well Program features an online resource center that contains wellness information and tools, including online seminars, events, a wellness assessment, programs and resources highlighting physical, financial, emotional and social well-being.

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

Flexible Work Schedule

Ecolab's FlexWork program highlights our commitment to associates to provide a flexible work environment for greater work life balance. As part of this offering, FlexWork options include job-sharing, remote work and part-time and alternative schedules.

Additionally, we provide resources to help our associates manage life outside of work. Offerings include discounts in childcare and tutoring as well as access to a caregiver search tools with over six million providers in the areas of childcare, eldercare, pet care and homecare.



COMPENSATION

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

In 2020 in response to the COVID-19 pandemic, Ecolab provided pay protection to commissioned associates impacted by a decrease in sales across several business segments and launched COVID-19 sick pay programs to provide pay continuation for incidents of quarantine due to exposure or illness.

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. 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.

In 2020, the annual total compensation for our CEO was \$16,905,180 and the annual total compensation for our global median employee was \$51,114 as reported in the Summary Compensation Table on page 61 of our annual [Proxy Statement](#). Thus, the annual total compensation for our CEO was 331 times the annual total compensation for our global median employee.

Pay Equity

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

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

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

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

LABOR RELATIONS

Ecolab respects the principles of freedom of association and the right to collective bargaining in accordance with applicable national law. Ecolab recognizes an employee's right to form or join unions and encourages them to make an informed decision on the matter. Where employees have chosen to be represented by a labor union, we fulfill our bargaining obligations as defined by the law. Globally, 16.1% of our employees are currently covered by collective bargaining agreements, of which 6.6% (three agreements) are based in the United States.

Ecolab had three U.S.-based collective-bargaining agreements in 2020. For these agreements, a minimum of 60 days' notice prior to the contract end date is required to propose any changes to the contract agreements. All collective-bargaining agreements contain a specified notice period and provisions for consultation and negotiation.

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

DIVERSITY, EQUITY AND INCLUSION

Approach

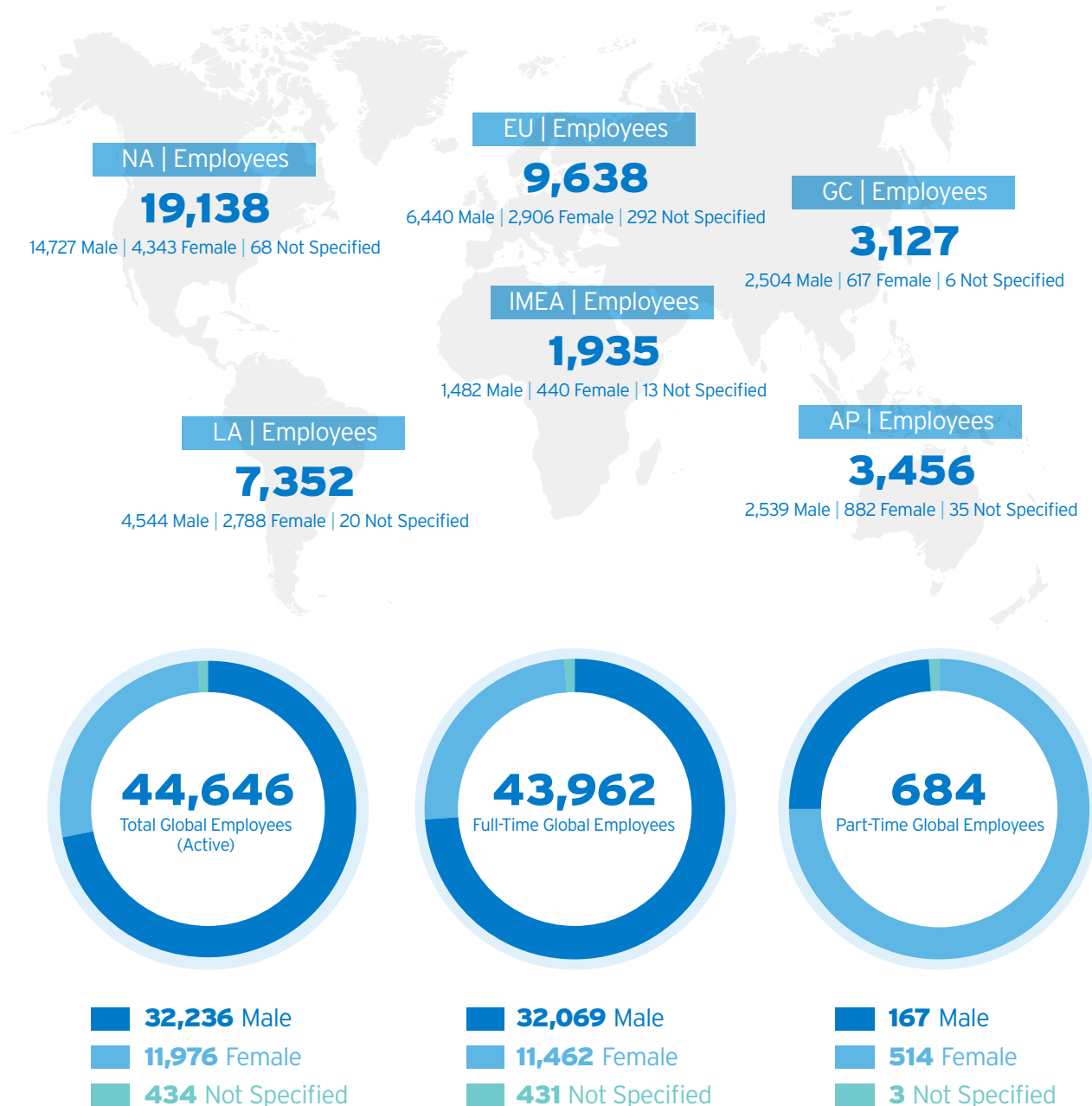
Our focus on diversity, equity and inclusion (DE&I) reflects our longstanding values of working together with diverse perspectives to challenge ourselves, reach our goals and do what's right.

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

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

We set aggressive goals and review key metrics and practices, including diverse representation, hiring practices and retention with senior leaders monthly. Additionally, diversity and inclusion practices, training and diagnostics are integrated throughout all people processes at the company. This includes all talent management, total rewards and leadership development bodies of work.

Our Employee Resource Groups (ERGs) are invaluable in helping associates feel a sense of belonging and in driving key talent outcomes, such as engagement and retention. Supporting and growing our vibrant community of 11 ERGs help associates connect with colleagues, take part in career and leadership development experiences and provide important insights to the business. We also provide associates with regular opportunities to connect, listen and learn about our differences, to build empathy, understanding and allyship for one another.



DIVERSITY, EQUITY AND INCLUSION

Hiring Practices

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

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

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

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

Goals

We're committed to making faster, deeper progress inside Ecolab and within society - and are holding ourselves accountable through our 2030 Impact Goals. These goals help us drive significant change

to advance racial and social justice within our organization. We have committed to focus on:

- Maintaining Ecolab's pay equity in the U.S. and expanding globally
- Increasing management level gender diversity to 35% - a ~50% increase in representation - with the ultimate goal of gender parity
- Increasing management level ethnic/racial diversity to 25% - a ~50% increase in representation - as we seek to meet full representation of the U.S. workforce at all levels

In 2020, we grew management level gender diversity to 24.3% and management level ethnic/racial diversity in the U.S. to 17.3%.

GLOBAL GENDER DIVERSITY



72.2% Male
26.8% Female
1.0% Not Specified



75.6% Male
24.3% Female

RACIAL AND ETHNIC DIVERSITY IN THE U.S.



71.1% Non-minority
27.1% Minority
1.8% Not Specified



81.4% Non-minority
17.3% Minority
1.3% Not Specified

GLOBAL DIVERSITY BY JOB LEVEL, GENDER AND AGE

► 36,204 Individual Contributors

Gender as a Percent of Total	Male	71.4%
	Female	27.4%
	Not Specified	1.2%
Age Group as a Percent of Total	> 50 Years Old	21.6%
	30 - 50 Years Old	59.1%
	< 30 Years Old	19.2%

► 6,749 Junior Management Employees

Gender as a Percent of Total	Male	75.0%
	Female	25.0%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	29.5%
	30 - 50 Years Old	68.6%
	< 30 Years Old	1.9%

► 1,674 Management Employees

Gender as a Percent of Total	Male	78.3%
	Female	21.7%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	45.2%
	30 - 50 Years Old	54.6%
	< 30 Years Old	0.2%

► 19 Top Management Employees

Gender as a Percent of Total	Male	68.4%
	Female	31.6%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	68.4%
	30 - 50 Years Old	31.6%
	< 30 Years Old	0%

► 13 Board of Directors

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

ETHNIC/RACIAL DIVERSITY OF U.S. EMPLOYEES

► 14,019 Individual Contributors

Minority	30.0%
Non-minority	68.0%
Not Specified	2.0%

► 3,033 Junior Management Employees

Minority	18.4%
Non-minority	80.2%
Not Specified	1.5%

► 1,146 Management Employees

Minority	14.4%
Non-minority	84.6%
Not Specified	1.0%

► 18 Top Management Employees

Minority	11.1%
Non-minority	88.9%
Not Specified	0%

► 13 Board of Directors

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

U.S. ETHNIC AND RACIAL DIVERSITY (As defined by EEO1 racial and ethnic categories)



71.1%	White
10.9%	Hispanic or Latino
9.3%	Black or African American
4.6%	Asian
1.8%	Not Specified
1.4%	Two or More Races
0.4%	American Indian or Alaska Native
0.4%	Native Hawaiian or Other Pacific Islander



81.4%	White
7.6%	Asian
5.6%	Hispanic or Latino
2.7%	Black or African American
1.3%	Not Specified
0.9%	Two or More Races
0.3%	American Indian or Alaska Native
0.1%	Native Hawaiian or Other Pacific Islander

STANDING TOGETHER

We cannot create a healthy culture inside our organization if there is injustice in our communities. And we realize that intent is not enough – results matter, and we are committed to making faster, deeper progress to advance social and racial justice, both within Ecolab and our communities.

We are listening and seeking to understand, working with community leaders to gain the insights and perspectives we need to make significant, sustainable change and continuing to support organizations dedicated to advancing racial and social justice.

In 2020, Executive Chairman and former CEO Doug Baker joined more than 80 Minnesota CEOs to issue a statement urging police reform during the state of Minnesota's special legislative session. The statement was sent on behalf of the Minnesota Business Partnership, a group of business leaders from Minnesota's largest employers that aims to strengthen the state's economy and quality of life.

Additionally, our Executive Diversity & Inclusion Council has pledged to lead the organization in the following commitments:

- Provide more frequent opportunities for real conversations about race and building a more inclusive culture across all our non-majority groups
- Increase learning opportunities for managers and leaders around inclusion and the importance of building diverse and inclusive teams
- Expand our focus on supplier diversity and ensure that vendor relationships reflect Ecolab's commitment to supporting diverse and equitable communities
- Continue to insist on diverse candidate pools and broaden recruitment strategies to help us find the best talent. In the U.S., we will step up our efforts to recruit from historically Black colleges and universities and diverse institutions and organizations.
- Continue to measure and monitor our acceleration of the representation of women and ethnically diverse associates, particularly in management and executive level roles. The company's executives will review these statistics each month.
- Insist that diverse talent has access to learning opportunities and the support they need to help them achieve their career ambitions



Allyship in action

Following the death of George Floyd in our headquarters community of Saint Paul, MN in 2020, we pledged to provide more frequent opportunities for real conversations about race and to build a more inclusive culture across all our non-majority employee groups. Stemming from this commitment, we held two Day of Understanding events focused on race and gender.

In August 2020, we held our first Day of Understanding to facilitate dialogue about racism against Black and African American people in the U.S. More than 4,500 associates attended a town hall and 1,800 participated in small group breakout sessions led by senior business leaders. And in January 2021, we continued the conversation with a focus on women at work, gender equality, allyship and inclusion drawing over 8,500 participants to a town hall and more than 3,500 to breakout sessions.

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

EMPLOYEE ENGAGEMENT

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

Our enterprise-wide employee engagement survey is administered every other year. Our last enterprise-wide employee engagement survey took place in 2018 and the results revealed we have a lot to celebrate. We achieved a record 91% participation rate, and our overall engagement score was 63%, a one-point increase from the previous assessment.

In 2020, though we had planned to conduct the employee engagement survey again, we quickly adapted to instead listen to our associate's needs resulting from the COVID-19 pandemic through three, targeted pulse surveys administered throughout the year.

Through an enterprise-wide global survey of all non-Supply Chain plant employees early in the year, we quickly gathered feedback to identify how additional support could be provided from management and the organization during the challenging times caused by COVID-19. Favorable responses were received across all categories including:

- Care and connection with manager and team
- Senior leadership COVID-19 response and communications
- Employee wellness
- Virtual work effectiveness

As there were a few notable differences between sales and non-sales employee responses, we took action to address gaps and provide specific support needs to field sales-and-service associates who were uniquely impacted, including enacting a pay protection plan and enhanced health and safety protocols.

EMPLOYEE ENGAGEMENT SURVEY RESULTS

Metric	2014	2016	2018
Response Rate	75%	86%	91%
Employee Engagement Score	57%	62%	63%

We also conducted a survey for all Supply Chain plant associates and saw strong favorable responses in employee's perception of Ecolab's commitment to workplace safety and belonging at work.

In December 2020, we administered a U.S. random sample population survey of 3,500 associates to assess a number of employee wellbeing topics; work life balance, caregiver needs, return to office, overall

engagement and care and connection to team and manager. The survey revealed that our employees are receiving the care and connection needed from their manager and team and feel Ecolab will prioritize safety in any return to office decisions. We also saw an increase in overall engagement by three points, including a 10-point increase in female engagement. Opportunities for improvement included work life balance and developing an awareness and education of caregiver resources available to support associates.

We plan to leverage all 2020 survey results to proactively identify engagement and retention risks in talent populations and create action plans within respective businesses, functions and markets to mitigate these risks. In 2021, we plan to conduct additional pulse surveys to continuously monitor and track progress.



HUMAN CAPITAL DEVELOPMENT

Approach

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

We recently implemented a strategic initiative to monitor the health of our talent more closely, strengthen our talent pipeline and drive accountability for continuous improvement. We have ongoing CEO-led Talent Council meetings, regional Talent Councils and business-specific Talent Councils that meet monthly to review talent development and discuss strategic activities. Reports with talent and diversity metrics are provided to top management and reviewed monthly. Additionally, annual talent reviews are conducted with senior executives to lay out succession plans for leadership and key roles. This talent assessment process supplements the annual Performance Planning and Development process to ensure we proactively attract and retain talent that meets the needs of our growing global organization.

Employee Learning and Development

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

In 2020, we completed the deployment of a globally centralized learning management system, an integrated enterprise learning technology platform that provides enhanced capabilities to deploy ongoing learning to employees and comprehensive training recordkeeping. In the United States, we also offer an educational assistance program providing eligible employees with financial reimbursement upon successful completion of approved programs and courses offered by accredited colleges, business schools or technical schools.

Ecolab's 11 ERGs hosted over 300 events across 70+ global chapters in 2020. Event topics ranged across professional and personal development, diversity, equity and inclusion, healing and self-care and perspectives from senior leaders. In total, associates collectively spent almost 20,000 hours participating in ERG-led events.

Additionally, we delivered our third annual Ecolab Development Week to provide practice-oriented workshops to upgrade employee skills and advance career development. The 2020 Development Week comprised of over 350 completely virtual events spread across more than 85 countries with over 25,000 active participants. Not only does the participation rate represent over half of our global workforce, but it is also almost double the number of participants from the previous year's program.

Leadership Development Programs

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

In 2020, more than 300 global associates participated in our 18-week Manager Essentials program designed to support first-line managers making the transition from "leading self" to "leading others." We also delivered our Leader Coach program to more than 300 associates, targeting the coaching habits of senior leaders to further support and strengthen behaviors developed in the Manager Essentials cohorts. In addition, we redesigned our Growth Leader program, launching in 2021, to support nominated, high-performing and high-potential executive leaders.

Goals

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

- Enroll all global first-line managers in the Manager Essentials program by the end of 2021
- Have all eligible global leaders of first line managers complete the Leader Coach program by the end of 2021
- Each year, have 90-100 high-potential executive-level leaders complete the Growth Leader program
- Host annual Ecolab Development Week events and encourage all associates to engage in at least one development activity during that week and/or leverage one of these activities during the year

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



Collectively in 2020, employees spent a total of **411,000 hours** in learning and development.



On average, our global employees received a total of **27.4 hours of training and development**, comprised of 9.1 hours of formal training and 18.3 hours of informal or formal coaching, mentoring and/or job-shadowing.



The average training and development expenditure in 2020 was **\$315 per full-time employee**.

Annual Performance Planning and Development

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

Annual performance reviews for 2020 were completed in 2021, 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' 2020 annual performance reviews were recorded. Male- and female- identified associates received performance reviews at nearly the same rate.

2020 Learning Adoption Rate¹

Employee level	COMPLETED	TOTAL	%
Individual Contributor	33,084	36,204	91%
Junior Management	6,678	6,749	99%
Management	1,614	1,674	96%
Top Management	19	19	100%
Total	41,395	44,646	93%

Gender	COMPLETED	TOTAL	%
Female	10,383	11,982	87%
Male	30,876	32,234	96%
Not Specified	26	26	100%
No Data	110	404	27%
Total	41,395	44,646	93%

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

Annual Performance Review Completion Rates

Gender	2018	2019	2020
Female	97%	98%	99%
Male	97%	98%	99%
Not Specified	89%	100%	95%

Region	2018	2019	2020
Asia Pacific	100%	99%	99%
Europe	93%	96%	99%
Greater China	100%	100%	100%
India, Middle East and Africa	96%	98%	99%
Latin America	99%	98%	100%
North America	97%	98%	99%



HEALTH AND SAFETY

Approach

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

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

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

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

Protecting Employee Safety During COVID-19

To help reduce the risks due to COVID-19, Ecolab established a phased pandemic model based on prevalence of the virus in the community. Ecolab established both internal and external safety protocols based on guidance from the U.S. Centers for Disease Control (CDC) and other major public health organizations and evolved those protocols as we learned more about best practices to reduce the risk of COVID-19.

Ecolab leaders in each country have continuously mapped local conditions to the phased model and implemented the relevant protocols as their phase status changed throughout 2020. Additionally, Ecolab provides many programs and tools to reduce risks for employees, including enhanced sick time, pay protection, work from home support and personal protective equipment.

Occupational Health and Safety Management Systems

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

- Compliance with the legal, regulatory, customer and other requirements applicable to Ecolab activities and operations
- Prevention of injury, ill health and environmental exposures and commitment to continuous improvement of safety, health, environmental and security management systems and performance
- Management of safety, health, environmental and security risks through a hierarchy of controls, with the participation of employees and in consultation with key stakeholders
- Employee empowerment to stop work when conditions or behaviors are unsafe
- Managing our risk in all work environments

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

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

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

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



Hazard Identification, Risk Assessment and Incident Investigation

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

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

In 2020, our achievements included:

- More than 220,000 safety observations
- More than 36,000 commentary drives to improve driving techniques and safety practices
- More than 11,200 drivers using the Virtual Risk Manager driving application to help improve driving techniques and safety practices
- 94 safety audits – due to COVID-19, many of which were done remotely

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

Occupational Health Services

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

Hazard communication training is completed globally for all newly hired employees in relevant roles. We have also issued a global Industrial Hygiene Policy to guide employees in assessing risk, monitoring contaminants when necessary, controlling

occupational hazards through a hierarchy of controls and to stop work if conditions remain concerning.

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

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

Employee Participation in Occupational Health and Safety Committees

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



Employee Training

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

- **Safety Leadership Training**

This half-day course is designed to support 100% of managers engaged as safety leaders and other employees engaged in improving safety performance.

- **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 the driver population that has not completed BTW within the past three years to complete training in 2021.

- **Safety Onboarding**

Divisional safety onboarding processes are designed to provide newly hired sales-and-service personnel with basic safety training. The training includes eight modules of cross-divisional training (SOS® Core) and additional division-specific content. In 2020, our target was to have 100% of employees complete Safety Onboarding training within their first 30 days of employment. We achieved a 97% completion rate.

In our 2018 enterprise-wide employee engagement survey, we found that over 85% of Ecolab Employees are 'highly engaged' around safety. This safety engagement score was one of the highest engagement categories within Ecolab and is 7% higher than the Fortune 500 benchmark.

Emergency Response Program and Procedures

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

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

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

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

Prevention and Mitigation of Impacts at Customer Locations

Our health and safety management systems are designed to minimize risks in all our operations, including delivering products and services to customers worldwide. Our Regulatory Affairs team, which includes more than 200 scientists and professionals operating in 35 countries with backgrounds in chemistry, microbiology, toxicology, trade compliance and other disciplines, ensures we minimize product risks. In addition, we deploy training, risk assessment and mitigation techniques to ensure our team of more than 24,000 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.

HEALTH AND SAFETY PERFORMANCE

All Ecolab global operations conform to the Occupational Safety and Health Administration (OSHA) injury reporting standards. The data provided cannot be broken down by gender and does not include independent contractors, except where stated otherwise. As Ecolab transitioned to a web-based platform for injury and incident reporting, we identified opportunities to improve the consistency of tracking lost time injury rates outside of North America. This improvement process will continue in 2021.



Total Recordable Injury Rate (TRIR)

Number of injuries and illnesses per 100 workers, based on 200,000 working hours

	2019	2020	% Change
Asia Pacific	0.60	0.55	-8%
Europe	0.88	0.67	-24%
Greater China	0.14	0.19	36%
India, Middle East & Africa	0.67	0.32	-52%
Latin America	0.63	0.51	-19%
North America	1.55	1.06	-32%
Total	1.10	0.79	-28%

Lost Time Injury Rate (LTIR)

Number of injuries with lost days per 100 workers, based on 200,000 working hours

	2019	2020	% Change
North America	0.65	0.34	-48%

Total Vehicle Accident Rate (TVAR)

Number of vehicular accidents per million miles driven

	2019	2020	% Change
Asia Pacific	1.83	1.96	8%
Europe	4.34	3.38	-22%
Greater China	1.17	0.64	-45%
India, Middle East & Africa	2.39	2.09	-13%
Latin America	2.46	2.22	-10%
North America	2.66	2.25	-15%
Total	2.81	2.37	-16%

Severe Vehicle Accident Rate (SVAR)¹

Number of severe vehicular accidents per million miles driven

	2019	2020	% Change
Global	0.08	0.08	0%

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

Occupational Illness Frequency Rate (OIFR)

Number of occupational illnesses per million working hours

	2019	2020	% Change
Asia Pacific	0.14	0.14	0%
Europe	0.00	0.05	100%
Greater China	0.00	0.00	0%
India, Middle East & Africa	0.00	0.00	0%
Latin America	0.00	0.18	100%
North America	0.15	0.11	-89%
Total	0.08	0.09	13%

Fatalities

	2019	2020	% Change
Ecolab Employees	1	1	0%
Contract Employees	0	0	0%

COMMUNITY INVOLVEMENT

Community Giving

Since 1986, the Ecolab Foundation has implemented community impact programs to support communities where our employees live and work, focusing on giving to local non-profit organizations in four strategic areas: youth and education, civic and community development, arts and culture and environment and conservation. Since the inception of the Ecolab Foundation, the company has contributed more than \$131 million to non-profit organizations.

In 2020, Ecolab and its employees committed more than \$26 million to local communities through Foundation and corporate giving, in-kind donations and employee volunteerism (using the value of volunteerism per Independent Sector). Of this, employees gave more than \$3 million to nonprofit organizations around the world through the Ecolab Community Giving Program.

Approximately 25% of the Ecolab Foundation's funds in 2020, or \$2.1 million, were committed to organizations supporting youth education and development. 190 grants were awarded to well-known organizations that support youth such as Boys and Girls Clubs and Junior Achievement, and also to local after-school and in-school programs in 17 major communities where our employees live and work.

Another of the Ecolab Foundation's focus areas is that of civic and community development. In 2020, \$5.4 million of grant funding supported organizations that provide basic needs to our most vulnerable citizens: access to food, housing and job training. More than \$2 million was targeted to nonprofits to help with COVID-19 pandemic relief and address social and racial justice community initiatives. Of the 455 nonprofits who were awarded grants through the Foundation's Nonprofit Grant Program, 87.6% 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 2020, Ecolab provided \$1.3 million of direct and indirect funding grants to community partners that work with Saint Paul Public Schools in the U.S. where 70% of students are eligible for free or reduced-price lunch. Ecolab has targeted partnerships with schools on the West side of Saint Paul where we support programming at Humboldt Schools, Riverview West Side School of Excellence and Cherokee Heights Elementary School. Examples of directly funded initiatives include college preparatory and access programs (AVID and College Possible), S.T.E.M. in-class and out-of-class offerings and subsidized admission to performing arts organizations.

Ecolab also recognizes the contributions individual employees make in their communities. Through the Ecolab Dollars for Doers and Community Leadership programs, employees can apply for grants for qualifying non-profit agencies where they undertake 25+ hours of volunteer work annually or board leadership involvement. In 2020, 153 grants were distributed under these programs totaling more than \$60,000.

Through the Ecolab Community Giving Program, Ecolab Foundation matches 50% of employee donations, up to \$1,000, per employee per year (some restrictions apply). In 2020, the Ecolab Community Giving Program raised over \$3 million for more than 3,500 nonprofits around the world and the Foundation matched employees' requested donations totaling more than \$500,000. Program updates in 2020 enabled year-round giving, allowing employees to donate when able, which led to a 3% increase in donations over 2019. Setting an example from the top, with 100% of Ecolab's top



executives participating, the program shows the importance of giving as part of the Ecolab culture.

We are committed to empowering employees to give back in communities where we have significant operations. To facilitate local engagement and impact, we have Community Relations Councils in 16 regional locations around the U.S. involving 114 local Ecolab employee volunteers who help administer the Ecolab Foundation Nonprofit Grant Program. These local employees are most in touch with the needs of their communities and are well equipped to help determine which organization they believe contributions can have the greatest impact. In 2020, these committees help administer 329 grants to non-profits and schools totaling \$1.5 million.



Volunteerism

In a year when a global pandemic necessitated that employees work from home, many volunteer activities switched to virtual or were delayed until events could safely happen outside. Nonetheless, Ecolab employees were engaged as an asset to their communities, giving time and talent. In 2020, 3,270 individuals, or 7.2% of global employees, volunteered in at least one effort providing a value of over \$2 million back into their local communities.

VOLUNTEER METRICS

- ▶ **76,955**
volunteer hours, globally
- ▶ **22 hours**
average contributed per volunteer
- ▶ **1.7 hours**
average volunteering hours per employee, globally
- ▶ **144**
volunteer events (in 14 countries)
- ▶ **3,559**
individual volunteers, or 7.9% of global employees

Community Partnerships

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

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 the United States, Mexico and China are available in the Biodiversity section of this report.

Project WET

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

In addition, Ecolab sponsors Project WET's [Discoverwater.org](#), an interactive website that hosts free activities - currently available in English, Spanish and Mandarin - about the role of water in our lives. In 2020, the website had more than 250,000 unique users.

Disaster Response

As the world's leading supplier of cleaning and sanitizing products and solutions, Ecolab is proud of

our in-kind donation program which provides needed cleaning and sanitizing products to organizations in areas where natural disasters have occurred. In 2020, \$11.3 million worth of Ecolab products, equaling 4.5 million pounds, went to worldwide relief efforts in partnership with non-profit World Emergency Relief to areas affected by COVID-19. Donations were distributed in locations around the globe including Canada, Chile, Columbia, Costa Rica, Ghana, Greece, Italy, Mauritius, New Zealand, Sierra Leone, South Africa, the United States and Uruguay.

Measuring our Impact

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

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

- 99% said they accomplished or reached their goal(s)
- 97% reported Ecolab grants made a difference in relation to their overall organizational goals
- 74% reported the grant increased their organization's profile, brand awareness and reputation
- 72% reported their clients/constituents developed new or improved existing skills because of the grant from Ecolab

Governance

A LEADER IN CORPORATE RESPONSIBILITY

We know that to achieve our work to make the world cleaner, safer and healthier, we need to operate ethically, responsibly and sustainably. The work we do matters, and the way we do it matters to our associates, customers, investors and the communities in which we and our customers operate.

Ecolab is recognized as a leading environmental, social and governance (ESG) company for our commitment to delivering the right results in the right way. We are focused on operating safely and sustainably. We believe that a diverse and inclusive workforce is critical to our success. We abide by a strict code of conduct that guides our daily actions. And we strive to enrich our communities.



GOVERNANCE

The business and affairs of the Company are managed under the overall direction of the Board of Directors. To assist it in carrying out its duties, the Board has delegated certain authority to five standing committees: [Audit](#), [Compensation](#), [Finance](#), [Governance](#) and [Safety, Health & Environment](#).

- ▶ **13** board members
- ▶ **85%** of independent board members
- ▶ **38%** female representation
- ▶ **15%** ethnically and/or racially diverse

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.

Our Policy

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

Supporting Policies and Positions

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

our expectations around Slavery and Human Trafficking.

- Our [Conflict Minerals Policy](#) supports human rights organizations to end violence and atrocities in Central Africa, specifically the Democratic Republic of the Congo (DRC) and nine adjoining countries.

Disclosure

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



INTEGRITY AND ETHICS

We are committed to upholding the highest legal and ethical standards, regardless of when and where we conduct business. Available in 27 languages, our [Code of Conduct](#) applies to all Ecolab officers, directors 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.

All new employees participate in a facilitated training session 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 participate in an online or in-person training refresher course and provide a signature of completion and compliance. In addition, all governance body members are required to certify compliance with the Code annually. Our annual goal is to have 100% of global employees, including all senior managers, provide a signature to certify completion and compliance. In 2020, we had a 99% global completion rate. The Code of Conduct does not apply to third-party organizations providing security personnel to Ecolab facilities.

Employees can 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. All reports of potential Code violations are thoroughly investigated, and mitigation steps are put in place.

The whistleblower program is 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. 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.

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 14 risk areas, including the assessment of human rights issues. Our Annual Code of Conduct Audit is completed by the Audit department. Results from both assessments are reported to the Audit Committee of the Board of Directors.

ANTI-CORRUPTION

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 regions and in high-risk locations. Overall, there was a 97% completion rate of anti-corruption training in 2020.

Ecolab's anti-corruption policies are available in 24 different languages and require all intermediaries operating or exporting outside the United States to sign and maintain current anti-corruption undertakings communicating our policies. In higher-risk countries, certain intermediaries have also received training from company personnel.

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 115 auditable units including countries, divisions and departments. Of these units, approximately 50 are individual country operating locations which are audited over

Anti-Corruption Training Completion Rates

REGION	2020
Asia Pacific	98%
Europe	98%
Greater China	93%
India, Middle East & Africa	99%
Latin America	96%
North America	98%
Total	97%

a four- to five-year cycle. In these operational audits, procedures include testing controls relevant to Ecolab's anti-corruption program. In addition, three anti-corruption specific audits were completed in 2020 as part of Ecolab's anti-corruption program. The Global Compliance department also completes various assessments for all regions and business units, including recently acquired operations. Few significant risks were identified; risks relating to the use of intermediaries were the highest risk area identified.

DATA PRIVACY AND SECURITY

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

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

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

In 2020, Ecolab had zero substantiated complaints concerning breaches of customer privacy or losses of customer data.

GET INSIGHT. TAKE ACTION. DELIVER VALUE.



While the COVID-19 pandemic has created many obstacles for companies, Ecolab has sped up digitization plans to overcome these barriers.

Ecolab's Remote Assist program supports customers with mixed reality and IoT technology when access to a facility is restricted. Using this technology, an Ecolab field representative wears mixed reality goggles to transmit live audio, video and other information from inside a facility back to a team of experts that can guide the operation. This ensures social distancing and gives Ecolab access to facilities that have closed or restricted access during the pandemic, helping keep them active when faced with reduced operations or complete shutdowns.

Remote Assist enables quicker response times and allows multiple experts to collaborate to diagnose and troubleshoot customer problems without having to travel to the site. The technology is also being leveraged to troubleshoot mechanical malfunctions, audit operations, identify leaks, train new employees and install equipment. This is just one example of how digital tools can boost not only productivity, but resiliency in the face of unprecedented challenges.

And yet while we face this pandemic, other challenges can't wait. The existential threats of climate change and water scarcity demand that industries around the globe take action to lower carbon emissions, conserve water and reduce waste. By deploying transformative digital innovation and adopting best practices, Ecolab helps businesses achieve financial goals while working toward a net-zero carbon and water footprint.

By harnessing the power of billions of data points, cloud-to-cloud integration and digital twin technology, companies can assess performance across their enterprise and optimize their operations in real time. A cloud-based digital platform such as [ECOLAB3D™](#) uses predictive analytics and machine learning – backed by a global team of on-site and remote experts – to help companies optimize their operations and reduce their environmental footprint at the same time. By leveraging technology and adopting circular water strategies that go beyond their factory fence, companies can not only reduce their water use, but have a positive water impact in the watersheds they operate.

SUPPLIER RELATIONS

Approach

Our [Supplier Code of Conduct](#) includes expectations around human rights, ethics, labor rights, employment law, health and safety, environment, fair competition and supplied materials. The Supplier Code applies to the selection and retention of all suppliers that provide goods and/or services to Ecolab worldwide, including raw material suppliers, semi-finished or finished goods suppliers, packaging suppliers, contractors, contract manufacturers and service providers/suppliers. In many cases, expectations that suppliers comply with the Supplier Code and that they impose the same compliance requirements with their subcontractors and third parties are written into supplier contracts. To ensure full understanding of these expectations, Ecolab publishes this policy in 11 languages.

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

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

The scope of our sourcing requirements includes the carbon emissions footprint of our individual suppliers (Scope 3), as well as the total carbon impact of our own supply chain (Scope 1 and 2). When analyzing our suppliers carbon impact, which is comprised of over 20,000 direct and indirect suppliers, we found that their carbon footprint is ten times larger than our own. As part of Ecolab's science-based emissions reduction target, Ecolab has committed to work with suppliers representing 70% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel and downstream transportation and distribution) to set ambitious carbon reduction targets aligned with the science-based target methodology by 2024. By working with our supply chain partners to adopt aggressive climate goals, Ecolab is accelerating meaningful action to mitigate climate change.

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

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

Screening Process

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

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



Ongoing Supplier Assessments

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

To evaluate and address risks of human trafficking and slavery in its supply chains, Ecolab developed a supplier ethical assessment. In parts of Ecolab's business where there is an elevated risk of slavery and human trafficking, suppliers complete this assessment to verify compliance with Ecolab's ethical sourcing requirements. Ecolab has required such suppliers in the chemical, packaging, equipment and contract manufacturing categories to complete the assessment, and we plan to expand the number and scope of suppliers required to complete the assessment. Suppliers are questioned not only on their policies, but on management practices and specific performance related to protection of employees' human rights and prevention and elimination of trafficking and slavery.

The U.S. Department of Labor issues an annual List of Goods Produced by Child Labor or Forced Labor, which is generally consistent with lists issued by organizations such as Walk Free Foundation. The 2020 U.S. Department of Labor List identifies 155 goods produced by child labor and/or forced labor in 77 countries. Goods on the List that are, or may be, in Ecolab's global supply chain include palm oil from Malaysia and Indonesia and/or electrical components/electronics from China.

Ecolab's Global Procurement Team has begun monitoring sources of information on forced labor such as the U.S. Customs & Border Patrol's (CBP's) Withhold Release Orders to identify potential risks within our supply chain. For example, in late 2020 CBP issued Withhold Release Orders against two Malaysian companies, Sime Darby Plantation Berhad and FGV Holdings Berhad for palm oil and palm oil products. This was a result of information that reasonably indicated the presence of forced labor in the companies' product processes. The Ecolab Global Procurement team analyzed the Ecolab global supply chain to identify purchases of palm oil or products containing palm oil, then conducted an inquiry with those suppliers to verify the sources of palm oil. No palm oil originating from FGV or Sime Darby was identified through this process.

Ecolab's business lines, including the manufacture and sale of cleaning chemicals and provision of water, hygiene and infection prevention services to other businesses, have not been identified by the International Labor Organizations' (ILO), Walk Free or other organizations as high-risk industries. Of the twenty countries with the highest estimated prevalence of modern slavery, based on the Walk Free Foundation Global Slavery Index, Ecolab does business in three countries, including Nicaragua, Russia and China representing approximately 5% of Ecolab's global procurement spend and 950 suppliers. We have not received reports of evidence or indications of modern slavery within our operations or our industry sector.



SUPPLIER DIVERSITY

Approach

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

- The best teams and partners are diverse and inclusive
- Solving complex problems requires diverse perspectives and experiences
- Driving our partner marketplace to equitably reflect our diverse society makes our business more attractive to customers, employees and investors, and benefits the communities in which we live, work and serve

We define diverse suppliers as a small business as defined by CFR Title 13, Chapter 1, Part 121, or other small business association programs, or as 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), federal government agencies - including Veteran Affairs agencies - and/or state or local government agencies.

Goals

In 2020, Ecolab ensured that supplier diversity goals were integrated into our larger diversity, equity and inclusion strategy and that appropriate goals, resources and tools were put in place to double our spend with diverse suppliers by 2022.

In 2020, we also added a dedicated, Director-level resource to increase diverse supplier spend and drive focus on:

- Building increased data capabilities and a leadership accountability dashboard
- Growing external partnerships with organizations and customers
- Increasing training and awareness within the procurement organization and among business stakeholders
- Including diverse suppliers in all go-to-market sourcing activities where a diverse supplier can meet product and customer requirements

We'll accomplish this work by building a scalable foundation starting in the U.S., and then leveraging data analytics and insights to expand scope to additional countries. All leaders across the organization who influence spend with third party suppliers are responsible for achieving supplier diversity goals.

In 2020, Ecolab conducted business with over 500 diverse suppliers in all categories of diverse spend, of which 27% had more than two diverse indicators. Ecolab's 2020 spend with diverse suppliers totaled approximately \$105 million, or 3.1% of all U.S. procurement spend.

Supporting Local Suppliers

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

Local community is defined as the major regions 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 regions in which we operate.



POLITICAL ACTION

Public Policy

Engaging with policymakers is one means of furthering our sustainability objectives. We communicate with policymakers in proactive policy discussions, bringing our market segment and scientific expertise to the table on water, waste, food safety and customer health issues to ensure public policy decisions are grounded in principles of sound science. Ecolab engages with federal and state legislative and regulatory bodies, industry and customer trade associations and non-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.

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

Political Contributions

[Ecolab's Political Contribution Policy](#) provides an approval process for corporate political contributions by a committee of executives, as well as an annual review of the policy and political contributions by the Governance Committee of the Ecolab Board of Directors. In 2020, Ecolab Inc. contributed \$30,000 to the Democratic Governors Association and \$30,000 to the GOPAC, Inc.

Ecolab associates also can 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 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 state, local or presidential office. A list of all political contributions by ECOPAC and Ecolab is posted semi-annually to the Ecolab website under [Political Contribution Reporting](#).

Membership of Associations

Industry and policy groups have a unique ability to influence standards, regulations and practices. Ecolab engages with a broad range of industry groups, sharing expertise and insights to help these membership organizations enhance sustainability leadership across their respective industries.

In 2020, Ecolab actively participated in sustainability-related work groups within the following: A.I.S.E. (International Association for Soaps, Detergents and Maintenance Products); American Chemistry Council; American Cleaning Institute; American Hotel & Lodging Association; Beverage Industry Environmental Roundtable; Chemical Footprint Project; Consumer Goods Forum; Household and Commercial Products Association; Corporate Eco Forum; Council of Great Lakes Industries; Food Marketing Institute; Global Food Safety Initiative; Grocery Manufacturers Association; International Organization for Standardization; National Association for Environmental Management; National Association of Manufacturers; National Restaurant Association; Steel Manufacturers Association; Sustainable Purchasing Leadership Council; United States Council for International Business; and World Travel and Tourism Council.

GLOBAL TAX

Approach

We are committed to complying with all tax laws and regulations in each jurisdiction in which we do business and are guided by appropriate international standards. 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. Our tax structures have economic substance and adhere to the arm's-length standard in accordance with the current transfer pricing principles outlined by the Organization of Economic Co-operation and Development (OECD). Our [UK Tax Strategy Statement](#) is available on our website.

Our global tax policies and strategies are periodically reviewed and authorized by our Internal Finance Committee as well as the Finance and Audit Committees of Ecolab's Board of Directors. In addition, the tax function is reviewed as part of our internal controls audit and by our external auditor, PwC. The Tax department is subject to Ecolab's existing reporting mechanisms within the Global Finance function and whistleblower program managed by the Global Compliance department. Stakeholder engagement and management of concerns related to tax are covered by the tax department reporting into the Chief Financial Officer.

Financial Support Received

In 2020, Ecolab received nominal monetary support, awards, tax reliefs or subsidies directly from governments. We received federal and state tax credits in the United States to support our research and development initiatives totaling approximately \$23.6 million received in 2020 related to 2019 tax returns. Ecolab also received a U.S. federal family medical leave credit totaling approximately \$1.3 million. Ecolab received a Dominican Republic tax holiday of \$8.5 million in 2020 (valued benefit equals

the difference in the statutory tax rate applied to Ecolab's income for 2019 compared to the zero-tax paid). Additionally, the Singapore government allows a reduced income tax rate on certain income for which Ecolab anticipates a tax reduction of \$18.4 million in 2020. Anticipated tax deductions by the Australian government for research and development expenditures in Australia will total approximately \$217,000 for 2020.

COMPLIANCE

In 2020, there were no new material grievances related to environmental, health and safety, product and service information and labeling or marketing communications impacts filed through formal grievance mechanisms. We are aware of a relatively small number of noncompliance issues and have a proactive and robust compliance program to address them promptly and completely. None of these issues resulted in material fines or penalties to the company under applicable reporting requirements. Additional information is provided in Ecolab's Form 10-K for the fiscal year ending December 31, 2019 in Part 1, Item 1, under Environmental Remediation and Proceedings and in Note 15 ("Litigation and Environmental Matters").

In 2020, our operations did not experience spills of material significance to our company or the communities in which we operate. There were no facilities identified or reported that may significantly impact water bodies from discharges of water and runoff. None of the river basins and water sources where Ecolab has operations are designated as protected areas (nationally or internationally). In 2020, Ecolab's Jianghai, China facility received one penalty of approximately \$18,000 USD for exceedance of its wastewater permit limit for ammoniacal nitrogen (NH₃-N).

Appendix

TRANSPARENCY THROUGH RECOGNIZED FRAMEWORKS

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

This Appendix summarizes our management approaches and performance related to key environmental, social and governance (ESG) topics identified in our most recent materiality assessment and aligns to select Sustainability Accounting Standards Board (SASB), World Economic Forum Stakeholder Capitalism and Global Reporting Initiative (GRI) disclosure standards. In addition, we are a Task Force on Climate-related Financial Disclosures (TCFD) Supporter. For detailed reporting on TCFD recommendations and disclosures, please see our annual **CDP Climate Change Report**.





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. This 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.

TOPIC	SASB CODE	ACCOUNTNIG METRIC	2020 RESPONSE OR CROSS-REFERENCE
Greenhouse Gas Emissions	RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	282,843 MT CO ₂ e
	RT-CH-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Energy & Emissions
Air Quality	RT-CH-120a.1	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOC _x), and (4) hazardous air pollutants (HAPs)	1. NO _x emissions = 573.3 MT 2. SO _x emissions = 2.49 MT 3. VOC _x emissions = 1.6 MT 4. HAPs = 11.3 MT
Energy Management	RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	1. Total energy consumed = 5,941,461 GJ 2. Percentage grid electricity = 6.4% 3. Percentage renewable = 67.6% 4. Total self-generated energy = 201,729 GJ
Water Management	RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	1. Total water withdrawn = 6,557.9 thousand cubic meters 2. Total water consumed = 1,561.9 thousand cubic meters 18% = Percent of total water withdrawn in regions with "High" or "Extremely High" Baseline Water Stress
	RT-CH-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	One incident
	RT-CH-140a.3	Description of water management risks and discussion of strategies and practice to mitigate those risks	2020 CDP Water Security Report
Hazardous Waste Management	RT-CH-150a.1	Amount of hazardous waste generated; percentage recycled	Hazardous waste generated = 25,872 MT Percentage hazardous waste recycled = 0.49%
Community Relations	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	Stakeholder Engagement External Initiatives Water Management and Collective Action
Workforce Health and Safety	RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	1. TRIR = 0.79 per 200,000 hours worked 2a. 0.002 per 200,000 hours worked 2b. 0
	RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure to employees and contract workers to long-term (chronic) health risks	Health and Safety
Product Design for Use-Phase Efficiency	RT-CH-410a.1	Revenue from products designed for use-phase resource efficiency	We have determined that 64% of our 2020 revenue can be considered clean.



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) REFERENCE TABLE

TOPIC	SASB CODE	ACCOUNTING METRIC	2020 RESPONSE OR CROSS-REFERENCE
Safety and Environmental Stewardship of Chemicals	RT-CH-410b.1	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	1. 80% of Ecolab products have GHS category 1 and/or 2 warnings on the product, primarily due to our commitment to minimize our carbon footprint and packaging waste through the use of super concentrated products. When products are used as directed, this percentage drops significantly, particularly across our Institutional North America portfolio, where over 73% of our products do not require any personal protective equipment. 2. 100% of Ecolab products are evaluated for strict compliance with applicable regulatory requirements and assessed by the Regulatory Affairs and business teams for hazards using GHS and OECD standards.
	RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	Chemical Portfolio Management Product Design and Lifecycle Management
Genetically Modified Organisms	RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs)	0% - Genetically Modified Organisms (GMOs) are not relevant to Ecolab's business as Ecolab does not produce or use GMOs.
Management of the Legal & Regulatory Environment	RT-CH-530a.1	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Public Policy 2020 CDP Water Security Report 2020 CDP Climate Change Report
Operational Safety, Emergency Preparedness & Response	RT-CH-540a.1	Number of transport incidents	295 global transport incidents
	RT-CH-540a.2	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	PSIC = 6 PSTIR = 0.093 PSISR = 0.124
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Data Privacy and Security
	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	Global Privacy Policy
	SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	In 2020, Ecolab had zero substantiated complaints concerning breaches of customer privacy or losses of customer data.
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	1) 2.9% Asian, 2.9% Black or African American, 5.9% Hispanic or Latino, 85.3% White, 2.9% Other 2) 4.6% Asian, 9.3% Black or African American, 10.9% Hispanic or Latino, 71.1% White, 2.3% Other, 1.8% Not Specified
	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	1. Global voluntary turnover rate = 8.2% 2. Global involuntary turnover rate = 4.7%
	SV-PS-330a.3	Employee engagement as a percentage	Employee engagement score = 63%
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	Integrity and Ethics
	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	None

WORLD ECONOMIC FORUM STAKEHOLDER CAPITALISM METRICS REFERENCE TABLE

The World Economic Forum 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. This table identifies where Ecolab addresses each of the 21 core metrics.

THEME	CORE METRIC	RESPONSE OR CROSS-REFERENCE
Governing Purpose	Setting purpose	About Ecolab Our Approach
Quality of Governing Body	Board composition	Corporate Governance Board of Directors
Stakeholder Engagement	Impact of material issues on stakeholders	Stakeholder Engagement Sustainability Materiality Assessment
Ethical Behaviour	Anti-corruption	Anti-Corruption
	Protected ethics advice and reporting mechanisms	Integrity and Ethics
Risk and Opportunity Oversight	Integrating risk and opportunity into business process	2020 Annual Report and 10-K 2020 CDP Water Security Report 2020 CDP Climate Change Report
Climate Change	Greenhouse Gas (GHG) emissions	Emissions Performance
	TCFD-implementation	2020 CDP Climate Change Report
Nature Loss	Land use and ecological sensitivity	Biodiversity
Fresh Water Availability	Water consumption and withdrawal in water stressed areas	Water Water Performance
Dignity and Equality	Diversity and Inclusion	Diversity, Equity and Inclusion
	Pay Equality	Compensation
	Wage level	Compensation
	Risk for incidents of child, forced or compulsory labour	Human Rights Supplier Relations
Health and Well-being	Health and Safety	Benefits Health and Safety
Skills for the future	Training provided	Human Capital Development
Wealth creation and employment	Net number of jobs created	Talent Recruitment and Retention
	Net Economic Contribution	2020 Annual Report and 10-K
	Net investment	2020 Annual Report and 10-K Global Tax
Innovation in better products and services	R&D spend ratio	1.6%
Community and social vitality	Community investment	2020 Annual Report and 10-K
	Country by country tax reporting	2020 Annual Report and 10-K Global Tax



GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

The GRI Content Index provides an overview of the material sustainability-related disclosures contained in the 2020 Ecolab Corporate Responsibility Report, 2020 Ecolab Annual Report and Form 10-K and other sources. We report in accordance with the Global Reporting Initiative's GRI Standards: Core option.

GRI 102 | GENERAL DISCLOSURES 2016

Organizational Profile

DISCLOSURE	DESCRIPTION	RESPONSE
102-1	Name of the organization	Ecolab
102-2	Activities, brands, products, and services	About Ecolab, 2020 Annual Report and 10-K
102-3	Location of headquarters	1 Ecolab Place St. Paul, MN 55102
102-4	Location of operations	Locations, About Ecolab, 2020 Annual Report and 10-K
102-5	Ownership and legal form	2020 Annual Report and 10-K
102-6	Markets served	About Ecolab, 2020 Annual Report and 10-K
102-7	Scale of the organization	About Ecolab, 2020 Annual Report and 10-K
102-8	Information on employees and other workers	Diversity, Equity and Inclusion
102-9	Supply chain	Our Operations
102-10	Significant changes to the organization	Acquisitions and Divestments
102-11	Precautionary principle or approach	Chemical Portfolio Management
102-12	External initiatives	External Initiatives
102-13	Membership of associations	Political Action

Strategy

DISCLOSURE	DESCRIPTION	RESPONSE
102-14	Statement from senior decision-maker	Executive Letters
102-15	Key impacts, risks, and opportunities	Sustainability Materiality Assessment, 2020 CDP Water Security Report, 2020 CDP Climate Change Report, 2020 Annual Report and 10-K

Ethics and Integrity

DISCLOSURE	DESCRIPTION	RESPONSE
102-16	Values, principles, standards, and norms of behavior	Integrity and Ethics
102-17	Mechanisms for advice and concerns about ethics	Integrity and Ethics

Governance

DISCLOSURE	DESCRIPTION	RESPONSE
102-18	Governance structure	Sustainability Approach and Governance

Stakeholder Engagement

DISCLOSURE	DESCRIPTION	RESPONSE
102-40	List of Stakeholder Groups	Stakeholder Engagement
102-41	Collective bargaining agreements	Labor Relations
102-42	Identifying and selecting stakeholders	Stakeholder Engagement
102-43	Approach to stakeholder engagement	Stakeholder Engagement
102-44	Key topics and concerns raised	Sustainability Materiality Assessment

Reporting Practice

DISCLOSURE	DESCRIPTION	RESPONSE
102-45	Entities included in the consolidated financial statements	About Ecolab, 2020 Annual Report and 10-K
102-46	Defining report content and topic boundaries	Sustainability Materiality Assessment
102-47	List of material topics	Sustainability Materiality Assessment
102-48	Restatements of information	Reporting Changes and Restatements for 2020 Reporting Period
102-49	Changes in reporting	Reporting Changes and Restatements for 2020 Reporting Period
102-50	Reporting period	About This Report
102-51	Date of most recent report	About This Report
102-52	Reporting cycle	About This Report
102-53	Contact point for questions regarding the report	sustainability@ecolab.com
102-54	Claims of reporting in accordance with the GRI Standards	About This Report
102-55	GRI content index	Global Reporting Initiative (GRI) Content Index
102-56	External assurance	External Assurance

GRI 200 | ECONOMIC STANDARDS

GRI 201: Economic Performance 2016

DISCLOSURE	DESCRIPTION	RESPONSE
201-1	Direct economic value generated and distributed	2020 Annual Report and 10-K
201-2	Financial implications and other risks and opportunities due to climate change	2020 CDP Climate Change Report, 2020 Annual Report and 10-K
201-3	Defined benefit and other retirement plans	Benefits, 2020 Annual Report and 10-K
201-4	Financial assistance received from government	Global Tax

GRI 202: Market Presence 2016

DISCLOSURE	DESCRIPTION	RESPONSE
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Compensation
202-2	Proportion of senior management hired from the local community	Talent Recruitment

GRI 203: Indirect Economic Impacts 2016

DISCLOSURE	DESCRIPTION	RESPONSE
203-1	Infrastructure investments and services supported	Energy and Emissions
203-2	Significant indirect economic impacts	eROI: Creating and Measuring Value

GRI 204: Procurement Practices 2016

DISCLOSURE	DESCRIPTION	RESPONSE
204-1	Proportion of spending on local suppliers	Supplier Diversity

GRI 205: Anti-Corruption 2016

DISCLOSURE	DESCRIPTION	RESPONSE
205-1	Operations assessed for risks related to corruption	Anti-Corruption
205-2	Communication and training about anti-corruption policies and procedures	Anti-Corruption
205-3	Confirmed incidents of corruption and actions taken	Data unavailable

GRI 206: Anti-Competitive 2016

DISCLOSURE	DESCRIPTION	RESPONSE
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None in 2020

GRI 207: Tax 2019

DISCLOSURE	DESCRIPTION	RESPONSE
207-1	Approach to tax	Global Tax, 2020 Annual Report and 10-K
207-2	Tax governance, control, and risk management	Global Tax, 2020 Annual Report and 10-K
207-3	Stakeholder engagement and management of concerns related to tax	Global Tax, 2020 Annual Report and 10-K
207-4	County-by-country reporting	Global Tax, 2020 Annual Report and 10-K

GRI 300 | ENVIRONMENTAL STANDARDS

GRI 301: Materials 2016

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Management Approach	Materials Use and Waste
301-1	Materials used by weight or volume	Materials Use and Waste Performance
301-2	Recycled input materials used	Materials Use and Waste Performance
301-3	Reclaimed products and their packaging materials	Materials Use and Waste Performance



GRI 302: Energy 2016

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Management Approach	Energy & Emissions
302-1	Energy consumption within the organization	Energy Performance
302-2	Energy consumption outside of the organization	Energy Performance
302-3	Energy intensity	Energy Performance
302-4	Reduction of energy consumption	Energy Performance
302-5	Reductions in energy requirements of products and services	Energy & Emissions

GRI 303: Water and Effluents 2018

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Management Approach	Water
303-1	Interactions with water as a shared resource	Water
303-2	Management of water discharge-related impacts	Materials Use and Waste
303-3	Water withdrawal	Water Performance
303-4	Water discharge	Water Performance
303-5	Water consumption	Water Performance

GRI 304: Biodiversity 2016

DISCLOSURE	DESCRIPTION	RESPONSE
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity
304-2	Significant impacts of activities, products, and services on biodiversity	Biodiversity
304-3	Habitats protected or restored	Biodiversity
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity

GRI 305: Emissions 2016

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Management Approach	Energy & Emissions
305-1	Direct (Scope 1) GHG emissions	Emissions Performance
305-2	Energy indirect (Scope 2) GHG emissions	Emissions Performance
305-3	Other indirect (Scope 3) GHG emissions	Emissions Performance
305-4	GHG emissions intensity	Emissions Performance
305-5	Reduction of GHG emissions	Emissions Performance
305-6	Emissions of ozone-depleting substances (ODS)	Emissions Performance
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Emissions Performance



GRI 306: Effluents and Waste 2020

DISCLOSURE	DESCRIPTION	RESPONSE
306-1	Waste generation and significant waste-related impacts	Materials Use and Waste
306-2	Management of significant waste-related impacts	Materials Use and Waste
306-3	Waste generated	Material Use and Waste Performance
306-4	Waste diverted from disposal	Material Use and Waste Performance
306-5	Waste directed to disposal	Material Use and Waste Performance

GRI 307: Environmental Compliance 2016

DISCLOSURE	DESCRIPTION	RESPONSE
307-1	Non-compliance with environmental laws and regulations	Compliance

GRI 308: Supplier Environmental Assessment 2016

DISCLOSURE	DESCRIPTION	RESPONSE
308-1	New suppliers that were screened using environmental criteria	Supplier Relations
308-2	Negative environmental impacts in the supply chain and actions taken	Supplier Relations

GRI 400 | SOCIAL STANDARDS

GRI 401: Employment 2016

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Social Disclosure of Management Approach	Social
401-1	New employee hires and employee turnover	Talent Recruitment, Talent Retention
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits
401-3	Parental leave	Benefits

GRI 402: Labor/Management Relations 2016

DISCLOSURE	DESCRIPTION	RESPONSE
402-1	Minimum notice periods regarding operational changes	Labor Relations



GRI 403: Occupational Health and Safety 2018

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Management Approach	Health and Safety
403-1	Occupational health and safety management system	Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety
403-3	Occupational health services	Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and Safety
403-5	Worker training on occupational health and safety	Health and Safety
403-6	Promotion of worker health	Health and Safety, Benefits
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety
403-8	Workers covered by an occupational health and safety management system	Health and Safety
403-9	Work-related injuries	Health and Safety Performance
403-10	Work-related ill health	Health and Safety Performance

GRI 404: Training and Education 2016

DISCLOSURE	DESCRIPTION	RESPONSE
404-1	Average hours of training per year per employee	Human Capital Development
404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development
404-3	Percentage of employees receiving regular performance and career development reviews	Human Capital Development

GRI 405: Diversity and Equal Opportunity 2016

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Management Approach	Diversity, Equity and Inclusion
405-1	Diversity of governance bodies and employees	Diversity, Equity and Inclusion
405-2	Ratio of basic salary and remuneration of women to men	Compensation

GRI 406: Non-Discrimination 2016

DISCLOSURE	DESCRIPTION	RESPONSE
406-1	Incidents of discrimination and corrective actions taken	We do not report on this disclosure because the information is proprietary.

GRI 407: Freedom of Association and Collective Bargaining 2016

DISCLOSURE	DESCRIPTION	RESPONSE
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Labor Relations



GRI 408: Child Labor 2016

DISCLOSURE	DESCRIPTION	RESPONSE
408-1	Operations and suppliers at significant risk for incidents of child labor	Supplier Relations

GRI 409: Forced or Compulsory Labor 2016

DISCLOSURE	DESCRIPTION	RESPONSE
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier Relations

GRI 410: Security Practices 2016

DISCLOSURE	DESCRIPTION	RESPONSE
410-1	Security personnel trained in human rights policies or procedures	Integrity and Ethics

GRI 411: Rights of Indigenous Peoples 2016

DISCLOSURE	DESCRIPTION	RESPONSE
411-1	Incidents of violations involving rights of indigenous peoples	Data unavailable

GRI 412: Human Rights Assessment 2016

DISCLOSURE	DESCRIPTION	RESPONSE
412-1	Operations that have been subject to human rights reviews or impact assessments	Human Rights, Integrity and Ethics
412-2	Employee training on human rights policies or procedures	Integrity and Ethics
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Data unavailable

GRI 413: Local Communities 2016

DISCLOSURE	DESCRIPTION	RESPONSE
413-1	Operations with local community engagement, impact assessments, and development programs	Community Involvement
413-2	Operations with significant actual and potential negative impacts on local communities	None in 2020

GRI 414: Supplier Social Assessment 2016

DISCLOSURE	DESCRIPTION	RESPONSE
414-1	New suppliers screened using social criteria	Supplier Relations
414-2	Negative social impacts in supply chain and actions taken	None in 2020

GRI 415: Public Policy 2016

DISCLOSURE	DESCRIPTION	RESPONSE
415-1	Political contributions	Political Action



REPORTING CHANGES AND RESTATEMENTS FOR 2020 REPORTING PERIOD

Adjustments and Restatements of Information in Previous Reports

Unless otherwise noted, information and data have been revised to reflect the effect of the separation of ChampionX in 2020.

Due to organizational business realignment, India has been restated as part of the Middle East and Africa Market and subsequently removed from the Asia Pacific Market. Unless otherwise noted, information and data have been revised to reflect the effect of this realignment.

Ecolab first developed an inventory of greenhouse gas (GHG) emissions as part of our commitment to reducing our carbon footprint in 2007. In 2009, we expanded the primary inventory to include other key operational environmental impacts including water withdrawal, wastewater discharge and waste disposal. During completion of these 2020 inventories, data gaps were identified and corrected, which impacted historical inventories and data.

We also continue to implement many new data-management collection processes to maintain our energy and water invoices for all owned and operationally controlled fixed facilities. This serves as another way to perform internal and third-party auditing of this data. Globally, Ecolab had a 68 percent invoice-compliance rate in 2020, meaning that 68 percent of all energy and water invoices from all owned and operationally controlled fixed facilities were used to compile 2020 data.

Net sales are adjusted to constant 2015 dollars to factor out inflation when normalizing Ecolab's

emissions performance against the baseline year, following best-practice guidance from the GHG Protocol and EPA Climate Leaders. Ecolab's net sales are adjusted for inflation using Producer Price Indexes (PPI) from the Bureau of Labor Statistics.

In 2019, the Process Safety Incident Severity Rate (PSISR) was incorrectly published as 47 in the [2019 Corporate Responsibility GRI Report](#). This number was not normalized to the total annual hours worked by employees, contractors and subcontractors. Thus, the restated PSISR for 2019 is 0.683.

Greenhouse Gas, Water, Wastewater and Waste Inventory Changes

In 2018 we changed the accounting method we use to report GHG emissions from location-based to market-based. Primarily, this allows us to account for the renewable electricity purchases we are making in Europe and in the U.S. (e.g., at the Ecolab Schuman campus in Eagan, Minn.). This resulted in updates to our historical inventories, including summary data for 2015. No significant changes impacting our 2015 summary data were identified during completion of the 2020 water, wastewater and waste inventory.

Ecolab has had its 2020 global Scope 1, 2 and 3 (business travel only) GHG emissions, and global water withdrawal and water replenishment projects verified by a third party using the ISO 14064-3: Greenhouse Gases - Part 3 specification standard and the International Standard on Assurance Engagements (ISAE) 3000 for water consumption.

EXTERNAL ASSURANCE

Apex Companies, LLC (formerly the HSE division of Bureau Veritas North America, Inc.) provided third-party assurance for Ecolab's publicly reported 2020 Corporate Responsibility Report. This is the sixth 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. The assurance practitioners selected for this engagement were qualified to perform the services and were impartial and independent from the management systems and reports being audited.

On the basis of our 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 the report has been prepared in accordance with the GRI Standards including appropriate consideration of the Reporting Principles, necessary general disclosures, management approaches and topic-specific GRI standards to meet the in accordance-core requirements of the GRI Standards. It is Apex's opinion that: Ecolab has established appropriate systems for the collection, aggregation and analysis of relevant information; and Ecolab's executive management supports the development of processes for the embedding of sustainable management concepts and practices in the company.

INDEPENDENT LIMITED ASSURANCE STATEMENT



To: The Stakeholders of Ecolab, Inc.

Introduction and objectives of work

Apex Companies, LLC (Apex) has been engaged by Ecolab, Inc. (Ecolab) to provide limited assurance of its 2020 Corporate Responsibility GRI Report. This assurance statement applies to the Subject Matter included within the scope of work described below.

This information and its presentation in the 2020 Corporate Responsibility GRI Report ('the Report') are the sole responsibility of the management of Ecolab. Apex was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on the accuracy of the Subject Matter. This is the 5th year in which we have provided assurance over Ecolab's Corporate Responsibility GRI Report.

Scope of work

The scope of our work was limited to assurance over select data and information included in the 2020 Corporate Responsibility GRI Report ('the Report') for the calendar year 2020 period (the 'Subject Matter').

Reporting Criteria

The Subject Matter needs to be read and understood together with the Global Reporting Initiative (GRI) Standards Core Option, as set out at <https://www.globalreporting.org/>.

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period;
- Positional statements (expressions of opinion, belief, aim or future intention by Ecolab) and statements of future commitment; and
- Any financial data previously audited by an external third party.

This limited assurance engagement relies on a risk based selected sample of sustainability data and the associated limitations that this entails. This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

Responsibilities

This preparation and presentation of the Subject Matter in the Report are the sole responsibility of the management of Ecolab.

Apex was not involved in the drafting of the Report or of the Reporting Criteria. Our responsibilities were to:

- obtain limited assurance about whether the Subject Matter has been prepared in accordance with the Reporting Criteria;
- form an independent conclusion based on the assurance procedures performed and evidence obtained; and
- report our conclusions to the stakeholders of Ecolab.

Assessment Standards

We performed our work in accordance with 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. A materiality threshold of ± 5 -percent was set for the assurance process.

Summary of Work Performed

As part of our independent verification, our work included:

1. Assessing the appropriateness of the Reporting Criteria for the Subject Matter;
2. Conducting interviews with relevant personnel of Ecolab;
3. Reviewing the data collection and consolidation processes used to compile Subject Matter, including assessing assumptions made, and the data scope and reporting boundaries;
4. Reviewing documentary evidence provided by Ecolab;
5. Agreeing a selection of the Subject Matter to the corresponding source documentation;
6. Reviewing Ecolab's systems for quantitative data aggregation and analysis; and
7. Assessing the disclosure and presentation of the Subject Matter to ensure consistency with assured information.

Conclusion

On the basis of our methodology and the activities described above:

- Nothing has come to our attention to indicate that the Subject Matter has not been properly prepared, in all material respects, in accordance with the Reporting Criteria; and
- It is our opinion 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.

Evaluation against Global Reporting Initiative (GRI) Standards

Apex undertook an evaluation of Ecolab's Report against the GRI Standards Core Option. This included cross checking the GRI Content Index against the reference documents to provide an opinion on if the report has been prepared in accordance – core/comprehensive with the GRI Standards Core Option.

Based on our work, it is our opinion that 2020 Corporate Responsibility GRI Report has been prepared in accordance with the GRI Standards including appropriate consideration of the Reporting Principles, necessary general disclosures, management approaches, and topic-specific GRI Standards to meet the 'in accordance – core requirements of GRI Standards'.

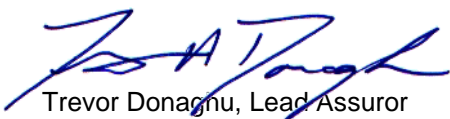
Statement of Independence, Integrity and Competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

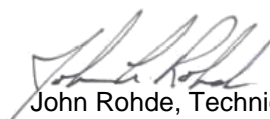
Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

No member of the assurance team has a business relationship with Ecolab, its Directors or Managers beyond that required of this assignment. We have conducted this assurance independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data and assurance of sustainability reports. The assurance team has provided assurance of Ecolab's CSR Report since 2015, and its greenhouse gas emissions inventory since 2010.



Trevor Donaghy, Lead Assuror
Program Manager
Apex Companies, LLC
Pleasant Hill, CA



John Rohde, Technical Reviewer
Principal
Apex Companies, LLC
Lakewood, CO

June 8, 2021



VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS

To: The Stakeholders of Ecolab, Inc. (Ecolab)

APEX Companies LLC, (Apex) was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by Ecolab Inc. (Ecolab) for the period stated below. This Verification Opinion Declaration applies to the related information included within the scope of work described below.

The determination of the GHG emissions is the sole responsibility of Ecolab. Ecolab is responsible for the preparation and fair presentation of the GHG statement in accordance with the criteria. Apex's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the GHG statement based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- Worldwide

Types of GHGs: CO₂, N₂O, CH₄, HFCs

GHG Emissions Statement:

- **Scope 1:** 282,843 metric tons of CO₂ equivalent
- **Scope 2 (Location-Based):** 144,624 metric tons of CO₂ equivalent
- **Scope 2 (Market-Based):** 57,161 metric tons of CO₂ equivalent
- **Total Scope 1 and Scope 2 Market Based:** 340,004 metric tons of CO₂ equivalent
- **Year on Year Change Total S1/S2 (2019-2020)*:** ↓142,779 metric tons of CO₂ equivalent
- **Scope 3:**
Business Travel: 13,877 metric tons of CO₂ equivalent

Data and information supporting the Scope 1 and Scope 2 GHG emissions statement were historical in nature and were in some cases estimated rather than historical in nature.

Data and information supporting the Scope 3 GHG emissions statement were in some cases estimated rather than historical in nature.

* 2019 emissions revised due to divestiture post 2019-reporting year verification.

Period covered by GHG emissions verification:

- January 1, 2020 to December 31, 2020

Criteria against which verification conducted:

- World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (Scope 3)



Reference Standard:

- ISO 14064-3 Second Edition 2019-04: Greenhouse gases -- Part 3: Specification with guidance for the validation and verification of greenhouse gas statements

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the above indicators

GHG Verification Methodology:

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of Ecolab and their consultant;
- Review of documentary evidence produced by Ecolab;
- Review of Ecolab data and information systems and methodology for collection, aggregation, analysis and review of information used to determine GHG emissions; and
- Audit of sample of data used by Ecolab to determine GHG emissions.

Assurance Opinion:

Based on the process and procedures conducted, there is no evidence that the GHG emissions statement shown above:

- is not materially correct and is not a fair representation of the GHG emissions data and information; and
- has not been prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard (**Scope 1 and 2**), and WRI/WBCSD Greenhouse Gas Protocol Corporate Value Chain Accounting and Reporting Standard (**Scope 3**).

It is our opinion that Ecolab has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

**Statement of independence, impartiality and competence**

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with Ecolab, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

Attestation:

A blue ink signature of Trevor Donaghu, written in a cursive style.

Trevor Donaghu, Lead Verifier
Program Manager
APEX Companies, LLC

A blue ink signature of David Reilly, written in a cursive style.

David Reilly, Technical Reviewer
Principal Consultant
APEX Companies, LLC

May 28, 2021

This verification statement, including the opinion expressed herein, is provided to Ecolab and is solely for the benefit of Ecolab in accordance with the terms of our agreement. We consent to the release of this statement by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.



VERIFICATION OPINION DECLARATION WATER WITHDRAWAL AND REPLENISHMENT

To: Ecolab, Inc. (Ecolab)

APEX Companies LLC, (Apex) was engaged to conduct an independent verification of the water withdrawal and replenishment reported by Ecolab Inc. (Ecolab) for the period stated below. This Verification Opinion Declaration applies to the related information included within the scope of work described below.

The determination of the water withdrawal and water replenishment is the sole responsibility of Ecolab. Apex's sole responsibility was to provide independent verification on the accuracy of the water withdrawal and replenishment reported, and on the underlying systems and processes used to collect, analyze and review the information. Apex is responsible for expressing an opinion on the water withdrawal and replenishment based on the verification. Verification activities applied in a limited level of assurance verification are less extensive in nature, timing and extent than in a reasonable level of assurance verification.

Boundaries of the reporting company GHG emissions covered by the verification:

- Operational Control
- Worldwide

Data Verified:

- **Water Withdrawal:** 6.6 million cubic meters
- **Year on Year Change (2019-2020)*:** ↓ 900 thousand cubic meters
- **Total Water Replenishment Projects:** 447 thousand cubic meters

Data and information supporting the water withdrawal assertion were historical in nature. Some supporting information was estimated rather than historical.

* 2019 water withdrawal revised due to divestiture post 2019-reporting year verification.

Period covered by the verification:

- January 1, 2020 to December 31, 2020

Criteria against which verification conducted:

- CDP Guidance for Companies, for Corporate Reporting on Water on Behalf of Investors and Supply Chain Members **(Water Withdrawal)**

Reference Standard:

- 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.

Level of Assurance and Qualifications:

- Limited
- This verification used a materiality threshold of 5% for aggregate errors in sampled data for each of the above indicators

**Verification Methodology:**

Evidence-gathering procedures included but were not limited to:

- Interviews with relevant personnel of Ecolab and their consultant;
- Review of documentary evidence produced by Ecolab;
- Review of Ecolab data and information systems and methodology for collection, aggregation, analysis and review of information used to determine water withdrawal and replenishment; and
- Audit of sample of data used by Ecolab to determine water withdrawal and replenishment.

Verification Opinion:

Based on the process and procedures conducted, there is no evidence that the water withdrawal and replenishment assertion shown above:

- is not materially correct and is not a fair representation of the water withdrawal and replenishment data and information; and
- has not been prepared in accordance with the CDP Project Guidance for Companies, for Corporate Reporting on Water on Behalf of Investors and Supply Chain Members.

It is our opinion that Ecolab has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of water withdrawal and replenishment for the stated period and boundaries.

Statement of independence, impartiality and competence

Apex is an independent professional services company that specializes in Health, Safety, Social and Environmental management services including assurance with over 30 years history in providing these services.

No member of the verification team has a business relationship with Ecolab, its Directors or Managers beyond that required of this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Apex has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

The verification team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 20 years combined experience in this field and an excellent understanding of Apex's standard methodology for the verification of greenhouse gas emissions data.

Attestation:

A handwritten signature in blue ink, appearing to read 'Trevor Donaghu'.

Trevor Donaghu, Lead Verifier
Program Manager
APEX Companies, LLC

A handwritten signature in blue ink, appearing to read 'David Reilly'.

David Reilly, Technical Reviewer
Principal Consultant
APEX Companies, LLC

May 28, 2021

This verification statement, including the opinion expressed herein, is provided to Ecolab and is solely for the benefit of Ecolab in accordance with the terms of our agreement. We consent to the release of this statement by you to CDP in order to satisfy the terms of CDP disclosure requirements but without accepting or assuming any responsibility or liability on our part to CDP or to any other party who may have access to this statement.