



GROWING FAST. GROWING OUR IMPACT. GROWING OUR TEAM.

2024 GROWTH & IMPACT REPORT





The Ecolab Growth & Impact Report documents Ecolab Inc.'s performance on economic, environmental, social and governance topics. This report includes data from 1 January – 31 December 2024, unless otherwise stated, and covers Ecolab's global entities over which we have operational control, including our offices, manufacturing plants and research, development and engineering facilities. Additional reporting on matters specific to financial performance of the Company and its subsidiaries and a discussion of forward-looking statements and risk factors can be found in our [2024 Annual Report](#).

For more information, please see [About this report](#).

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Growing fast by growing our impact and growing our team

2024 was a record year for Ecolab. Our growth and impact reached new heights, thanks to our team's hard work and the unmatched value we delivered in support of our customers' goals.

We reported record sales, record earnings per share, record operating income margins and record free cashflow. By partnering with our world-renowned customers, Ecolab delivered best-in-class performance while helping protect the health of 1.7 billion people, conserve enough water to meet the drinking water needs of 781 million people, safeguard one-third of the world's processed food production and support more than one-fifth of the world's power production. And in our own operations, we improved water use efficiency, reduced our carbon footprint and cultivated a winning team that reflects our communities and champions our culture of safety.

Ecolab's ability to deliver strong business performance is inextricably linked with our impact—with improved operational performance, reduced water use and lower energy consumption helping drive down costs and fuel growth. As a result of our efforts, we continued to win the right way and have ultimately delivered \$9.1 billion in value to our customers since 2019.

These results come at a critical moment when urgent action is needed to protect our world's most vital resource: water.

We cannot create more water. It's growing increasingly difficult to source yet is more sought after than ever. The world faces a 56% shortfall in freshwater by 2030, according to the World Resources Institute, and this projection does not consider new demands of the artificial intelligence (AI) boom. In fact, it is estimated that by 2030, AI globally will require as much energy annually as all of India and as much water to meet the annual drinking water needs of the entire United States.

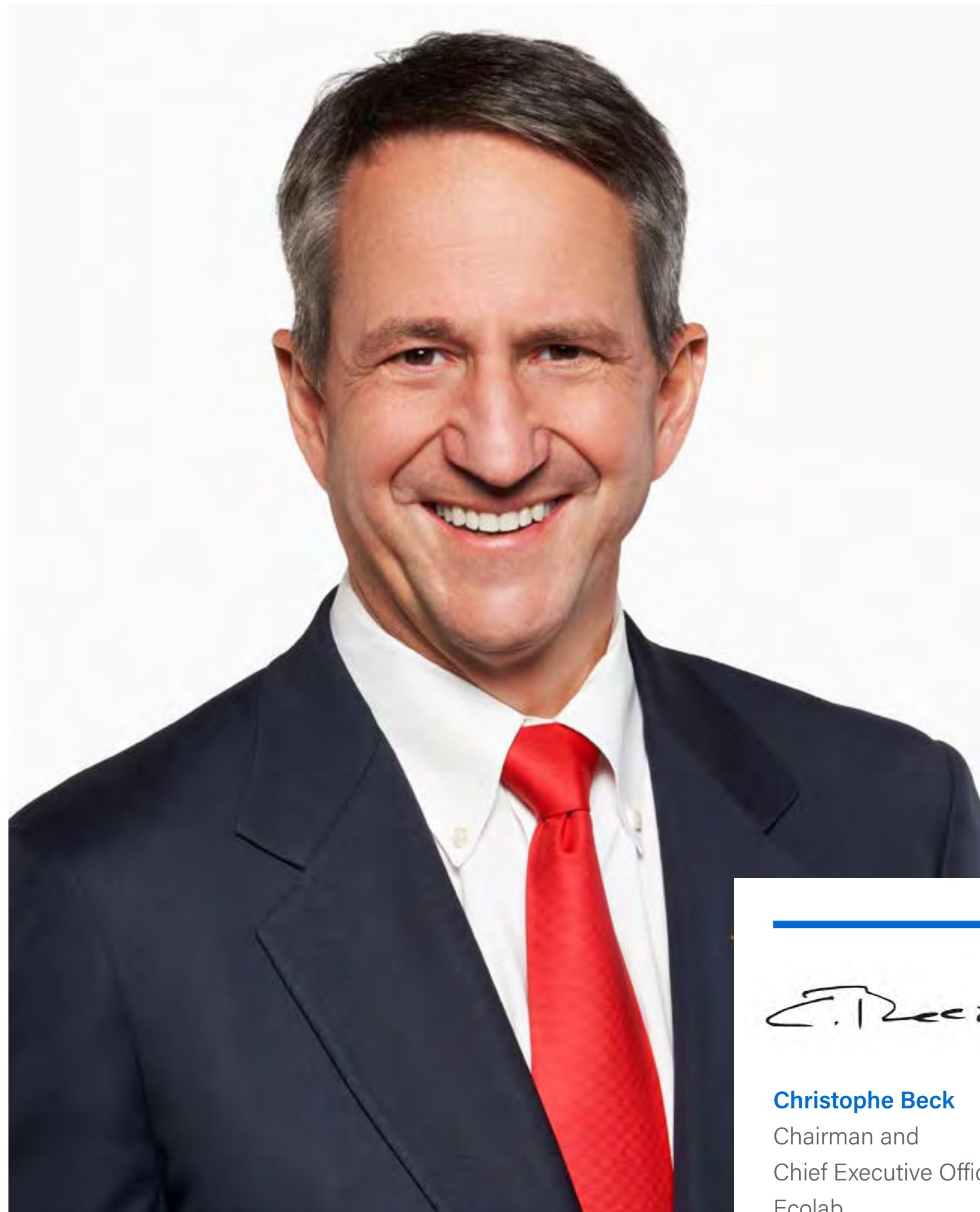
It's true that the AI revolution is here, and despite the challenges, there is considerable promise in what this technology offers. Our new mission must be to introduce these AI innovations while also prioritizing smart water management. We must recognize that for businesses to sustainably grow using AI, water is a crucial enabler. The good news is that we have circular water solutions today to help reduce, reuse and repurpose water across industry. Additionally, there is a unique opportunity to leverage AI to further drive efficiency and improve operational processes.

We are living in a complex world, but I remain fascinated and am struck by all the opportunities before us. The strong performance detailed in our 2024 Growth & Impact Report gives me confidence that the best will always be in front

of us. I know this is just the beginning of what's possible for our high-performing team.

We are moving at pace toward our vision of creating 2030 Positive Impact, where we aim to help conserve the drinking water needs of 1 billion people, protect 2 billion people from foodborne illnesses and infections, and help customers achieve \$18 billion in cumulative value from the use of Ecolab solutions and services. All the while, we are executing our solid growth formula to fuel our high performance and deliver AI-enabled digital technologies that extend our positive impact.

I fundamentally believe that we win as a business—for our customers, our investors and our associates—when we do what's right and do it well. It's an ethos that continually earns Ecolab recognition in the marketplace, exemplified by our inclusion year-over-year on CDP's A List for climate and water security, Ethisphere's list of World's Most Ethical Companies, Fortune's list of World's Most Admired Companies and many more. Growing fast by growing our impact and growing our team will continue to be our winning formula. With our winning mindset and partner support, we will continue our positive performance into the future.



Christophe Beck

Chairman and
Chief Executive Officer
Ecolab



High performance & high impact: the key to rapid growth

For more than a century, Ecolab has been advancing business growth and customer goals through sustainable solutions. And 2024 was no exception.

This past year we demonstrated that we are by no means slowing down but rather growing faster through the efforts of our high-performing team. We're on track to achieve our 2030 ambitions while enhancing profitability for our customers and in our own operations.

Our 2030 Customer Impact goals are proof of our growth and progress. Our unique business offerings in 2024 helped our customers save 226 billion gallons of water, protect 1.7 billion people from foodborne illnesses and infections, avoid 4.6 million metric tons of greenhouse gas emissions (GHG) and ultimately, help our customers achieve \$9.1 billion in cumulative value since 2019.

While Ecolab's greatest impact is through the work we do with our customers, we continue to lead by example in our own operations and communities. In 2024, we once again

outperformed our operational water and climate targets, making gains in water use efficiency and GHG reduction progress. Additional accomplishments include:

- **Science-based climate targets:** Earned approval from the [Science-based Targets Initiative \(SBTi\)](#), the gold standard for climate target verification, for Ecolab's near- and long-term GHG emissions targets.
- **Renewable energy:** Achieved [100% renewable electricity in Ecolab's European Union operations](#), bringing the company to over 70% renewable electricity globally and on track to 100% renewable by 2030.
- **Fleet electrification:** Accelerated efforts to [convert Ecolab's sales and service fleet in North America](#) to electric vehicles by 2030.
- **Alternative fuels:** Continued collaborating to [grow the Minnesota Sustainable Aviation Fuel \(SAF\) hub](#) alongside the Greater MSP Partnership, Delta Air Lines, Xcel Energy and Bank of America. This first-of-its-kind coalition aims to scale the production and use of SAF, crucial for reducing aviation's carbon footprint.

▪ **Water resilience:** Expanded our work as cofounder of the [Water Resilience Coalition \(WRC\)](#), which has grown to 40 companies with a market capitalization of \$5 trillion. Additionally, as WRC basin champion for drought-stricken California, Ecolab convened the [second annual forum of the California Water Resilience Initiative \(CWRI\)](#), a private sector initiative that accelerates coordinated, collective action to achieve a water-resilient future for California, aligning with public sector goals.

Throughout our 102-year history, Ecolab has always turned challenges into opportunities. We have used our expertise and leadership to develop innovative solutions that enhance growth and impact. We are proud of the progress we have made to date and look forward to achieving even more in the future. In collaboration with customers, stakeholders and strategic partners, we pledge to continue to advance solutions that deliver business growth and profitability, the right way and with transparency.



Emilio Tenuta

Senior Vice President and
Chief Sustainability Officer

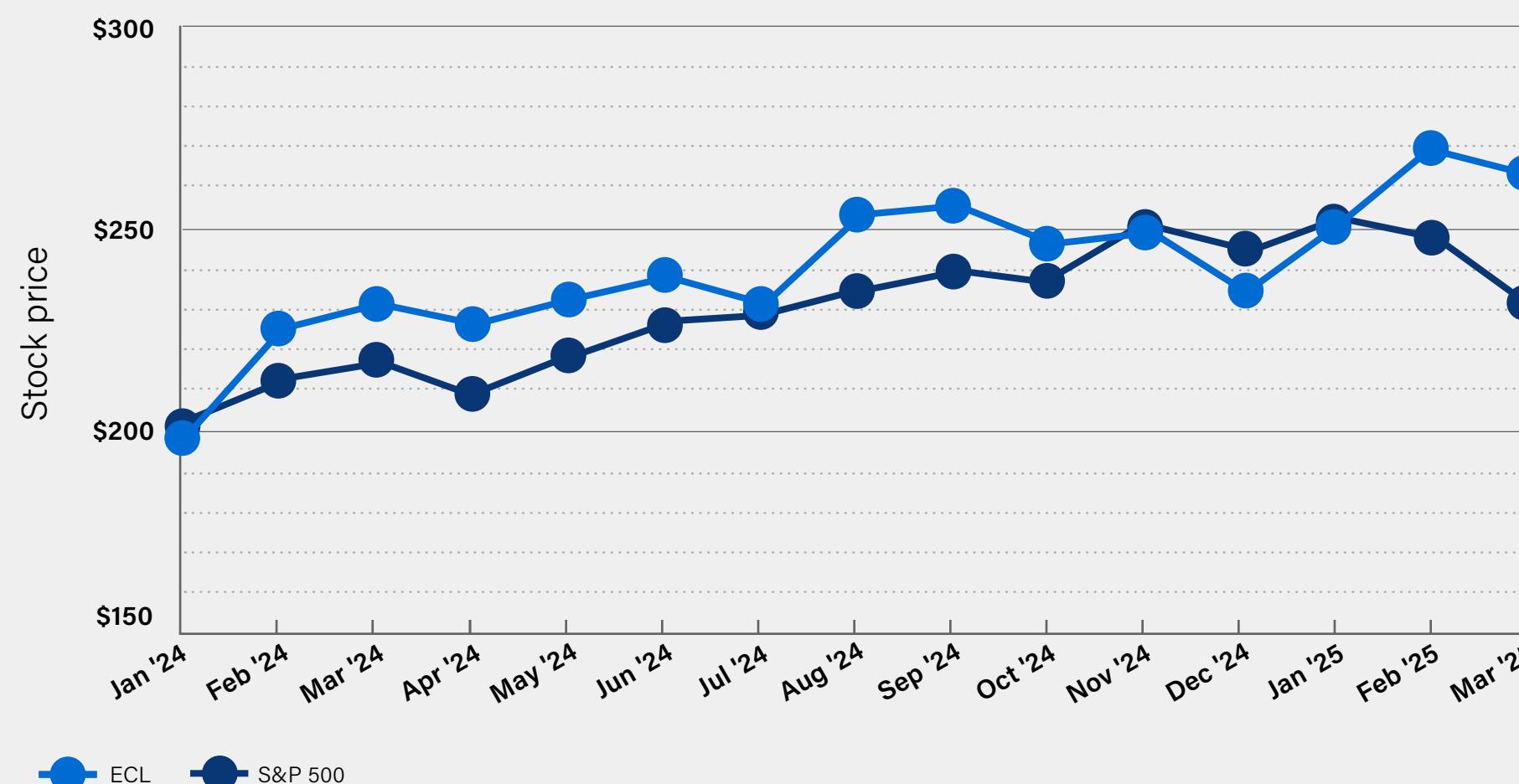


Ecolab at a glance

An innovative and trusted partner at millions of customer locations, Ecolab Inc. is a global sustainability leader offering water, hygiene and infection prevention solutions and services that help protect people and the resources vital to life. Customers in more than 40 industries choose Ecolab's solutions to improve business performance, operational efficiencies and sustainability.



Continued strong stock performance



Ecolab continues to be defined by innovation, growth and positive impact. 2024 was another strong year with successfully managed challenges, supported customers and accelerated business growth. Ecolab continues delivering total value to our customers and returns for our stockholders.

Protecting people and the resources vital to life

Building on a century of innovation, Ecolab's approximately 48,000 associates deliver comprehensive science-based solutions, data-driven insights and world-class service to advance food safety, maintain clean and safe environments and optimize water and energy use. Ecolab's innovative solutions help improve operational efficiencies and environmental impact for customers in the food, healthcare, life sciences, hospitality and industrial markets in more than 170 countries around the world. We are united by our purpose to make the world cleaner, safer and healthier — helping businesses succeed while protecting people and vital resources.

Helping customers succeed

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

Providing personalized service

Ecolab's ultimate key to growth is found in our industry-leading sales-and-service force. Every customer challenge is unique, which is why we partner with customers in their facilities, providing innovative solutions, digital technologies and unmatched insights. Our knowledgeable and experienced team serves as trusted partners to identify and solve the operational challenges our customers may face. Our experts employ a rigorous process to gather data, apply advanced technology, rethink processes and provide solutions to address our customers' unique challenges.

Developing innovative solutions

Ecolab has a long history of innovation. Our strategy is based on chemistry, digital technology and service to deliver exponential customer value. Our team of more than 3,000 scientists, engineers, technical specialists and digital experts create innovative solutions that are responsibly sourced and developed with close attention to human and environmental impact. With our expertise in core technologies, including antimicrobials, dispensing and monitoring, personal and environmental hygiene, polymers, surfactants, solid chemistry, water management and data analytics, we help improve operational efficiency, product quality and safety for our customers.

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

Follow us on:





Performance and growth across the business

Growth and Impact across the business

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

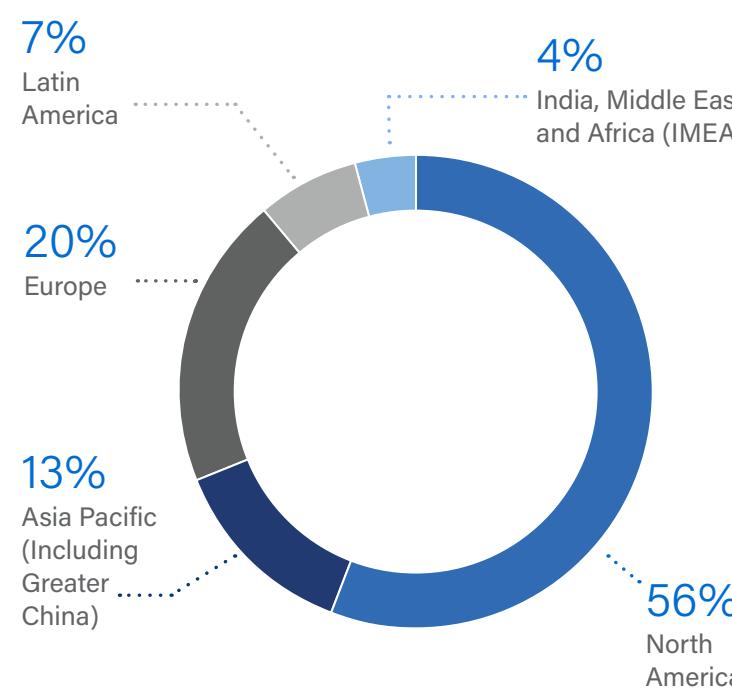
By focusing on market, enterprise and breakthrough innovations, Ecolab continues to find innovative ways to help customers achieve their operational and environmental goals.

Ultimately, we believe that doing the right thing, the right way, is good for business.



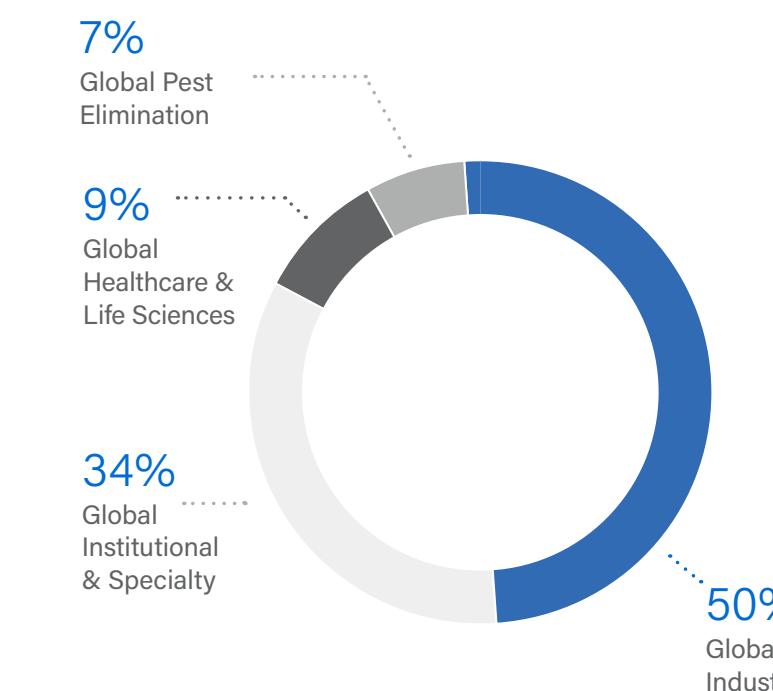
Sales by region 2024

(percent of total sales)



Business mix 2024

(percent of total sales)



Financials

Continuing operations — millions, except per share

	2024	2023	2022	2021	2020	2024	2023	2022	2021
Net Sales	15,741.4	\$15,320.2	\$14,187.8	\$12,733.1	\$11,790.2	3%	8%	11%	8%
Net Income from Continuing Operations Attributable to Ecolab	2,112.4	1,372.3	1,091.7	1,129.9	967.4	54%	26%	-3%	17%
Net Income from Continuing Operations as a Percent of Sales	13.4%	9.0%	7.7%	8.9%	8.2%	—	—	—	—
Diluted Earnings per Share from Continuing Operations	7.37	4.79	3.81	3.91	3.33	54%	26%	-3%	17%
Adjusted Diluted Earnings per Share from Continuing Operations (non-GAAP measure)	6.65	5.21	4.49	4.69	4.02	28%	16%	-4%	17%
Diluted Weighted-Average Common Shares Outstanding	286.6	286.5	286.6	289.1	290.3	0%	0%	-1%	0%
Cash Dividends Declared per Common Share	2.36	2.16	2.06	1.95	1.89	9%	5%	6%	3%
Cash Provided by Operating Activities from Continuing Operations	2,813.9	2,411.8	1,788.4	2,061.9	1,741.8	17%	35%	-13%	18%
Capital Expenditures	994.5	774.8	712.8	643.0	489.0	28%	9%	11%	31%
Ecolab Shareholders' Equity	8,757.3	8,044.7	7,236.1	7,224.2	6,166.5	9%	11%	0%	17%
Return on Beginning Equity	26.3%	19.0%	15.1%	18.3%	11.1%	—	—	—	—
Total Debt	7,564.9	8,181.8	8,580.4	8,758.2	6,686.6	-8%	-5%	-2%	31%
Net Debt to EBITDA (non-GAAP measure)	1.7	2.4	3.2	3.4	2.4	—	—	—	—
Total Assets	\$22,387.8	\$21,846.6	\$21,464.3	\$21,206.4	\$18,126.0	2%	2%	1%	17%

Adjusted earnings per share amounts exclude the impact of special gains and charges, discrete taxes and the impact of the Purolite acquisition.

GROWING FAST.

At Ecolab, we grow fast by delivering impact as a high-performing team. Our science-centered and people driven approach allows us to advance our mission of protecting the resources vital to life. We remain steadfast in our commitment to driving positive performance helping build a world where people are healthy, our environment and communities are respected and businesses can grow.

For more than a century, together with our customers, we have put science to work to deliver profitability alongside positive impact. Preventing the spread of pathogens to keep people healthy. Helping safeguard the sustainability of our environment through smart water use and technologies for a low-carbon future. Solving complex operational challenges, building resilience and reducing risk in a rapidly changing, unpredictable world.

We use innovative technology to help ensure our expertise and insights are there whenever and wherever they're needed. So that businesses can grow and people around the world can thrive.





Our sustainability strategy

Growing fast while growing our positive impact is embedded into our comprehensive science-based solutions, data-driven insights and world-class service, all designed to create shared value for our customers and business.

We do all this by providing the right technology and service at the right time, in the right way. We remain committed to delivering sustainable solutions and world-class service that help build a resilient future, all while delivering long-term value to our customers and shareholders to help address the global trends shaping the future of business.



GROWING FAST.

Helping businesses — including our own — thrive by protecting reputations and the bottom line

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

GROWING OUR IMPACT.

Prioritizing positive environmental impact and the earth's most valuable resource: water

At Ecolab, we believe what's good for the planet is good for business. Operating profitably and sustainably can both be achieved. We work to help our customers advance operational goals while improving their environmental impact. We share our expertise in smart water use to help our customers reduce, reuse and repurpose water in their operations. And our tailored solutions help them use energy more efficiently, reduce waste and cut greenhouse gas emissions to advance a more resilient future.

GROWING OUR TEAM.

Our high-performing team is driven to tackle meaningful challenges for our customers, and the world

Our growing team of 48,000 associates takes on some of the world's most meaningful challenges to help maintain clean and safe environments, optimize water and energy use and improve operational efficiencies to enable growth. Every challenge is unique, which is why our 25,000 field associates partner with customers in their facilities, providing personalized consultation and service. With our global reach and ambitious growth plans, our purpose drives what we do — we impact what matters. The way we do our work matters, too. We work with purpose, reaching our goals, doing what's right and honest, challenging ourselves, working as a team and valuing diverse perspectives to make a lasting impact.



Winning, the right way, with McLaren

In 2024, Ecolab joined forces with McLaren Racing by becoming an Official Partner of the McLaren Formula 1 Team, marking the beginning of an exciting relationship aimed at tackling shared challenges.

Through this collaboration, Ecolab is working with the iconic McLaren team to drive innovative solutions that advance McLaren's sustainability journey. The multi-year partnership will support the development of a sustainable aviation fuel (SAF) program for McLaren within the high-octane world of Formula 1 racing.

By integrating SAF into McLaren's strategy to decarbonize its commercial travel emissions, McLaren aims to make continued progress toward its commitment of halving emissions by 2030 and reaching net zero by 2040.

In addition to advancing SAF, the partnership between Ecolab and McLaren underscores a shared vision of innovation and excellence. Ecolab emphasizes the importance of a winning spirit, collaboration and speed as key elements in driving the company's continued growth.

To highlight their shared culture of high performance, Ecolab and McLaren came together in the fall of 2024 for a celebration at Ecolab's Schuman Campus. More than 1,500 Ecolab associates and their families demonstrated their support for the two organizations' collective journey toward a more sustainable future. The event was an invigorating capstone to the first of many years of collaboration between two organizations committed to winning the right way, while making a positive impact.





ECOLAB GLOBAL SUSTAINABILITY NETWORK

Launched on Earth Day in 2022, the Global Sustainability Network (GSN), was established to advance Ecolab's growth and impact through education, communication and collaboration on environmental sustainability issues. Today, it is the fastest-growing employee-led community group at Ecolab with more than 2,500 members.

Accelerating positive impact through employee engagement

Led by a rotating team of Ecolab associates, the GSN has launched a range of initiatives including:

- **Creating a sustainability moments library**, so associates can pause at the start of a meeting to highlight sustainability efforts in our operations and through partnerships with suppliers and customers.
- **Holding training sessions** to discuss how individual associates can help drive sustainable solutions that shape Ecolab's products, services and processes.
- **Naming almost 150 global Sustainability Champions**, associates who help take the mission of sustainability to the next level by partnering with GSN leaders to educate associates, inspire conversations and share the work being done around sustainability at Ecolab.

And, in 2024, the GSN held its first global townhall, which drew more than 4,300 attendees to 34 events around the globe. By working together to drive a positive impact, Ecolab employees play a critical role in advancing solutions to accelerate performance and protect the world's most vital resources.





Our sustainability strategy

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

Our Board has oversight of these efforts. Our Safety, Health and Environment (SHE) Committee plays a prominent part in this oversight, with responsibility for reviewing and overseeing our sustainability policies, programs and practices that affect, or could affect, our employees, customers, stockholders and neighboring communities.

The SHE Committee's work is informed by our Sustainability Executive Advisory Team, led by the Senior Vice President and Chief Sustainability Officer. The Sustainability Executive Advisory Team monitors the risks and opportunities related to climate change and water stress, as well as our overall sustainability performance by collaborating with the global SHE, supply chain, regulatory and corporate risk departments. The SHE Committee receives regular updates from management on the Company's sustainability goals and activities.

For example, the SHE Committee's sustainability reviews include overall climate-related risks and progress towards Ecolab's science-based climate targets approved by the Science Based Targets initiative (SBTi) and aligned to a 1.5°C pathway to achieve net zero emissions by 2050, and actions to implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), or similar bodies.

In 2024, the SHE Committee received updates on Ecolab's climate-related risks and opportunity assessment, undertaken in alignment with best practices of the TCFD, the results of which are currently being used to develop adaptation and mitigation plans for relevant climate change risks. Other committees of the Board, such as the Audit Committee, Governance Committee

and the Compensation & Human Capital Management Committee follow a similar process for the sustainability and social responsibility topics over which they exercise oversight. The Board receives an annual presentation from members of the Sustainability Executive Advisory Team on progress against our sustainability goals and implementation of projects and related activities, which include management of water- and climate-related issues, as appropriate. The Committees also report to the Board on their activities related to these topics. These activities contribute to the Board's oversight of sustainability, climate- and water-related issues.

Strategic sustainability indicators are included in measures of performance used to determine compensation for senior leaders and associates. To promote sustained company success, all leaders work together to achieve related goals.

One marker of our dedication to sustainable growth is that senior management members have adjusted earnings per share (EPS) as a goal in their annual cash incentive plan, and organic return on invested capital (ROIC) is a metric for long-term equity incentive awards. Since our value proposition is to achieve superior business performance by delivering the best results while minimizing their environmental impacts,

enhancing sustainability is a key driver of our financial success, which translates into the EPS goal in our annual incentive plan and ROIC goal in our equity program.

In addition, the annual cash bonus for our most senior leaders includes a Growth & Impact modifier. The modifier is based on reducing water intensity across our operations and demonstrating progress toward our aspirations for a high performing and inclusive workplace. This modifier recognizes that delivering a net positive impact for our associates and operations, with our customers and in our communities, drives performance and innovation, and enables accelerated growth.

Our value proposition is to achieve superior business performance by delivering the best results while minimizing their environmental impacts. Enhancing sustainability is a key driver of our financial success.



Our businesses

Global Industrial

Our Industrial business 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.¹

Global Institutional & Specialty

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

Global Healthcare & Life Sciences

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

Global Pest Elimination

Our Pest Elimination business provides services designed to detect, prevent and eliminate pests, such as rodents and insects, in full-service and quickservice restaurants, food and beverage processors, hotels, grocery operations and other commercial segments including education, life sciences and healthcare.



Acquisitions

Ecolab grows our impact, in part, through acquisitions that align with our strategic objectives. In 2024, Ecolab acquired Barclay Water Management, a fast-growing provider of water safety and digital monitoring solutions. Barclay Water Management provides differentiated water safety solutions, including innovative treatments for *Legionella* bacteria in drinking water systems. This secondary disinfection program improves water quality, extends the life of customer assets and provides continuous on-line monitoring and control of water chemistry. Headquartered in Newton, Massachusetts, Barclay Water Management operates primarily in the northeastern United States and will report overall results within Ecolab's Global Industrial business. Find more information about acquisitions and divestitures in our [2024 Annual Report and 10K](#).

Nalco Water

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

¹ Ecolab's primary involvement in the oil and gas industry is through our downstream water business. The downstream water business represents approximately 5% of Ecolab's 2024 total revenue. As the market leader in downstream water management, our purpose is to offer the industry's best service and differentiated technologies to meet the growing global demands of our customers to drive performance, water and energy efficiency, and the transition to renewable energy sources.



Ecolab's value chain

Upstream

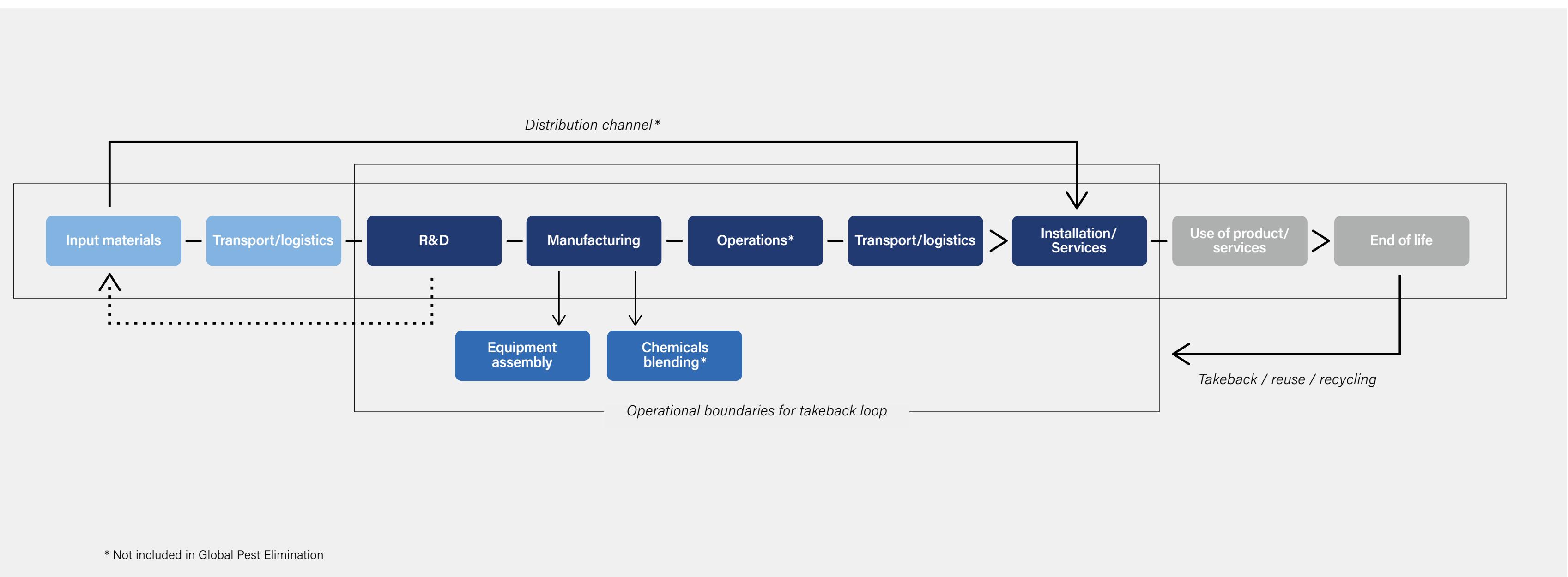
We have over 10,000 indirect supply chain partners totaling over \$3.4 billion in spend, procure more than \$4 billion of direct raw material, contract manufacturing and equipment from more than 7,300 suppliers worldwide and manage distribution through various channels to our customers.

Our operations

Ecolab operates an extensive, integrated global supply chain, comprised of more than 300 manufacturing plants, distribution centers and other facilities owned and operated by Ecolab. In addition, we have approximately 450 offices and research and development centers globally. We have operations in 105 countries across North America, Europe, Greater China, Asia Pacific, Latin America and India, Middle East and Africa.

Downstream

Ecolab's innovative solutions and services improve operational efficiencies and sustainability at millions of customer locations spanning more than 170 countries.



Delivering impact in every industry



Commercial buildings

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



Commercial laundries

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



Chemical processing

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



Food service

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



Food and beverage processing

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



Mining and mineral & metal processing

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

Customers and partners around the world trust Ecolab's science-backed solutions to help overcome their greatest challenges. Ecolab's 25,000 sales-and-services associates partner at customer locations across more than 40 industries to help solve cleaning, sanitizing and water and energy management challenges each day. Many of the world's leading companies rely on Ecolab to help ensure product quality and guest satisfaction, maintain brand reputation and advance progress toward their operational and sustainability goals.



Healthcare

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



Hospitality

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



Retail

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



Transportation

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



Manufacturing

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



Pulp and paper

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



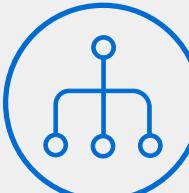
Refineries and fuel additives

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

Stakeholder engagement

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

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

Stakeholders	Why we engage	How we engage	Value created
 Associates Our 48,000 associates drive innovation, supporting business growth through delivery of comprehensive science-based solutions, data-driven insights and world-class service.	<ul style="list-style-type: none"> Garner perspectives, experiences, successes and challenges, and suggestions for improvement Raise awareness of policies and strategic initiatives Increase employee retention, engagement and inclusion to drive business performance 	<ul style="list-style-type: none"> Interviews as part of our annual assessment of significant business risks and sustainability materiality assessment processes Engagement and sustainability-specific surveys 	Integrating improvements into workplace policies and/or initiatives helps contribute to a positive culture of engagement and inclusion, driving retention, satisfaction and ultimately, business performance.
 Communities The Ecolab Foundation implements global and localized impact programs to support communities where our associates live and work.	<ul style="list-style-type: none"> Understand issues of importance and how to allocate investments with high impact Assess the effectiveness and reach of Ecolab Foundation grants Incorporate feedback into community impact approach and initiatives 	<ul style="list-style-type: none"> Ecolab Foundation Impact Survey Direct dialogue Project- and program-specific events and functions Industry conferences participation 	Support of programs and projects benefit youth and education, civic and community development, arts and culture, and environmental conservation in alignment with community need and Ecolab's mission to protect people and the resources vital to life.
 Customers Ecolab works with customers in more than 40 industries to help deliver operational efficiency, safety, sustainability, product quality and guest satisfaction.	<ul style="list-style-type: none"> Understand sustainability impacts, risks and opportunities facing a wide range of industries Address customer-specific issues and challenges Measure our impact and assess key business drivers to shape future strategies 	<ul style="list-style-type: none"> Daily interaction through personally delivered service and on-the-ground support at millions of customer locations Annual business reviews Participation in industry associations 	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, enabling us to grow fast and create long-term value together.
 Governmental bodies We communicate with policymakers in proactive discussions to help ensure compliance with regulatory frameworks and embed scientific principles in public policy decisions.	<ul style="list-style-type: none"> Meet regulatory compliance standards Share market segment and scientific expertise Influence policy on material issues, such as water and climate change Understand relevant industry policies and trends 	<ul style="list-style-type: none"> Public hearings, comment periods and regulatory processes Cross-cutting roundtables Participation in trade associations White papers, studies and thought leadership 	The scope and business impact of specific policy issues is integrated into our annual business continuity and risk management assessment process so activities that influence policy are evaluated for alignment with Ecolab's strategic corporate business strategy.
 Investor community As a publicly traded company, we believe responsible corporate governance includes proactive outreach and engagement with stockholders.	<ul style="list-style-type: none"> Build trust by demonstrating long-term value creation and rapid growth Understand issues of importance Address questions Drive improvements in policies, communications and other areas 	<ul style="list-style-type: none"> Quarterly earnings calls Investor and industry conferences Ecolab's biennial Investor Day Direct corporate governance and sustainability-related discussions Various indices ratings, rankings and assessments 	Through transparently reporting to and interacting with the investment community, we align more closely with leading sustainable finance frameworks and better serve the interests of shareholders, delivering innovation and high performance backed by our time-tested business strategy.
 Non-governmental organizations (NGOs) Ecolab's ability to help make the world cleaner, safer and healthier is strengthened through partnership with groups that can work together to deliver even greater impact than any one entity alone.	<ul style="list-style-type: none"> Enhance our understanding of global trends impacting our business, customers and communities Assess societal impacts, risks and opportunities relevant to Ecolab 	<ul style="list-style-type: none"> Participation and leadership of business coalitions Cross-cutting roundtables Facilitating research, white papers, studies and thought leadership Direct dialogue Industry and sustainability events 	Partnerships with the Water Resilience Coalition as part of the United Nations Global Compact and CEO Water Mandate, Alliance for Water Stewardship , The Nature Conservancy , Water.org and many others help us drive progress toward delivering 2030 Positive Impact.
 Supply partners Partnership within our upstream value chain is critical to help ensure the quality of our products and the integrity of our operations to meet our customers' world-class expectations.	<ul style="list-style-type: none"> Ensure compliance with our Code of Conduct and supporting policies Uphold the reliability of our products and operations Understand, address and mitigate risks Promote facets of our sustainability procurement program 	<ul style="list-style-type: none"> Daily business interactions Screening processes On-site audits and assessments Business reviews Internal and external surveys Mutual trade associations 	Supplier adherence to robust policies aligned with respected frameworks increases the value to Ecolab in the areas of cost, quality, delivery and continuous improvement. Additionally, strategic sourcing agreements drive innovation and supply resiliency to support sustained business growth.

SUSTAINABLE DEVELOPMENT GOALS

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

6 CLEAN WATER AND SANITATION



Clean Water and Sanitation

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

13 CLIMATE ACTION



Climate Action

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



Accelerating industry resilience through collective action with the World Economic Forum

As part of our pledge to advance a net positive future, Ecolab is committed to collective action to accelerate the adoption of new technologies to promote decarbonization. Convened through the World Economic Forum (WEF), Ecolab works hand-in-hand with established businesses as part of the First Movers Coalition, and with start-up entrepreneurs as part of the Circulars Acceleration Network.

Prioritizing decarbonization as part of the First Movers Coalition

Ecolab joined the First Movers Coalition, a flagship public-private partnership created to help decarbonize the most carbon-intensive industry sectors. This global coalition of 100 leading companies is leveraging its joint purchasing power to advance the most critical, emerging climate technologies.

Led by the World Economic Forum and the US Government, the First Movers Coalition targets sectors including aluminum, aviation, chemicals, concrete, shipping, steel and trucking, which are responsible for 30% of global emissions.

For these sectors to decarbonize at speed, they require low-carbon technologies that are not yet competitive with current carbon-intensive solutions. To jumpstart the market, the coalition's members have committed to purchasing from suppliers using near-zero or zero-carbon solutions.

One way that Ecolab is helping advance decarbonization for these industries is through solutions that minimize water use. Water and energy are the lifeblood of manufacturing. The more water used, the more energy is needed to heat, pump, cool, treat and transport it. When water processes are optimized, energy and greenhouse gas emissions are reduced. Ecolab's smart water management solutions are designed to enhance performance while reducing the environmental impact of water and energy use to support the transition to a net-zero future.

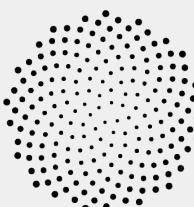
If enough global companies commit a certain percentage of their future purchasing to clean technologies in this decade, the First Movers Coalition believes this will create a market tipping

point that will accelerate affordability and drive long-term, net-zero transformation across industrial value chains.

Promoting a circular economy with The Circulars Acceleration Network

One way organizations can grow resiliently is through circular, closed-loop models which typically improve operational efficiencies and provide notable environmental benefits. As a global leader in water circularity solutions, this is one of the many reasons why Ecolab, along with partners Accenture, Anglo American and Amazon Web Services (AWS), and in collaboration with the World Economic Forum and UpLink, are proud to support water technologies that advance the circular agenda through The Circulars Acceleration Network.

The Network is advancing the global transition to a more circular economy by connecting organizations prioritizing circular innovation with industry leaders and expert mentors to help find and scale



First Movers Coalition

the best solutions for building a more circular world. As a mentor and partner for the Network, Ecolab supports participants through workshops, one-on-one mentoring and networking support, and commercial collaboration exploration. This type of action-focused effort over the six-month program provides innovators with expert, targeted business advice, supporting them to rethink propositions and scale-up circular solutions. And, in doing so, it helps tackle some of the planet's most pressing business challenges.

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

Ultimately, through these programs convened by the World Economic Forum, Ecolab continues to be part of a wide and deep ecosystem of partners working to create a market for emerging technologies crucial for accelerating business growth in a resource-constrained world.



Sustainability materiality assessment

Building on learnings from previous materiality assessments, achievements to date toward delivering 2030 Positive Impact and previous, ongoing and planned initiatives, Ecolab's most recent double materiality assessment performed in 2024 reaffirmed and updated sustainability matters of significance across our value chain.

Approach

We are committed to reviewing materiality assessment findings at least biannually to ensure activities continue to focus on areas where Ecolab has the most material, impacts, risks and opportunities, while maintaining and strengthening our sustainability leadership position.

Our multifaceted materiality assessment process captures and prioritizes sustainability topics that are important to our stakeholders, align with our company's and customers' key business drivers and inform our business strategy and reporting of these issues as required in our [Annual Report and 10-K](#). Value chain mapping of our upstream, own operations and downstream activities supported identification of impacts on society and the environment, and the external factors that might affect Ecolab's financial and operational performance.

Stakeholder engagement

For Ecolab's 2024 materiality assessment, stakeholders across Ecolab's business functions and operating segments provided input based on topical expertise, market location, knowledge of the busi-

ness and engagement with external stakeholders. External stakeholder engagement, including prior prioritization assessments, investor discussions and communications with customers and regulators were all considered as part of the assessment.

Methodology

Aligned with the principles of double materiality as set out by the European Financial Reporting Advisory Group (EFRAG), sustainability topics were assessed across the value chain for impact materiality given the relative unmitigated severity – including scale and scope – and likelihood of the impact.¹ Severity of negative impacts additionally considered potential for remediation. When considering the materiality of risks and opportunities, size of the potential financial effects and likelihood were assessed. Likelihood incorporates how likely the impact, risk or opportunity is to occur considering past events, current programs and preventative measures in place informed by Ecolab's enterprise risk management (ERM) program and processes.

Thresholds for materiality were set to ensure enterprise-specific applicability, considering established ERM policies and/or financial materiality thresholds. When an impact, risk or opportunity met or exceeded the threshold for either impact or financial materiality, the topic was considered material to the organization.

Process

Material topics are identified through a thorough

review of industry-specific sustainability trends and best practices, a process that involves testing topics with peers, customers, senior leadership, associates, investors and third-party consultants. This systematic approach ensures we engage in meaningful dialogue, understand and integrate stakeholder expectations, focus on the most strategic sustainability issues and align our efforts with our purpose to protect people and the resources vital to life.

In 2024, Ecolab scoped the internal and external landscape of actual and potential, and positive and negative impacts to society and the environment, as well as risks and opportunities, specific both to Ecolab's value chain and our industry, broadly. This information was used to craft preliminary impacts, risks and opportunities which were then assessed for materiality. Material topics were assessed to be actual or potential, a positive impact/opportunity or negative impact/risk, and further categorized based on relevance to value chain activity and business unit or location, time horizon and/or applicability to specific operating units, programs or offerings.

Results are reviewed by our Sustainability Executive Advisory Team (SEAT) that is made up of members of the company's executive leadership team including our CEO, and further validated against the same set of criteria used in our ERM process and annual assessment of significant business risks to ensure topics align with our core values, goals and competencies.



Materiality assessment process overview

Fundamental contextualization of materiality within Ecolab's business model, robust mapping of our value chain and stakeholders, and a defined methodology lays the groundwork for our straightforward sustainability materiality assessment process: 1) scoping, 2) evaluation, and 3) validation. Stakeholder feedback is garnered throughout all three steps to ensure continuous alignment.

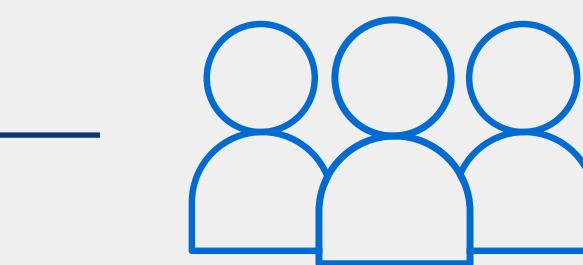
Scoping



Evaluation



Validation



Stakeholder Engagement

¹ European Financial Reporting Advisory Group



Sustainability materiality assessment

Outcomes

Our 2024 assessment resulted in identification of 22 material impacts, risks and opportunities relevant to stakeholders across the value chain, society at large and the environment. These material topics are critical components of our business strategy and considered foundational to Ecolab's business model. They inform advancements of our 2030 Positive Impact, where applicable, and drive the continued integration of sustainability into Ecolab's business strategy while targeting net positive impact through our products, services, partnerships and value chain. Outputs of the materiality assessment are also integrated into our annual assessment of significant business risks to ensure critical sustainability risks and opportunities are further evaluated and linked to our core business strategy.



The maturation of sustainability topics in both market-specific and global frameworks, along with evolution of our stakeholders' experiences and implementation of a double materiality methodology brought new dimensions to materiality in 2024. Key material opportunities for enterprise value creation remain consistent with previous assessments and include climate change mitigation, water, product offerings' promotion of a circular economy model, support of communities' economic, social and cultural rights and upholding a purpose-driven and ethical corporate culture.

Notable material impacts affecting external stakeholders, society at large and/or the environment include climate change adaption, water, communities' economic, social and cultural rights and social inclusion, and sustained business resilience to deliver on our purpose to protect what's vital.

Summary of material topics

More information on each impact, risk and opportunity is included in the topical Environment, Culture and Community, and Responsibility sections of this report.

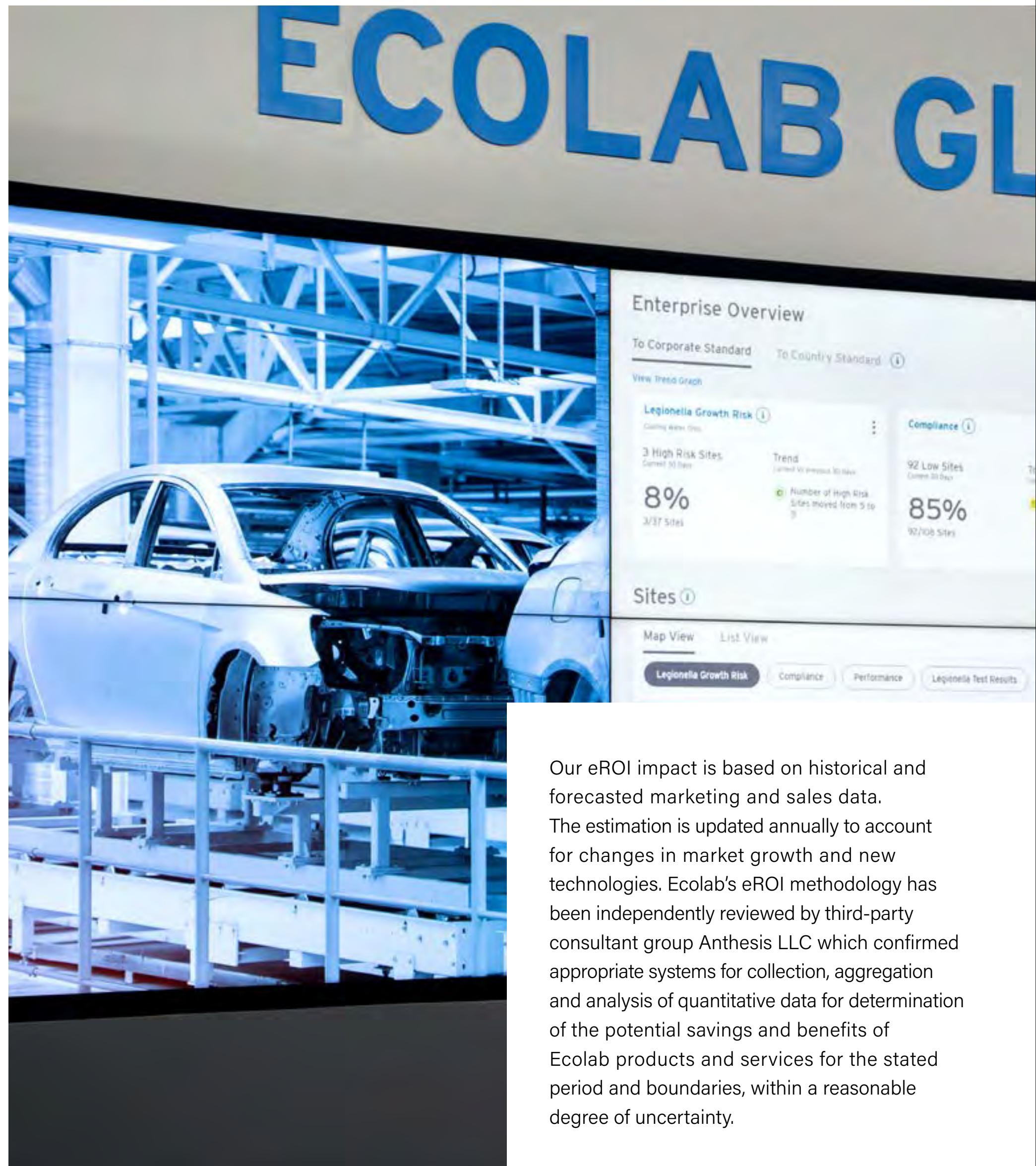
Topic	Materiality	Impact	Value chain applicability	Time horizon (years)
Environment				
Climate change	Adaptation	I	-	US EO DS >1 - >5
	Mitigation	I	-	EO >1 - >5
		O		DS >1 - >5
Pollution	Water	I	+	DS <1 - >5
	Substances of concern	R		EO >1 - >5
Water		I	+	DS <1 - >5
		O		DS <1 - >5
Biodiversity	Impacts on the state of species	O		DS <1 - >5
Circularity	Resource inflows	I	-	EO <1 - >5
	Resource outflows	O		DS <1 - >5
Culture and community				
Workforce	Working conditions	I	-	EO <1 - >5
		R		EO <1 - >5
Workers in the value chain	Equal treatment and opportunities	O		EO >1 - >5
	Other work-related rights	I	-	US <1 - >5
		I	+	US EO DS <1 - >5
Communities	Economic, social and cultural rights	O		US EO DS <1 - <5
	Civil and political rights	I	-	EO <1 - >5
	Social inclusion	I	+	DS <1 - >5
Responsibility				
Business conduct	Corporate culture	O		EO <1 - >5
	Management of supply relationships	O		US EO >1 - >5
Other	Data stewardship and cybersecurity	R		EO DS <1 - >5
	Business resilience and continuity	I	+	US EO DS <1 - >5
I Impact R Risk O Opportunity + Positive - Negative				
US Upstream EO Ecolab Operations		DS Downstream		

eROI: Creating and measuring value

Over a century of innovation has laid the groundwork for building positive growth, through science-based solutions, data-driven insights and world-class services that help customers achieve ambitious business and environmental impact. 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 business outcomes, operational performance and environmental impact.

Measurement is a critical component of our process. Using our proprietary eROI methodology, we estimate our sustainable impact and customers' return on investment. By helping to measure value, Ecolab supports our customers in tracking and enhancing the value they create in the world. We start with what matters most to our customers — performance — and link performance outcomes to environmental impacts, social metrics and cost savings to demonstrate the triple-bottom-line benefits of sustainability. Ecolab's innovative solutions help customers achieve advancements in operational efficiency while reducing water, energy and greenhouse gas emissions at a high return. Every year, we measure our total impact using our [eROI Customer Impact Counter](#). The counter includes technologies that track savings delivered to customers using established methodologies.

¹ Cumulative customer value estimated since 2019



eROI Case Study

Helping Sysco drive customer performance and impact



Insights

Sysco is a global leader in selling, marketing and distributing food and related products to customers who prepare meals away from home. This includes restaurants, healthcare and educational facilities, lodging establishments, entertainment venues and more.

The company is committed to delivering success for its customers through industry-leading expertise, products and solutions. It is also committed to providing sustainably focused products, caring for people and communities and protecting the planet.

As an Ecolab distributor, Sysco partners with Ecolab to provide value to Sysco and Ecolab's customers through innovative solutions and expertise.

Actions

Working with Ecolab, Sysco deployed a suite of solutions aimed at increasing operational efficiencies, enhancing the guest experience, delivering a positive environmental impact and safeguarding workers.

Ecolab is helping Sysco advance these goals through high-quality, easy-to-use cleaning products under the Ecolab and Keystone Brands. These solutions help save water and energy and greatly reduce solid waste.

They include:

- **Keystone Unit Dose:** A tablet-based cleaning program that simplifies the cleaning routine while delivering a professional-grade clean for guests. The system also features a 98.8%

reduction in plastic packaging waste¹ and contributes to significant water and energy savings during the cleaning process.

- **Keystone Ultimate:** Delivers exceptional dishware cleanliness while helping to reduce the environmental impact of foodservice operations, in part through decreased wash times and less plastic packaging than traditional five-gallon plastic pails.
- **Keystone Solid Power™ XL:** A highly concentrated machine warewashing detergent that allows for 50% more washes per capsule, reducing packaging waste by 33%.²
- **Keystone Sanitizing Wash 'n Walk™ No Rinse Floor Cleaner:** A one-step floor cleaning and sanitizing solution that saves water and energy while increasing productivity.

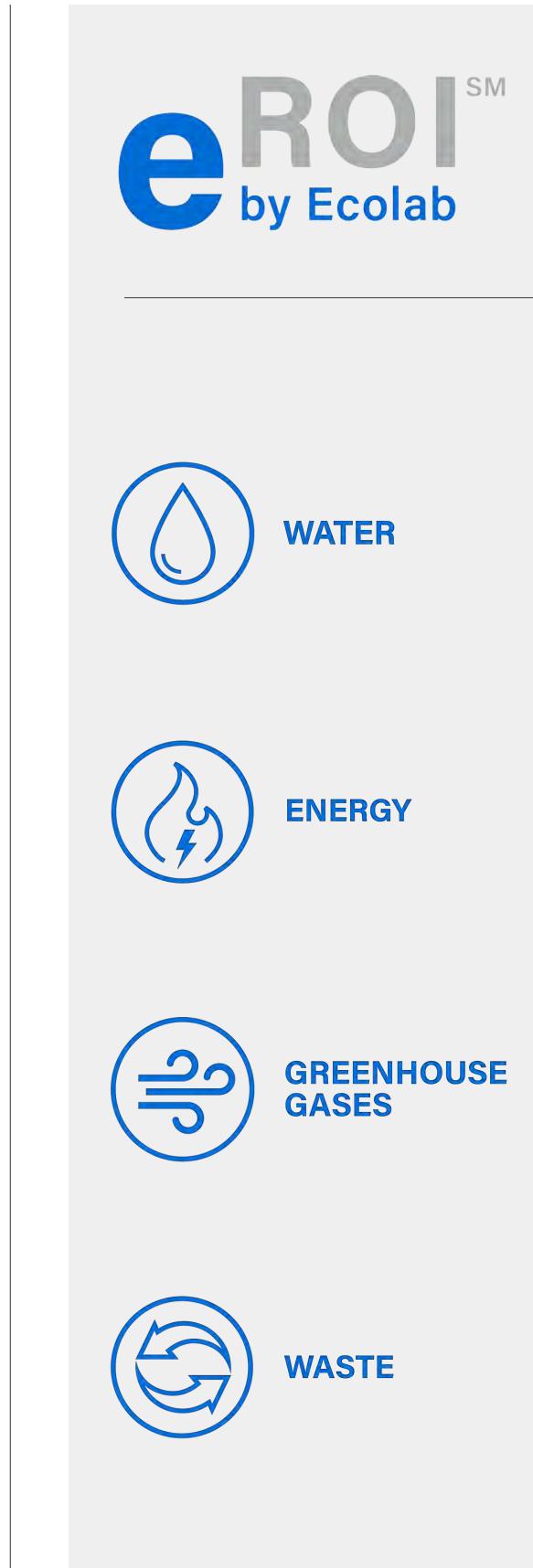
In addition, Ecolab supplies Sysco with a range of products that are Green Seal certified and meet U.S. EPA Safer Choice standards.

Outcomes

As a result of these initiatives, Sysco not only enhanced its business performance, it also delivered superior solutions to its customers, conserving substantial amounts of water and energy, and greatly reducing greenhouse gas emissions and waste.

Solutions

- [Keystone Unit Dose](#)
- [Keystone Ultimate Program](#)
- [Keystone Solid Power](#)
- [Keystone Sanitizing Wash 'n Walk No Rinse Floor Cleaner](#)



Total Value Delivered:

\$30 million

¹ Reduction in plastic waste is an approximation based on customer use of all six Ecolab ReadyDose products, assuming use of one case of each product per month over 12 months, compared with the equivalent use of Ecolab liquid products, which is enabled by the smaller, lighter package size for solid tablets.

² When compared to Solid Power™ and Solid Power™ Plus.

The results in this case study are based on customer-specific data from January to December 2024 and are based on a comparison of our current Ecolab product selection versus typical baseline Ecolab products for this industry. The savings values are estimated by Ecolab based in part on assumptions and limitations intended to reflect typical industry practices. Results may vary for other businesses based on factors and circumstances in their operations.

eROI Case Study

Helping Sodexo turn business and environmental ambitions into actions



Insights

Headquartered in Paris, Sodexo is a global leader in sustainable food and valued experiences at every moment in life.

Sodexo offers a wide range of services every day to provide sustainable food and valued experiences to consumers. From managing design and engineering services to optimizing energy usage to cleaning and disinfection services, Sodexo's comprehensive facilities management solutions are designed with comfort, safety and productivity in mind.

Sodexo supports its clients in understanding the challenges they face and responds to them with appropriate services. The company is focused on delivering exceptional service alongside customer and employee safety while advancing its business and environmental goals. Sodexo's dedication to advancing its Better Tomorrow sustainability strategy reflects its unwavering ambition to nurturing communities, clients and the planet.

Actions

In partnership with Ecolab, Sodexo North America has optimized its operations and achieved water, energy and waste reductions while never losing sight of its primary focus: the customer experience.

Safety is a major part of this, which is why Sodexo employs a range of Ecolab solutions to help protect workers and customers. These include product solutions that do not require personal protective equipment (PPE) and closed-loop dispensing systems. Further, Ecolab and Sodexo work together to promote food safety and avoid potentially costly incidents by rolling out to foodservice customers

Ecolab Sink & Surface Cleaner Sanitizer, a food-contact surface sanitizer that cleans and

sanitizes hard, non-porous surfaces via a one-step, no-rinse solution.

Additional solutions include:

- **3D TRASAR™ Technology for Cooling Water**, which protects cooling equipment and maximizes cooling water efficiency for water, energy and emissions savings.
- **SMARTPOWER™**, which delivers exceptional dishware cleanliness while helping to reduce the environmental impact of foodservice operations, in part through decreased wash times and less plastic packaging than traditional five-gallon plastic pails.
- **Aquanomic™ Low-Temp Laundry Program** to consistently deliver white linens and significant water and energy savings vs. traditional laundry programs that typically use higher water temperatures.
- **Sanitizing Wash 'n Walk™ No Rinse Floor Cleaner**, a one-step floor cleaning and sanitizing solution that saves water and energy while increasing productivity.

Outcomes

The partnership between Sodexo and Ecolab has led to enhanced safety, increased performance, water and energy savings, and waste reductions while maintaining the company's high standards for the people it serves and the communities where it operates.

Solutions

- [3D TRASAR™ Technology](#)
- [SMARTPOWER™](#)
- [Aquanomic™ Low-Temp Laundry Program](#)
- [Ecolab Sink & Surface Cleaner Sanitizer](#)
- [Sanitizing Wash 'n Walk No Rinse Floor Cleaner](#)



Annual Savings

156 million gallons (~590,000 m³)

194 billion BTU

11,000 metric tons of CO₂e

474,000 lbs

814,000 hours reallocated

\$600,000 of repair and replacement savings

Enhanced safety via automated dispensing & closed packaging systems

Total Value Delivered:

\$15 million

The results in this case study are based on customer-specific data from January to December 2024 and are based on a comparison of our current Ecolab product selection versus typical baseline Ecolab products for this industry. The savings values are estimated by Ecolab based in part on assumptions and limitations intended to reflect typical industry practices. Results may vary for other businesses based on factors and circumstances in their operations.



eROI Case Study

Circular water reduces costs, water and energy usage for Linde Gases (Yantai)



Insights

Linde is one of the leading global industrial gas and engineering companies. It operates in more than 100 sites throughout China.

Linde Gases (Yantai) is the company's largest standalone gas production site in the Asia-Pacific region, providing industrial gases to customers in Yantai Wanhua Industrial Park, located in Yantai, a coastal city in Shandong Province.

The low-lying plant areas of Linde Gases (Yantai) are in a water-stressed area. Linde Gases (Yantai) operates air separation plants, which consume significant amounts of water for their cooling systems. As production capacity has expanded, freshwater demand has increased.

Linde Gases (Yantai) was looking for solutions that would improve operational efficiencies, meet regulatory requirements, enhance productivity and conserve water and energy.

Actions

Ecolab's water and process management business, Nalco Water, collaborated with Linde Gases (Yantai) to implement circular water solutions to reduce, reuse and reclaim water.

Together, the companies established a rainwater recovery network and smart water management to ensure that the recovered water met cooling water make-up standards.

A non-phosphorus solution was implemented to clean and treat discharge water for reuse in the cooling system. The solution enhanced system efficiency and led to reductions in both freshwater use and wastewater discharge.

Ecolab helped Linde Gases (Yantai) reduce the makeup water needed for the cooling tower, which decreased the amount of energy required to pump water into the tower and discharge it for wastewater treatment.

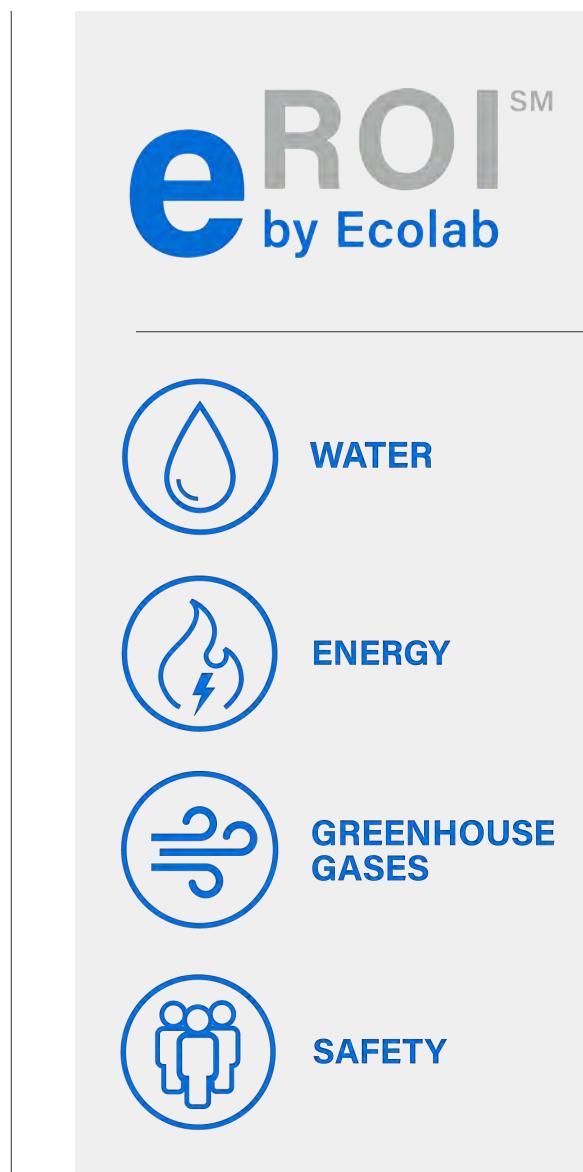
Outcomes

By optimizing operations and implementing a circular water solution, Linde Gases (Yantai) realized significant cost savings and conserved substantial amounts of water and energy, helping the company advance toward a greenhouse gas (GHG) emissions reduction target of 35% by 2035 and climate neutrality by 2050.

Solutions

- [3D TRASAR™ Technology](#)
- Non-Phosphorus Chemistry Program
- High-efficiency Filters

The results in this case study are based on data from March 2023-March 2024 and specific to this individual customer. Results may vary for other customers based on factors and circumstances in their operations.



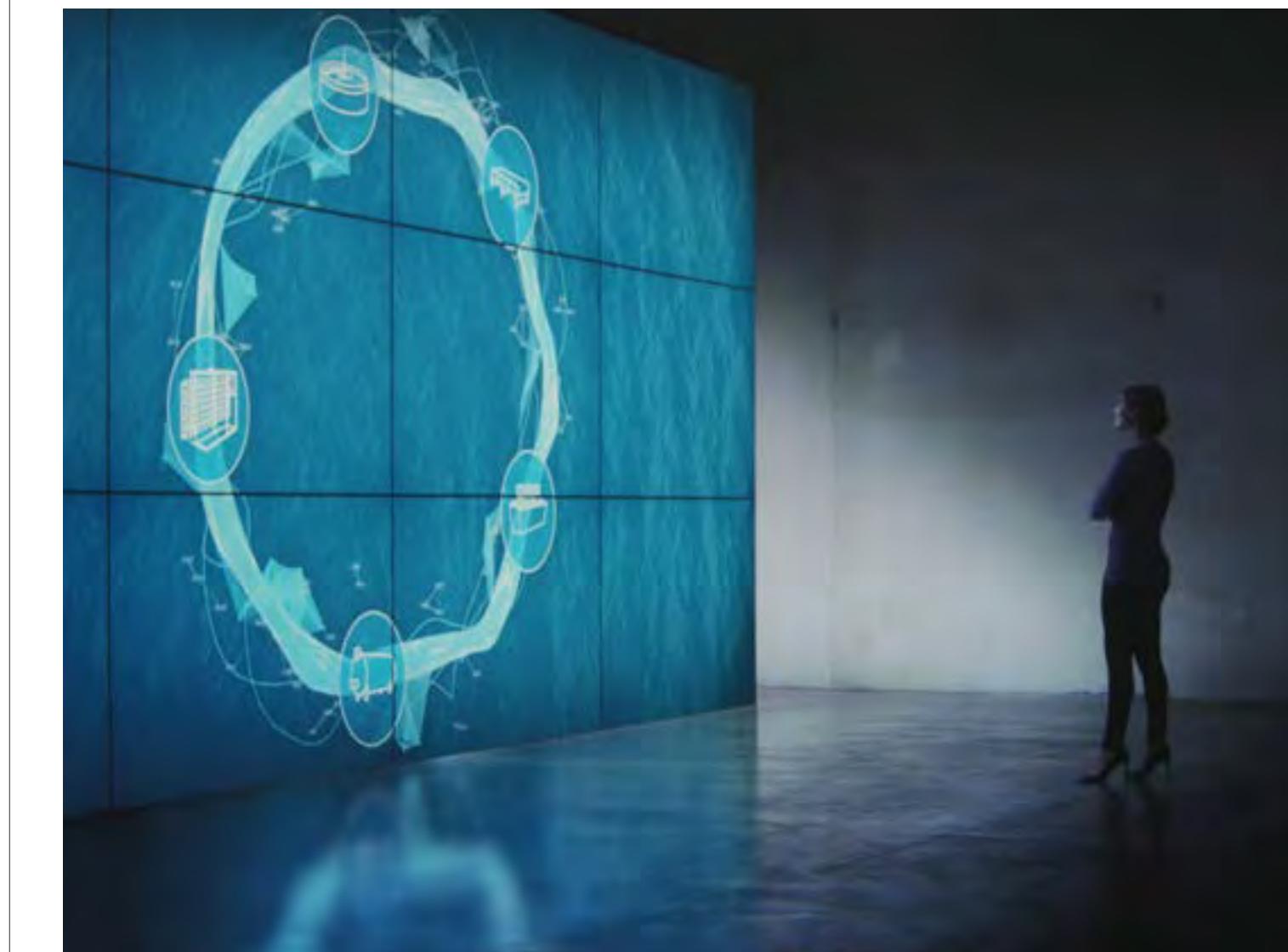
Annual Savings

75 million gallons
(~280,000 m³)

6.2 billion BTU

330 metric tons
of CO₂e

Phosphorus-free solution
meets local emissions
requirements





2030 Customer Impact

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

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

How we evaluate impact

Using our eROI methodology, we use global sales data and business growth related to our water- or energy-saving technologies alongside industry-specific assumptions to estimate enterprise-wide water and climate impact. These examples highlight how we combine sustainable, world-class solutions with personalized service to deliver savings. For more examples, visit the [Climate section](#) of this report.

Aquonomic™

Ecolab's Aquonomic Low-Temperature Laundry program combines Ecolab's Smart Wash process

and cycle optimization to reduce the number of rinse cycles required for cleaning. The low-temperature chemistry reduces water temperature requirements, lowering heating energy and emissions. Ecolab uses laboratory testing and market trials to estimate water and energy savings as well as regional emissions factors to estimate energy-related greenhouse gas (GHG) emissions.¹

SMARTPOWER™

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

3D TRASAR™ Technology for Cooling Water

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

Nalco Water Boiler Treatment

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

Food impact

We estimate performance based on production data and business growth from our global Food & Beverage, Pest and Purolite businesses, global food retail sales from Euromonitor, average caloric and water content by food and beverage segment, the number of meals served by Quick Service Restaurant and Full-Service Restaurant customers, and annual food consumption in the United States and Europe.²



¹ Greenhouse gas (GHG) emissions equivalency is determined using regional emissions factors from the [International Energy Agency](#).

² Caloric and water content by food and beverage segment determined through industry research conducted by S&P Global.



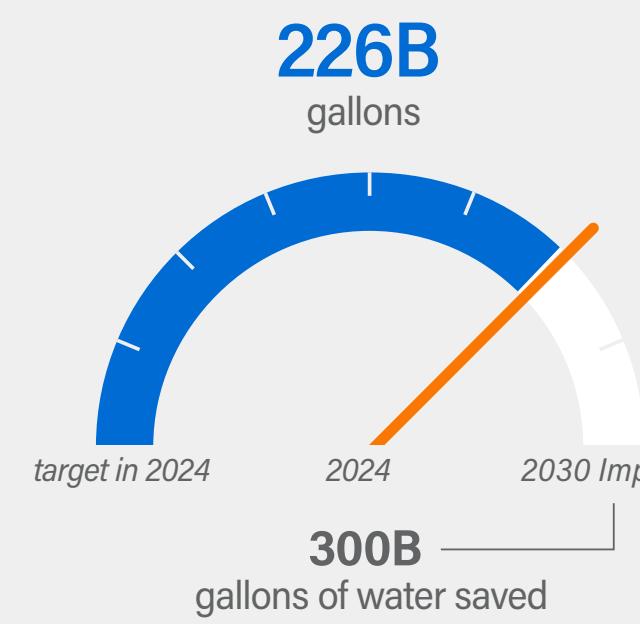
2030 Customer Impact



Water

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

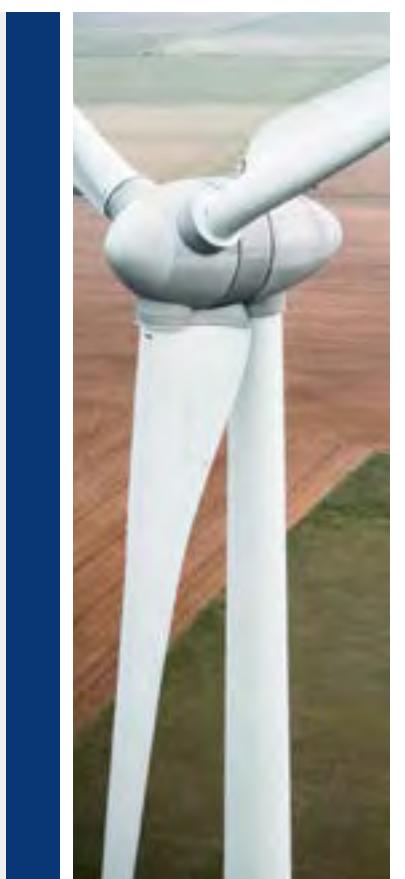
In 2024, we helped customers save 226 billion gallons (~855 million cubic meters) of water, equivalent to the drinking water needs of over 781 million people.



Food

By 2030, our goal is to help customers protect 2 billion people from foodborne illnesses and infections.

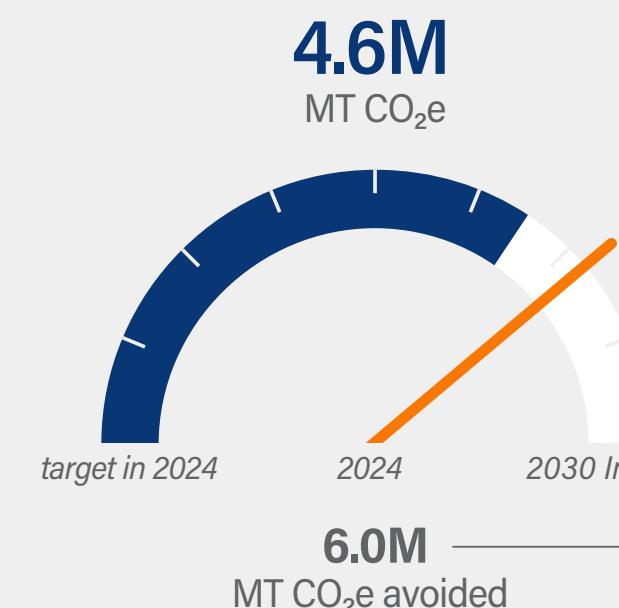
In 2024, we helped customers protect 1.7 billion people from foodborne illnesses and infections.



Climate

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

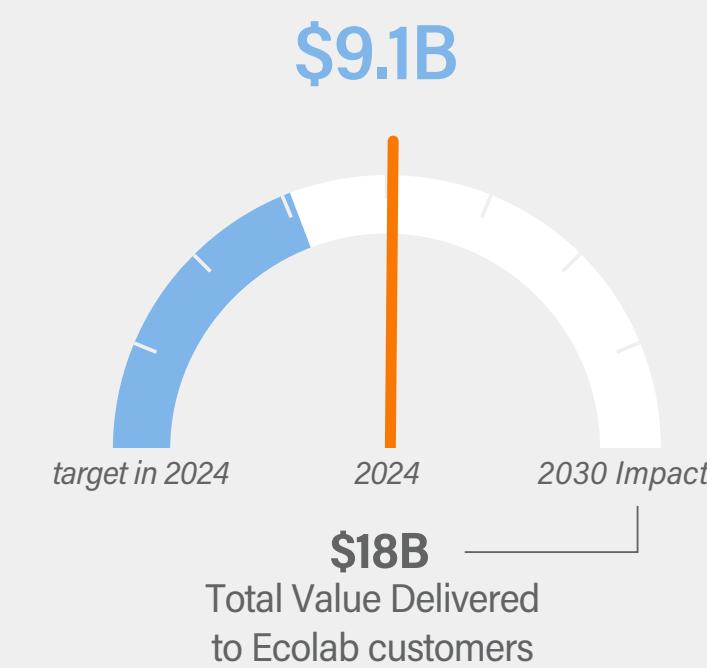
In 2024, we helped customers avoid emitting 4.6 million metric tons of greenhouse gas emissions, preventing over 7 million pollution-induced illnesses.

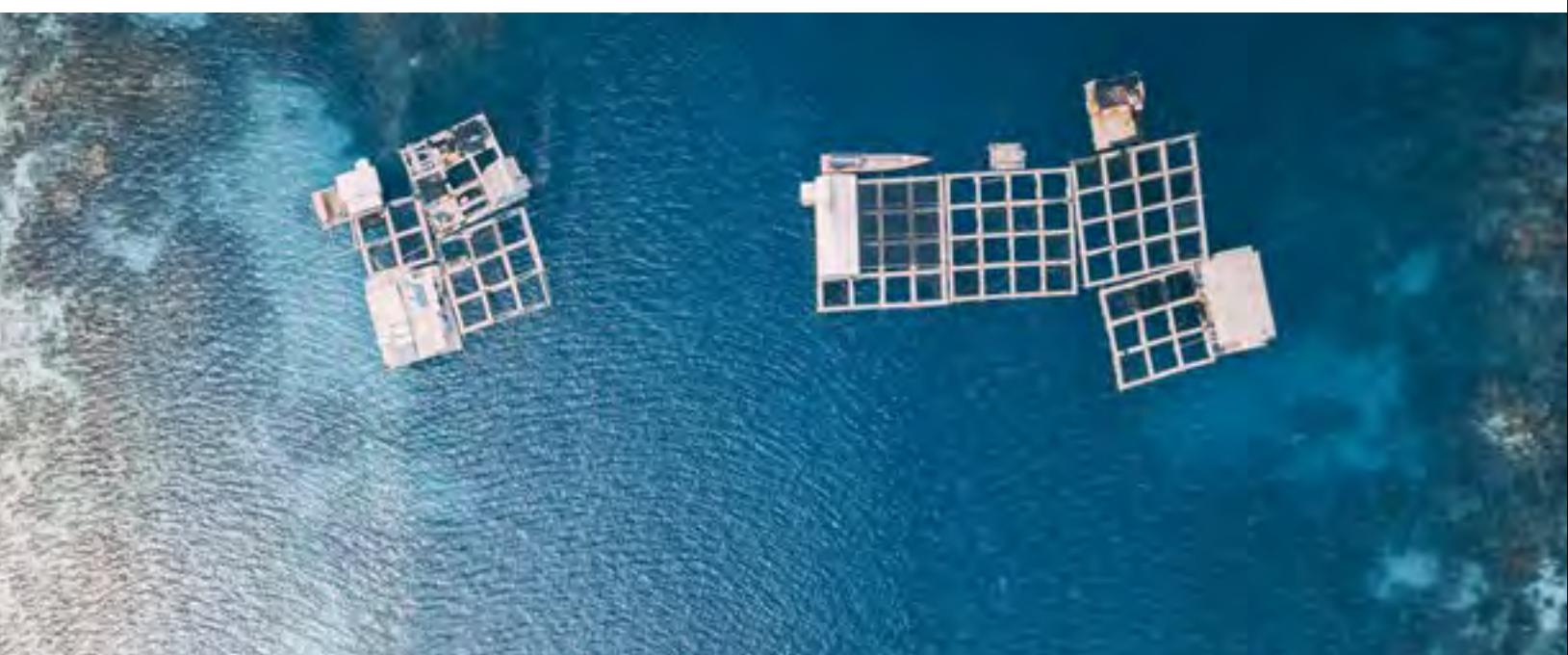
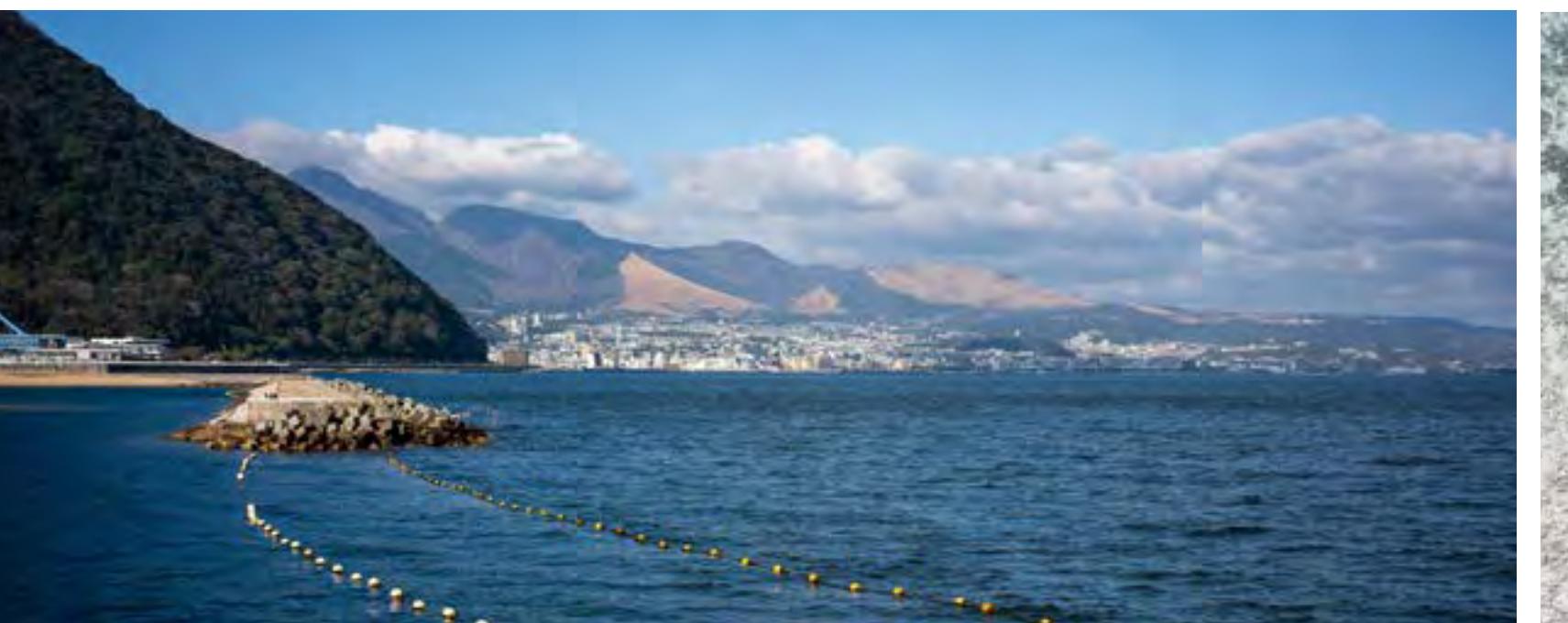


Value

By 2030, our goal is to help customers realize \$18 billion in cumulative Total Value Delivered from use of Ecolab solutions and services.¹

In 2024, we helped customers realize \$9.1 billion in cumulative value.





Delivering a positive impact on food safety through aquaculture

A safe food supply is essential for feeding the globe. Yet, today, an estimated 28.9% of the global population – over 2 billion people – face food insecurity, a figure that continues to worsen due to a combination of factors, including climate change and geopolitics.¹ While the world's food supply is vast and complex, Ecolab works throughout the value chain to help protect animal health, safeguard high-quality food and prevent foodborne illnesses.

Aquaculture, the practice of raising aquatic animals in controlled environments for harvest, is one such industry where Ecolab deploys infection prevention solutions to increase production while helping contribute to food safety and security. Optimized aquaculture plays a vital role in meeting the world's food demand and is recognized as one of the fastest-growing production systems

globally.² A sustainable approach to aquaculture also helps avoid overfishing, a key factor driving declines in ocean biodiversity.

In a collaborative effort begun in 2024, Ecolab and Steen-Hansen, a global market leader in antifouling products and coatings for aquaculture purposes, pioneered advancements in aquaculture by improving fish health, reducing cross-contamination and enhancing the output of fish farms. Through Steen-Hansen's net hygiene program and Ecolab's innovative products for the aquaculture industry, we are working to promote food safety and biosecurity, protecting against the rapid growth of biofouling, which compromises net integrity and poses significant risks to the health of farmed fish populations.

Steen-Hansen and Ecolab are committed to helping advance aquaculture practices that not only enhance operational efficiencies but also promote the health and longevity of marine life. This collaboration aims to set new industry benchmarks to deliver a controlled, effective and sustainable model that minimizes the proliferation of aquatic diseases, while protecting biodiverse habitats through responsible and efficient farming practices.

The program ultimately helps enhance aquaculture output that can combat food insecurity, and is in line with Ecolab's 2030 Positive Impact goal to help customers provide high-quality and safe food to 2 billion people, annually.



¹ The State of Food Security and Nutrition in the World (2024)

² World Wildlife Foundation Farmed Salmon

³ This story is based on a 2024 press release - "Steen-Hansen and Ecolab Collaborate to Enhance Fish Welfare and Optimize Aquaculture"



2030 Operational Impact

At Ecolab, we aim to create positive impact in the world, not only in partnership with our customers and suppliers, but within our company and the communities in which we live and work. In addition to setting ambitious science-based water and climate targets, we foster a culture of safety, engagement and inclusion to build high-performing teams. We enable profitable performance – for our customers and our business – alongside positive impacts when we deliver on our purpose, as a team, in the right way.



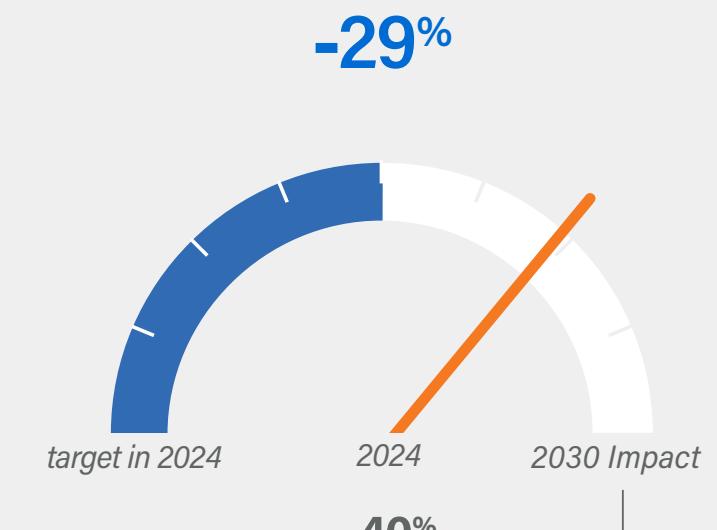
Water

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

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

- Restoring greater than 50% of our absolute water withdrawal volume at high-risk sites
- Achieving [Alliance for Water Stewardship](#) (AWS) Standard certification for sites located within high-risk watersheds

An unwavering focus on improving water efficiency at high-impact manufacturing sites in 2024 resulted in an overall water impact reduction of 29% per unit production from a 2018 base year. We also restored 64% of our absolute water withdrawal at high-risk sites. Ecolab has achieved AWS certification at 13 of our facilities, ten of which are in water-stressed basins.



-40%
reduction in water
impact intensity

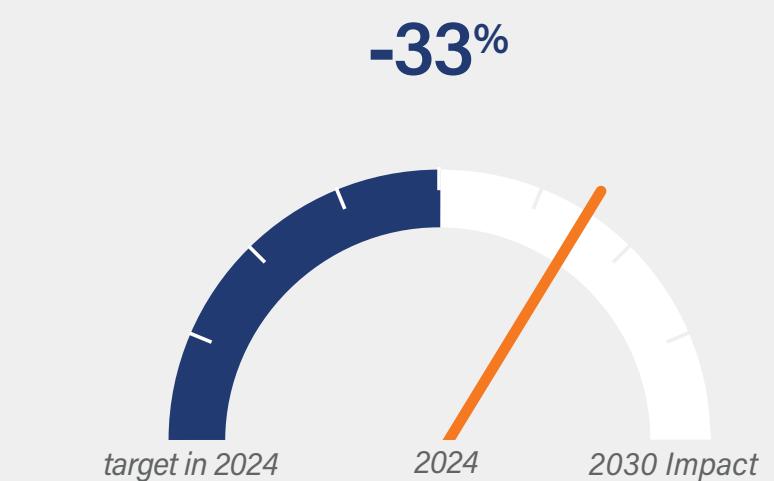


Climate

By decarbonizing our business and empowering customers to do the same, we are driving positive business performance while helping tackle the urgent challenge of climate change. We are focused on reducing greenhouse gas (GHG) emissions across our entire value chain in line with the level of decarbonization required to limit global warming to 1.5 degrees Celsius.

We have targets approved by the [Science Based Targets initiative](#) (SBTi) to reach net-zero by 2050, including a 90% absolute reduction of Scope 1, 2 and 3 GHG emissions.¹

On the way to net-zero, we have approved near-term climate goals, backed by robust glide paths, to achieve:



-50%
reduction in operational
emissions

¹ Scope 1 + 2 from 2018 base year, Scope 3 from 2022 base year

² From a 2018 base year

³ From a 2022 base year inclusive of a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and downstream leased assets categories as defined by the GHG Protocol



2030 Operational Impact

Diversity, equity and inclusion

Ecolab's commitment to engagement and inclusivity is at the core of our success. As a global brand with 48,000 associates and millions of customers across more than 170 countries, we understand that to build high-performing teams, diverse perspectives and backgrounds are essential for innovation, adaptability and close alignment with our customers. We continuously invest in developing a motivated workforce that feels connected to their peers, Ecolab's mission and its core values. By fostering a culture that values inclusivity and bold leadership, we empower our associates to be heard and contribute meaningfully. This approach enables us to operate effectively and quickly, delivering consistent strong performance and results even in uncertain times.

Our culture of inclusion and belonging supports and encourages our associates to reach their full potential. We seek to foster a culture that reflects our longstanding value of collaborating to include diverse perspectives that challenge us to reach our goals and do what's right. Additionally, we maintain supply relationships that reflect Ecolab's commitment to supporting more inclusive communities.



Safety

Safety is a commitment we reaffirm everyday. Through our Goal Zero Mindset, we place great value on training and education, both at our own facilities and at customer locations. We assess risk before we start work, identify and address safety issues and remedy hazardous situations — at any Ecolab location and wherever we operate. Employees are trained to assess risk and empowered to stop work anytime conditions are considered unsafe. And, we aim to train and educate our associates to perform their work with care and safety each and every day.



Awards and recognition

Doing the right thing, the right way

The Ecolab team operates with a strong commitment to integrity, innovation, sustainability and social responsibility. We strive for the best results for our customers and our company, and in 2024, we were recognized by several leading organizations for our commitment to operating responsibly and sustainably.



Sustainability

World's Most Sustainable Companies | Barron's
Water Security & Climate A List | CDP
ESG AAA Rating | MSCI
DJSI World and North America Indices | S&P Global
Gold Sustainability Rating | EcoVadis



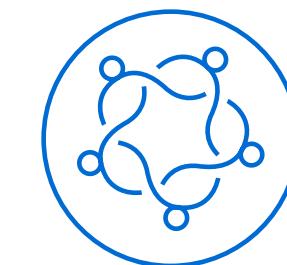
Ethical performance

JUST 100 | CNBC & JUST Capital
World's Most Admired Companies | Fortune
60 Best Companies to Sell For | Selling Power



Corporate responsibility

100 Best Corporate Citizens | 3BL
FTSE4Good Index Series | FTSE Russell
America's Most Responsible Companies | Newsweek
World's Most Ethical Companies | Ethisphere



Diversity, equity and inclusion

Best Place to Work for Disability Inclusion | Disability:IN
Equality 100 Award | Human Rights Campaign Foundation
Greatest Workplaces for Diversity | Newsweek
Top 50 Companies for Diversity | Fair360



GROWING OUR IMPACT.

Ecolab's business performance and ability to have a positive impact in the world are linked. We continue to grow our impact in the world, within our company, with our customers and in the communities in which we live and work. Our associates act with intention and resolve, knowing that our collective actions can pave the way for a brighter, more sustainable future.

In a world marked by a revolutionary AI boom, rapid population growth, increasing consumption and shifting dietary patterns, the pressure on natural resources has never been greater. Climate change and water scarcity pose complex challenges that demand urgent and innovative solutions. At Ecolab, our science-driven and customer-centric method to tackle these issues head-on, transforms challenges into business opportunities to fuel growth and make impactful progress.

Ecolab is in a unique position to help address the global trends shaping the next generation of business while protecting people, planet and business health. By working together with our customers, we can continue growing our positive performance, alongside impact.





Environmental impact and management

Operational environmental management approach

At Ecolab, our sustainability leadership has been rooted in an enterprise-wide commitment to operational efficiency and environmental stewardship. We employ our expertise and technology to continually find ways to deliver strong business results while saving water, energy, emissions and waste throughout our facilities.

[Ecolab's Global Safety Health & Environmental Position](#) and [Sustainability Position](#) formalize our dedication to excellence in global safety, health and environmental (SHE) practices and performance. These commitments extend past our own operations to our suppliers and contractors and are foundational to our work with our customers. Our Board of Directors oversees Ecolab's SHE program primarily through the SHE Committee of the Board and the SHE Position is executed through our internal SHE management system, which is implemented at all global facilities. Training on SHE topics is administered as part of Ecolab's Code of Conduct training. We offer additional training courses on water, energy, waste and other environmental management topics, administered to associates based on role, location or interest.

In addition to 100% certification to the Ecolab SHE management system requirements, Nalco Water, an Ecolab Company, is a signatory of the Responsible Care Global Charter and 34% of our

plants have achieved International Organization for Standardization (ISO) 14001 – Environmental Management Systems or Responsible Care 14001 certification. Moreover, 7% of sites are ISO 45001 certified and 63% are ISO 9001 certified. At select locations, we employ energy and water assessments or audits, conducted by internal and/or external partners. In 2024, we invested \$48 million and \$4.3 million in capital and operating environmental programs, respectively.

Clean revenue

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

In 2024, our clean revenue total includes:

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

Using these criteria, we have determined that 66% of our 2024 revenue can be considered clean and believe this is a conservative estimate. As we continue to improve our clean revenue methodology and data collection systems to capture the full breadth of environmental and social value that our products and services deliver across our key impact areas of water, climate, food and health, we expect our clean revenue figure to increase in future years.

Verification of environmental inventories

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



Growth through accountability



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

Recognized by CDP for sustainability leadership year after year Ecolab has participated in and reported to CDP since 2006 to transparently disclose our environmental impacts. In 2024, we received leadership-level rankings from [CDP](#), earning a place on its A-List for water security and climate change.



Water

Our Approach

Global water scarcity continues to require urgent action to protect the world's most vital resource: water. As a critical resource to all, responsible stewardship and use of water ties industry and our communities tightly together. It is a business and global imperative that we utilize innovative solutions and partner together to address the global water crisis.

As a company with deep expertise in water management, and in-depth understanding of the issues facing companies across industries, we are committed to helping all water users better understand, evaluate and take action to mitigate their water-related risks, operate efficiently and ensure the availability of the world's fresh water supply for future generations. Although our direct operations are not water intensive, having quality freshwater is vital to our operations, products and services as we depend on the use of water to deliver our primary products and services to customers through cleaning, sanitation, heating and cooling.

Accelerating change through the power of water is core to Ecolab's purpose to improve the health of people, planet and business around the world.

Our [Water Stewardship Position](#) formalizes our global commitment to undertake responsible water stewardship by identifying opportunities for our company and customers to use water resources in a manner that benefits business, communities and the environment. We believe in the importance of water in protecting the environment, human health and economic development in our local communities. Through partnership and stewardship, we aim to identify and support opportunities for our company and customers to use water resources in ways that are socially and culturally equitable, economically beneficial and environmentally sustainable.

A robust water stewardship strategy allows companies, including ourselves, to manage risk, build resilience and grow now and into a water constrained future.





Water

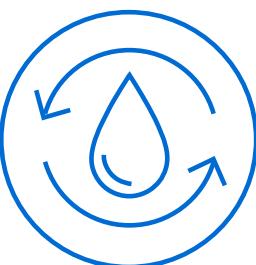
Our journey toward a collective net positive future

Growing in a water-resilient future requires tangible action. Ecolab continues to drive corporate water management with our customers, while also identifying opportunities to implement water stewardship projects in our own operations.



Helping customers advance efficient operations and responsible growth

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



Reducing, recycling and replenishing water at operational sites

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



Protecting local watersheds

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

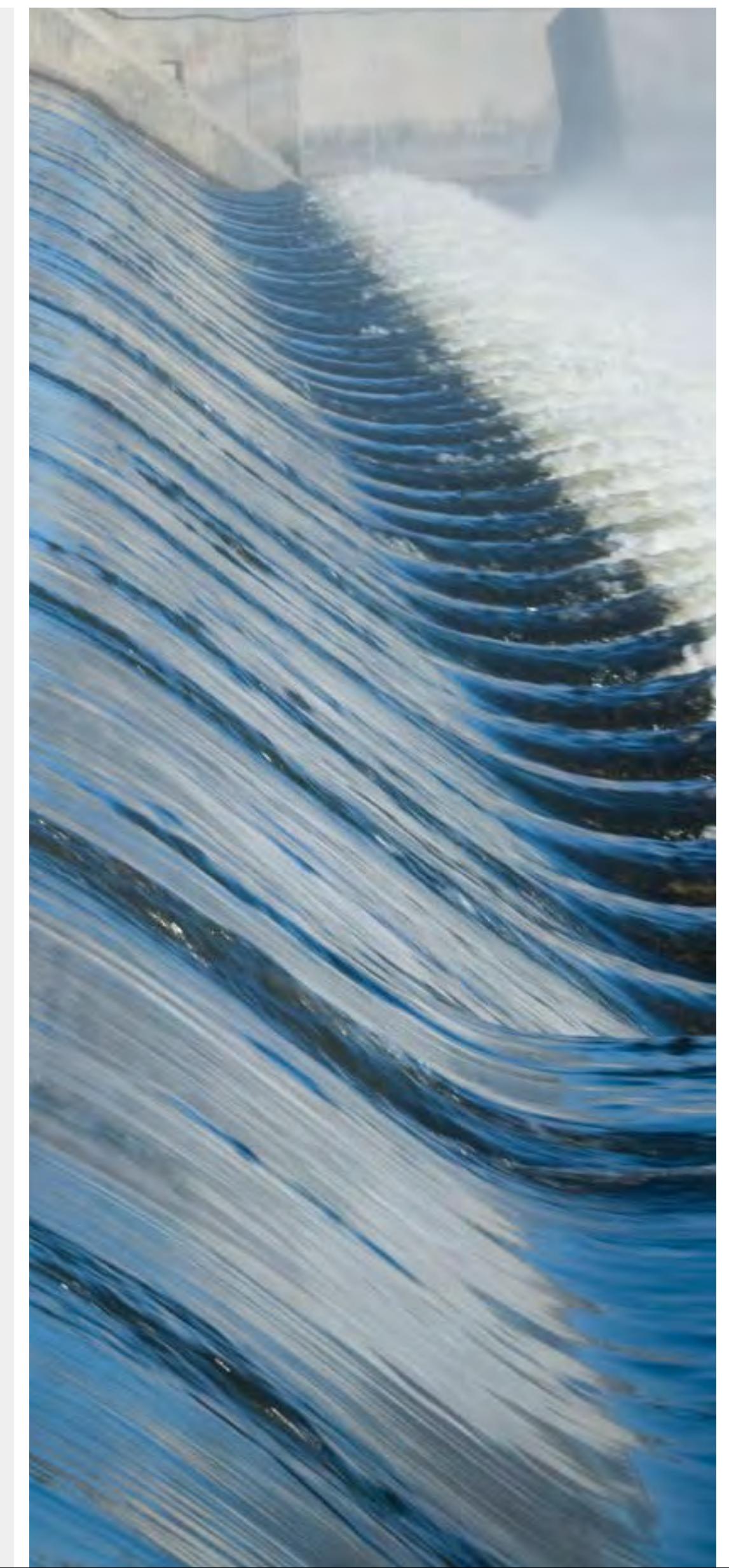
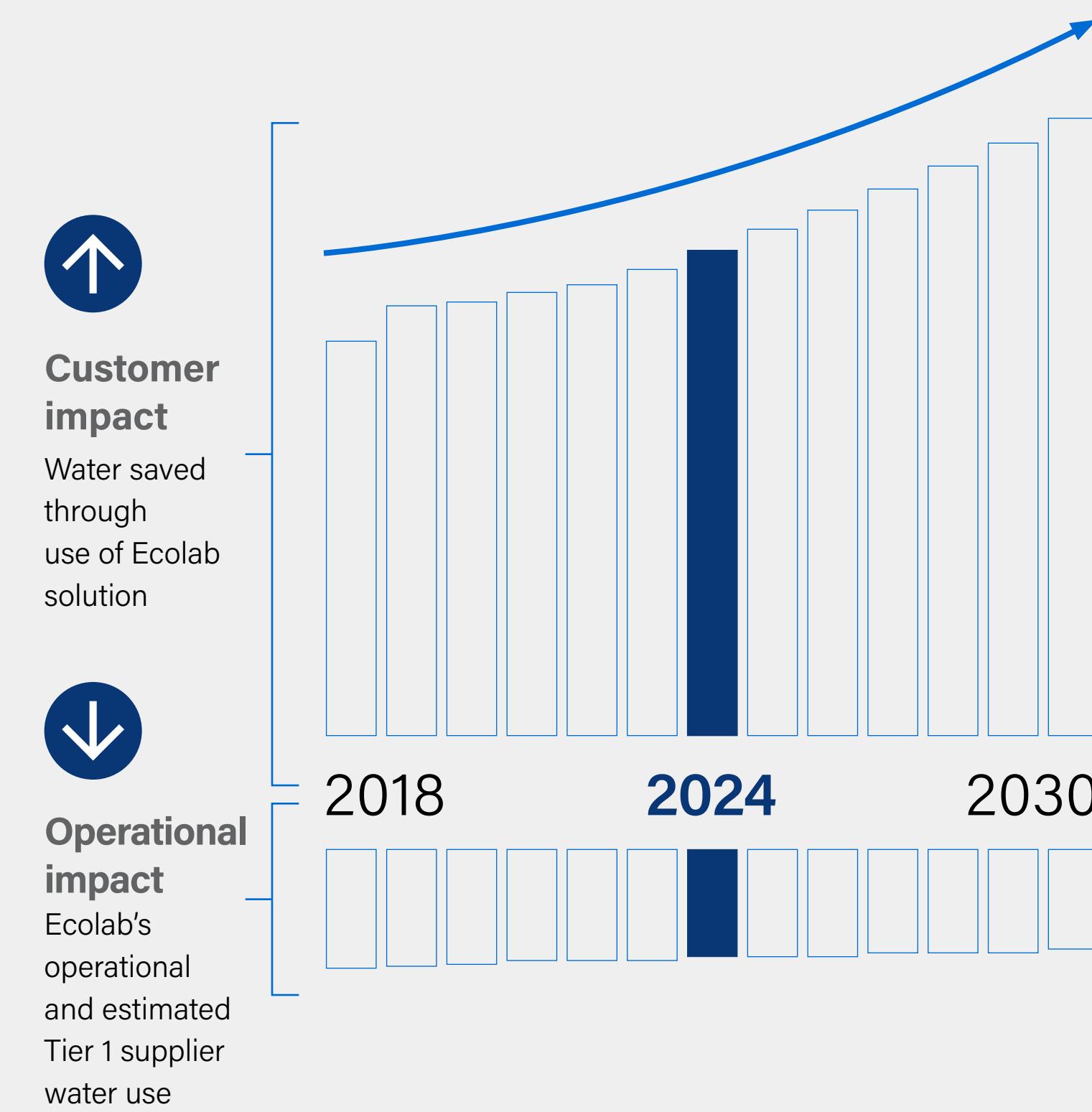


Delivering outcomes through the Alliance for Water Stewardship (AWS) Standard

Our goal is to achieve AWS certification for Ecolab manufacturing sites located in high-risk watersheds by 2030.

Continuing to achieve a Net Positive Water Impact

Ecolab helps businesses around the world achieve ambitious sustainability goals by reducing freshwater use in critical processes. Each year, water conserved at customer locations through use of Ecolab water-saving technologies far exceeds our operational and estimated Tier 1 supplier water use. As we work tirelessly to minimize our water footprint, our business and positive impact is expected to grow, delivering an exponential net positive water impact by 2030.





Understanding consumer perspectives to help build a water-secure future

The 2024 Ecolab Watermark™ Study continues to build on Ecolab's commitment to understand and help address the global water crisis. This annual study, conducted across 15 countries, provides critical insights into water stewardship by measuring water's importance, usage, connection to climate and responsibility among key consumer populations around the world.

This year's research found that consumers remain deeply concerned about climate change and their immediate access to clean and safe water. These concerns are significantly influencing buying habits. A majority of consumers across multiple regions have reported ceasing the purchase of products that use excessive amounts of water, with the highest percentages observed in China (80%), India, Middle East & Africa (69%) and Latin America (65%).

This shift not only underscores the growing importance of sustainability in consumer decision-making but also signals a broader movement towards responsible consumption.

A majority of consumers across multiple regions state they have stopped purchasing products that use excessive amounts of water.

Governments and businesses continue to be seen as the primary caretakers of water resources, yet many consumers feel that these entities have significant room for improvement. The study reveals a growing impatience among the public, who are calling for more decisive action to combat water scarcity and ensure water quality. This

sentiment is particularly strong in regions where water issues are most acute, highlighting the urgent need for effective water management strategies.

The agricultural, manufacturing and food and beverage industries are also under the spotlight, with consumers increasingly holding these sectors accountable for their water usage. The study revealed that consumers are losing trust in businesses and governments to address the water crisis, as less than 50% of consumers in the U.S. and Europe believe businesses and governments care about water conservation.

Access to clean and safe water is still considered to be a paramount concern, and most regions are more concerned about immediate access to clean and safe water than access in the future. Those most concerned about water-related

issues reside in Latin America (90%), China (88%) and the United States (80%).

As Ecolab continues to help protect the world's most vital water resources, the results from the 2024 Ecolab Watermark Study provide critical insights to meet customers' expectations around water conservation. Findings from the study help identify key areas where action is needed and highlight the importance of sustainable water management practices. Businesses today find themselves between consumers who will stop buying their product and investors who insist on greater returns. Fortunately, prioritizing smart water management provides a way to satisfy both, delivering positive financial outcomes while also protecting this vital resource.

Businesses today find themselves between consumers who will stop buying their product and investors who insist on greater returns.



Water

Helping customers advance efficient operations and responsible growth

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

We also help customers implement industrial water conservation efforts to reduce freshwater use,

reuse water to increase operational efficiency and reduce cost of operation, pretreat water to meet environmental discharge standards, treat water for public health and safety and protect and prolong asset life. We take a data-driven approach to water management through a clear, four-step process:

1. Identify: Understand and quantify water-related risks with Ecolab's publicly available online tool, the [Ecolab Smart Water Navigator](#).

2. Target: Set meaningful targets and uncover water savings opportunities through measuring and monitoring to gain real-time visibility into operations at the enterprise, site and asset levels, frequently achieved through [Water Flow Intelligence: Powered by ECOLAB3D™](#).

3. Implement: Take action to meet water reduction targets by leveraging solutions that offer visibility into the efficiency, quality and safety of water in operations, most commonly accomplished using Ecolab's [3D TRASAR™ Technology](#).

4. Track: Track operational performance over time and identify opportunities to optimize outcomes using ECOLAB3D™.

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

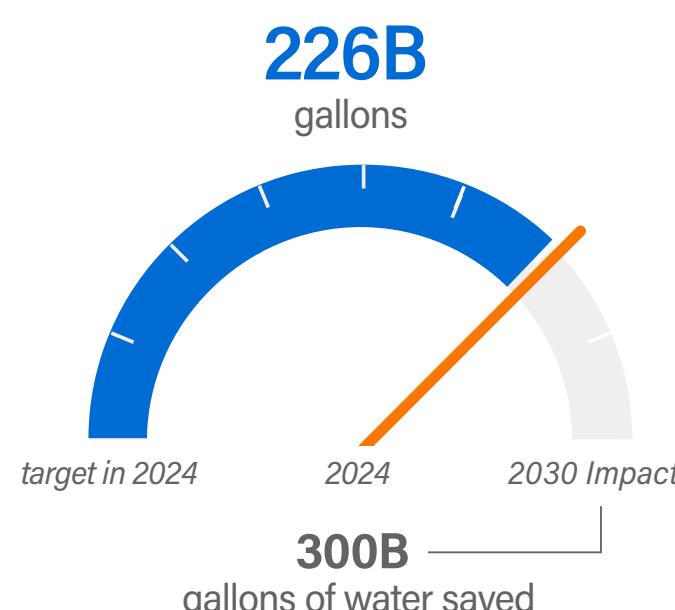
Conserving water in partnership with our customers

2030 Impact

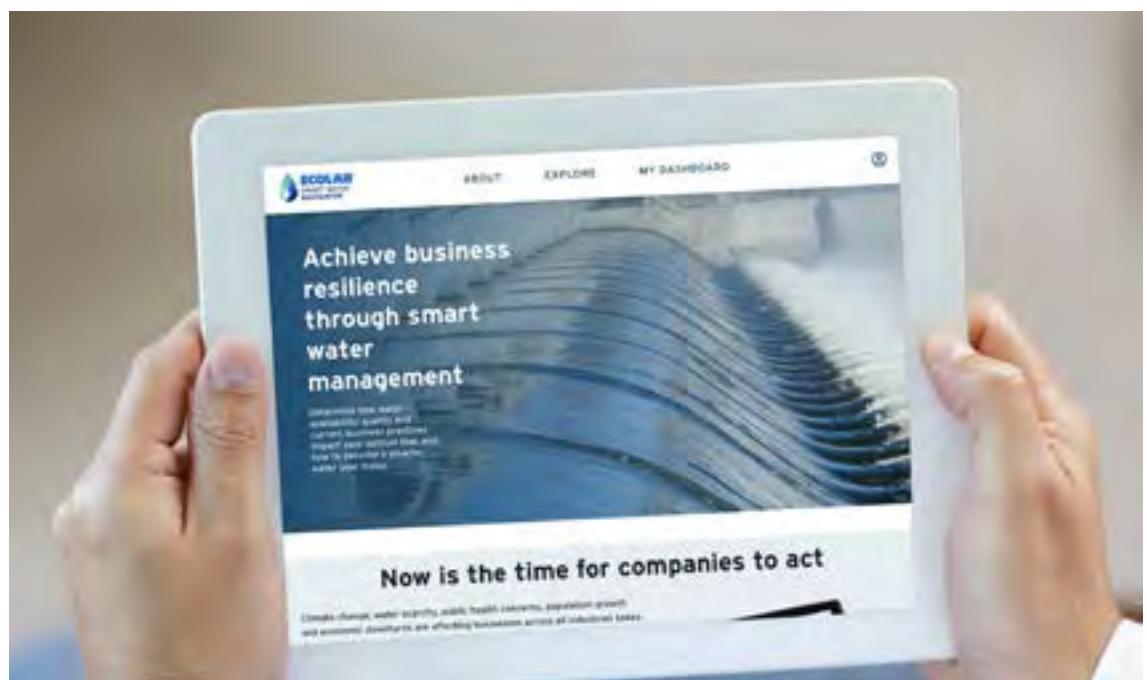
By 2030, we aim to help customers conserve 300 billion gallons (~1.1 billion cubic meters) of water every year, equivalent to the drinking water needs of 1 billion people.

2024 performance

We helped our customers save 226 billion gallons (~855 million cubic meters) of water, equivalent to the annual drinking water needs of over 781 million people.



In 2024, we helped customers conserve enough water to satisfy the drinking water needs of over **781 million** people for one year



Water is a business issue: the Ecolab Smart Water Navigator helps companies grow in a water-scarce world

To date, water has been relatively easy to access and readily available. But the reality is rapidly changing. The World Resources Institute projects a 56% water deficit by 2030.¹ And as supply chains and water supply are disrupted globally due to public health concerns, climate change, population growth and economic fluctuations, companies are often left with increased operating costs and a shortage of key resources needed for their operations.

In a world where water scarcity is the new normal, companies must future-proof their facilities to safeguard their growth – minimizing risk, maximizing performance and growing profitability. They need tools and expertise to take meaningful action and create tangible change in water use practices.

The Ecolab Smart Water Navigator provides the data, insights, tools and expertise that companies

can use to help decrease risk and costs related to water while increasing revenue.

The publicly available online tool, created by Ecolab in partnership with S&P Global, supports Ecolab's broader mission to propel water circularity in industry, supporting growing operations and healthy communities. Whether an organization is just beginning its smart water journey or ready to track year-over-year performance, the Smart Water Navigator helps businesses enhance water use in operations and support responsible growth by turning corporate water targets into real, on-the-ground results. This is accomplished through a holistic approach to corporate water management, supported by a practical guide to smart, sustainable water practices at the facility level.

The Smart Water Navigator uses targeted geographical and industry data for almost 100

industries, from mining and construction to finance and food service, so businesses in any market can:

- Holistically value water-related risks
- Set clear water reduction targets and drive internal accountability to help reach them
- Receive tools and resources to guide optimization of water use leading to more resilient operations
- Build trust and credibility with stakeholders to drive collective action on water issues

Ultimately, the Ecolab Smart Water Navigator arms an organization with a step-by-step action plan, enabling more effective strategies to manage water through a well-defined roadmap to improve and protect operations, watersheds and communities.



Several leading companies have used the Smart Water Navigator to set context-based water targets and implement action plans to advance smart water management. Leveraging the Smart Water Navigator, Microsoft was able to model the full value of water to its business and use risk-adjusted prices to reinforce the business case for water stewardship at their San Antonio, Texas data center. The tool's risk-adjusted water price, representing the full value of water to Microsoft's operations, was more than 11 times greater than the current water bill. The results from the Smart Water Navigator helped make the business case for technologies to manage and value risk through water recycling and reuse projects.

Given water quality and quantity constraints, 3D TRASAR™ technology for cooling water systems was implemented to maintain reliability for critical data center operations. Through real-time monitoring to detect system problems before they could occur, Microsoft was able to save more than \$140,000 in water costs per year, while also avoiding 58.3 million gallons of annual potable water use.

¹ World Resources Institute



Advancing AI-powered water conservation through collaboration with Digital Realty

As artificial intelligence (AI) revolutionizes the world of business, it is also set to transform water and energy efficiency within the tech sector. A prime example is a collaboration between Digital Realty, the leading global provider of cloud- and carrier-neutral data center, colocation and interconnection solutions, and Ecolab to deploy an innovative AI-driven water conservation solution in 35 of Digital Realty's U.S. data centers.

Implemented by Nalco Water, Ecolab's water and process management business, the pilot aims to enhance Digital Realty's water use efficiency and minimize environmental impact.

The innovative digital service combines insights from Ecolab's advanced automation and control technology with more than a century of Ecolab expertise to establish actionable water consumption benchmarks. By contextualizing

the information through an AI/machine learning model and analyzing the data, the solution identifies real-time operational inefficiencies in cooling systems and recommends actions for fast improvement.

Digital Realty, an early adopter and key collaborator on the solution's development, was the first to pilot Ecolab's next generation of AI-enabled technology. Once fully implemented, the solution is expected to drive up to a 15% reduction in water use, extend the life of equipment and avoid the withdrawal of up to 126 million gallons of potable water from local watersheds annually.¹

The collaboration builds upon the long-standing relationship between Digital Realty and Ecolab, which spans nearly a decade and has resulted in the successful completion of 15 water conservation projects. In the course of a year, Digital Realty's

and Ecolab's solutions helped Digital Realty reduce the amount of water withdrawn from local watersheds by 5% and avoid 986 metric tons of CO₂ emissions through restorative energy projects and water use reduction initiatives. Additionally, the projects have reduced plastic waste disposal by 83% through an innovative chemical delivery service and solids chemistry program.

By leveraging next-generation technology to elevate water stewardship, Ecolab and Digital Realty are working to improve water use efficiency, minimize environmental impact and potentially set a new standard in water conservation for data centers.

Sustainable growth opportunities amid the AI boom

**35 U.S.
data centers**

35 U.S. data centers piloting AI-driven water conservation solution



**15%
reduction**

in expected water use, extension in the life of equipment and avoidance of the withdrawal of up to 126 million gallons of potable water from local watersheds annually¹

Conclusion

Ecolab implements AI for smart water management to help ensure the technology endures in service of a resilient and sustainable water future.

¹ Digital Realty's projected savings are based on company-specific assessments and not on industry-wide benchmarks. Actual results may vary.



Water

Water management strategies for operational growth and resilience

Ecolab's team of water experts is skilled in identifying and implementing water reduction and reuse solutions that position customers to deliver against their growth targets, while building water resiliency. We utilize this same expertise within our own operations to optimize water use for growth and impact.

Our enterprise water stewardship strategy focuses on identifying opportunities to implement water stewardship projects within our operations and collaborating with the local community to positively impact the watersheds where we operate.

By 2030, our goal is to reduce water impact by 40% per unit production across our enterprise from a 2018 base year in part by leveraging Ecolab solutions and digital technologies that help us reuse water.

Across Ecolab's operations, ten sites represent a majority of our global water consumption. These sites vary in location, type of manufacturing and manner of products they produce. Despite the differences, we apply our best-in-class, enterprise approach to accelerate positive impact at each location.

Our team of internal water experts conduct Total Plant Assessments (TPA) to identify immediate efficiency opportunities and develop a customized water reduction strategy for each site. We also implement smart water management & manufacturing practices like valve replacement, leak checks, steam capture and condensate return, as well as preventative maintenance plans. Where applicable, we work with our team of engineering experts to develop reuse strategies, ensuring opportunities to capture and reclaim water for other uses are identified and optimized.

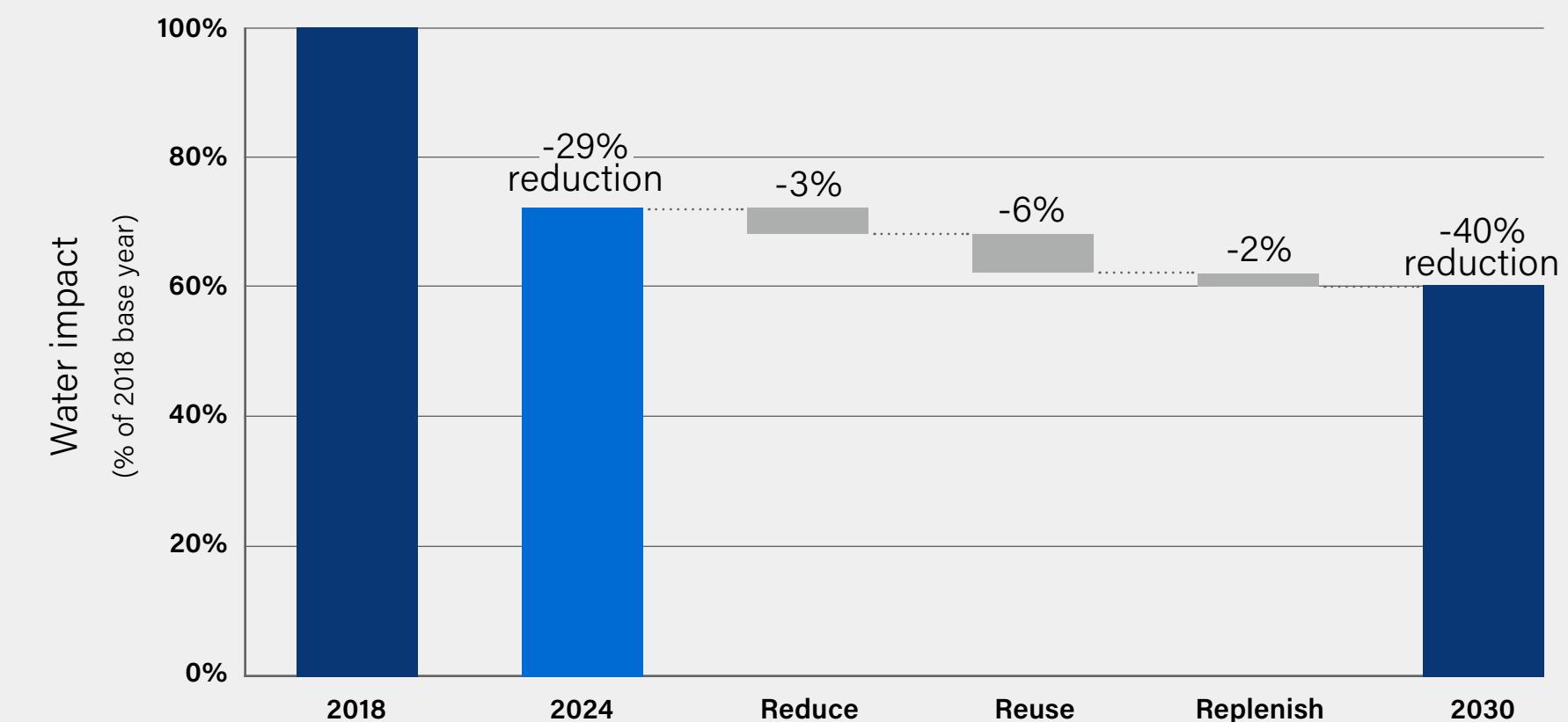
Where appropriate, our top water-using sites have installed [3D TRASAR™ Technology for Cooling Water](#), [3D TRASAR™ Technology for Boilers](#), [3D TRASAR™ Technology for CIP](#) and

[Water Flow Intelligence](#). These technologies provide additional insights into our operations and allow for enhanced, data-driven decision making, powered by [Ecolab3D™](#).

Our global teams drive sustained impact through robust governance and environmental management best practices, promoting operational excellence at all sites. Sites leading in our operational water reduction efforts combine advanced systems and technology to foster accountability through data insights and enhance daily site operations and procedures.

Ecolab's data-driven water strategy leverages the same trusted approach that we use with our customers; accumulating and sharing learnings from high-performing sites proliferates best practices across our network to accelerate performance. Not only does this strategy help us make progress toward achieving a net positive water impact, but it also positions us for business growth and builds resiliency for a resource-constrained future.

2030 Operational water impact glidepath

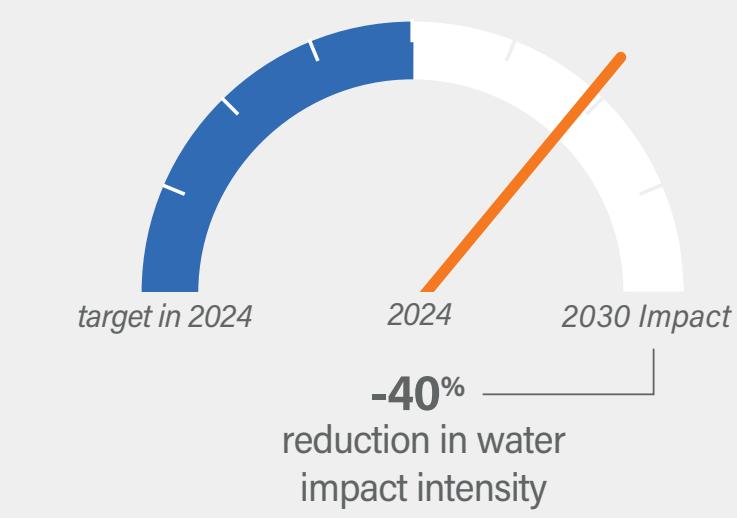


Enabling growth alongside continuous water efficiency improvements

2030 Impact

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

-29%



2024 performance

An unwavering focus on improving water efficiency at high impact manufacturing sites resulted in an overall water impact reduction of 29% per unit production from a 2018 base year.

eROI Case Study

Enabling operational growth with expert teams



Insights

Ecolab accelerates performance by aligning economic and environmental benefits with operational efficiency and lasting impact.

We employ our expertise and technology to continually find ways to deliver strong business results while saving water, energy, emissions and waste for our customers and across our operations.

Ecolab's manufacturing facility in Llantrisant, Wales is a key contributor to our 2030 Positive Impact goals. Alongside matching the growing demand for Ecolab's bioprocessing and purification technologies, the team at the Llantrisant site is committed to reducing water and energy, as well as minimizing environmental impact of waste streams.

Actions

The site partnered with our internal team of global water experts to conduct a Total Plant Assessment (TPA) for identification of efficiency opportunities. As an outcome of the TPA, the site implemented Water Flow Intelligence to meter and monitor water consumption throughout the site. They also converted a lab reactor cooling system to closed circuit and reduced the amount of reverse osmosis overflow to reduce water withdrawal.

Ecolab sources 100% of electricity for its operations in the European Union from renewable electricity. Additionally, the Llantrisant team further reduces the facility's energy demand through utilization of onsite solar panels, electric forklifts and an electric delivery vehicle.

Looking beyond water and energy, the team in Llantrisant saw an opportunity to reclaim ethanol waste, a byproduct of the manufacturing process. The Llantrisant plant partnered with a local waste hauler to recycle the ethanol waste into high purity industrial alcohol (IDA 96). In addition, the waste collection method changed from Intermediate Bulk Containers (IBCs) to tankers, resulting in a decrease in IBC use and disposal.

Outcomes

Insights from Water Flow Intelligence combined with cooling system and reverse osmosis improvements resulted in an absolute water reduction of approximately 2,600,000 gallons (~9,800 cubic meters) year over year.

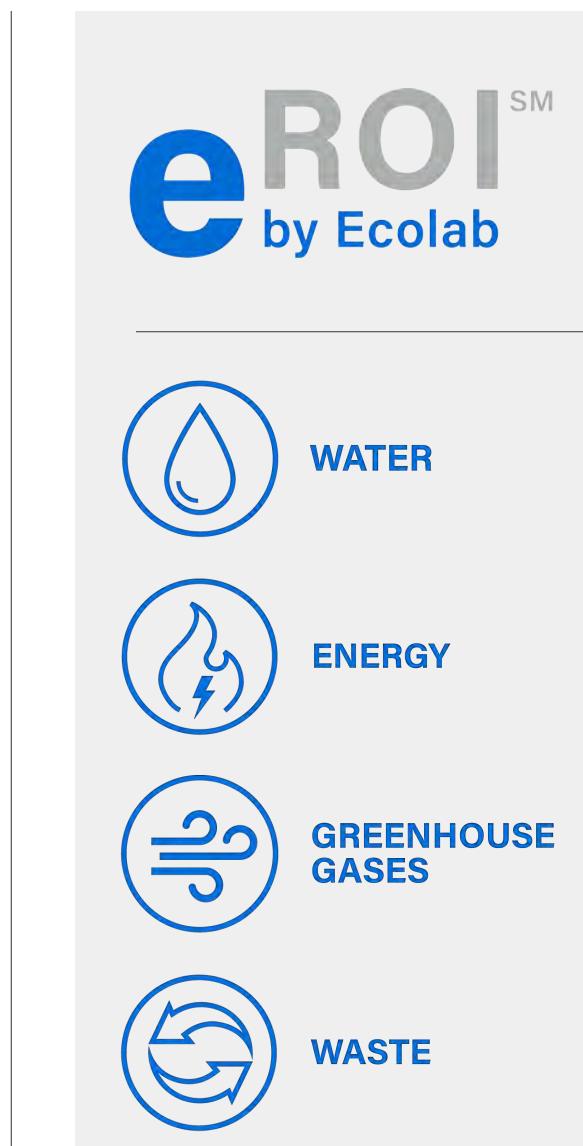
Ongoing onsite energy awareness and enhancements have continued to reduce site energy use and improvements to the ethanol waste stream have resulted in reduced plastic waste, as the waste stream itself is now recovered for downstream use.

Over the past year, production at the Llantrisant site has nearly doubled. Through employing Ecolab digital technologies and world-class expertise, the site was able to grow responsibly, implementing operational efficiencies to achieve significant resource and cost savings.

Solutions

- [Water Flow Intelligence](#)
- [Total Plant Assessment](#)

Based on internal data collected in 2024. The results in this case study are specific to Ecolab's Llantrisant manufacturing facility. Results will vary for other customers based on factors and circumstances in their operations.



Annual Savings

2.6 million gallons
(~9,800 m³)

970 million BTU

36 metric tons
of CO₂e

2.6 million lbs
(~1,180,000 kg) waste avoided

Total Value Delivered:

\$220,000





Water

Protecting local watersheds

Watersheds face a variety of risks, including water scarcity and water quality, accelerating impacts of climate change and loss of local species. In addition to taking action to reduce and reuse operational water use, strengthening the resilience of watersheds around the world to withstand these increasingly unpredictable pressures is a business imperative to ensure a consistent supply of clean water.

Ecolab collaborates with nonprofits and non-governmental organizations to advance new solutions and standards for responsible water management and bring awareness to the environmental impacts of industry. We also collaborate with partners within water basins in which we operate to understand shared

water challenges and work to address them with nature-based solutions.

Funded through the Ecolab Foundation, Solutions for Life is Ecolab's philanthropic program to enhance our mission to conserve water and improve hygiene around the world through collaborations with non-governmental organizations (NGOs) and employee volunteerism. Through Solutions for Life, Ecolab has supported the work of several global nonprofit partners including:

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

Restoring water in our communities in 2024

2030 Impact

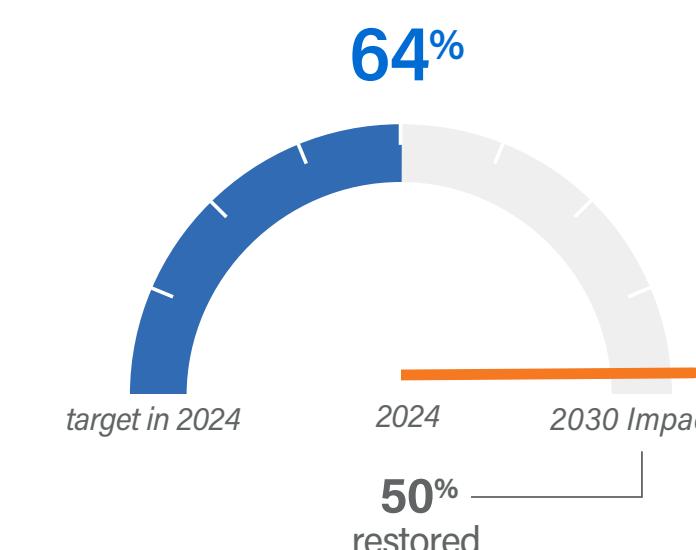
Restore greater than 50% of our absolute water withdrawal volume at high-risk sites.

2024 performance

We restored 64% of our absolute water withdrawal at high-risk sites, achieving our 2030 goal six years early.

We also work collectively on shared water challenges as a:

- Signatory of [the UN Global Compact CEO Water Mandate](#)
- Founding member of [the Water Resilience Coalition](#)
- Founder and basin champion of the [California Water Resilience Initiative](#)
- Member of [The Water Council](#), [California Water Action Collaborative](#), [Texas Water Action Collaborative](#), [WateReuse Association](#) and [World Resources Institute's \(WRI\) Aqueduct Alliance](#)



Exemplifying water leadership with WAVE: ASSESS certification from The Water Council



Effective water stewardship in our operations remains central to Ecolab's continued net positive water impact. Implementing rigorous water stewardship standards is one important way we are continuing to maintain momentum.

In 2024, Ecolab received [WAVE: ASSESS](#) certification, an independently verified program established by [The Water Council](#) that helps organizations assess enterprise-wide water uses, impacts and risks. It provides a framework for participants to advance water stewardship initiatives that combine organization goals with impactful site-level actions.

WAVE: ASSESS certification demonstrates that Ecolab has strategically prioritized water-related action where it matters most, leading to meaningful outcomes for our operations, customers, partners and local communities.

Following a robust water risk assessment as part of our water action plan, Ecolab is committed to

continuously improving conservation, reuse, recycling and restoration of water wherever we operate through initiatives such as the use of non-potable water in production processes, implementing advanced water reclamation systems or working to protect and restore local watersheds through nature-based solutions.

Completing the rigorous process to earn WAVE: ASSESS certification has reinforced the critical importance of sourcing high-integrity data, leveraging real-time insights and taking a comprehensive enterprise-wide approach to smart water management.

WAVE: ASSESS certification is further testament to the work that the Ecolab team has done to implement an enterprise-wide water stewardship strategy that complements our actions on the local level. As [consumer expectations for water stewardship](#) increase and the [global water crisis intensifies](#), our commitment to enact responsible water stewardship practices is more essential than ever.



Water

Delivering outcomes through AWS certification

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

environmentally sustainable and economically beneficial, achieved through a stakeholder-inclusive process that involves site- and catchment-based actions.

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

In 2024, we increased our portfolio of AWS-certified sites to 13, with the addition of manufacturing plants in Placentia, California, Greensboro, North Carolina and Santiago, Chile.



Localized water impact using best-in-class global standards

Click on the locations below to explore how each site is activating their water management and stewardship plans



eROI Case Study

Growing with positive impact in our operations and community



ECOLAB®

Insights

Ecolab accelerates performance by aligning economic and environmental benefits with operational efficiency and lasting impact. We employ our expertise and technology in our own operations to continually find ways to deliver strong business results while saving water, energy and reducing emissions.

Ecolab's manufacturing facility in Suzano, Brazil, was identified as a priority location to put this philosophy into action through pursuit of Alliance for Water Stewardship (AWS) Certification, to enhance the site's smart water management approach and implement innovative technologies to advance enterprise water goals.

Actions

The Suzano facility has a Total Plant Management program and dedicated team to identify and address water losses and reuse opportunities across the plant through preventative maintenance and continuous improvement projects.

The Suzano facility utilizes Ecolab 3D TRASAR™ Technology for Cooling Water to provide monitoring, control and asset protection of cooling water systems. The team made improvements in water flow monitoring to provide enhanced control and visibility to water use throughout the plant. The team has also optimized equipment washout processes, implementing a washing matrix to reduce water use.

Using the Ecolab Smart Water Navigator to quantify progress made against the five AWS outcomes, the Suzano site is considered Water-Smart on the Water Maturity Curve, indicating best-in-class water strategy and management plans.

And in addition to strong governance, Ecolab is committed to positive water impact in our facilities and the watershed through collaboration with local community members. Site employees have participated in numerous social projects in conjunction with Ecolab's Brazil sales and services teams to raise awareness and importance of water in the community.

Outcomes

The improvements made at the site have proved to be a helpful step forward for advancing Ecolab's sustainability goals. The Suzano site reduced their annual absolute water withdrawal by approximately 975,000 gallons (~3,700 cubic meters).¹

Ongoing on-site energy and water efficiency improvements have continued to reduce energy use, resulting in an estimated annual reduction of 2.1 billion BTU and 105 metric tons of CO₂e.

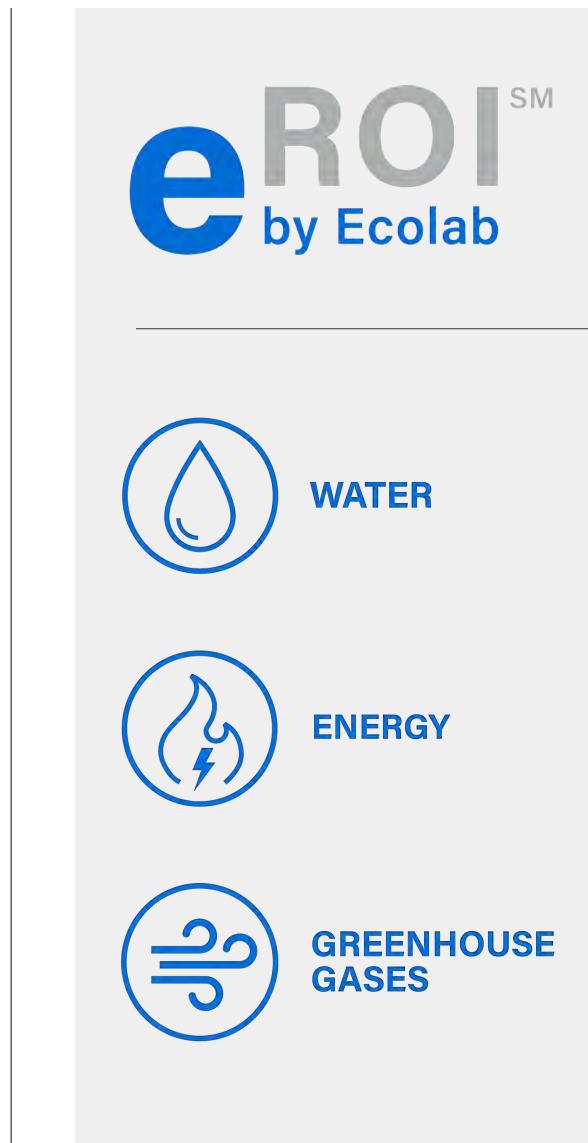
And in alignment with Ecolab's commitment to a holistic approach to water management, our Suzano site continues to maintain AWS certification, partnering with other water users and communities in the water basin to collectively address shared water challenges, together.

Solutions

- [Ecolab Smart Water Navigator](#)
- [3D TRASAR™ Cooling Water Technology](#)

¹ Results are average annual savings from 2018-2024

Based on internal data collected from 2018 to 2024. The results in this case study are specific to Ecolab's manufacturing facility. Results will vary for other customers based on factors and circumstances in their operations.



Annual Savings¹

975,000 gallons
(~3,700 m³)

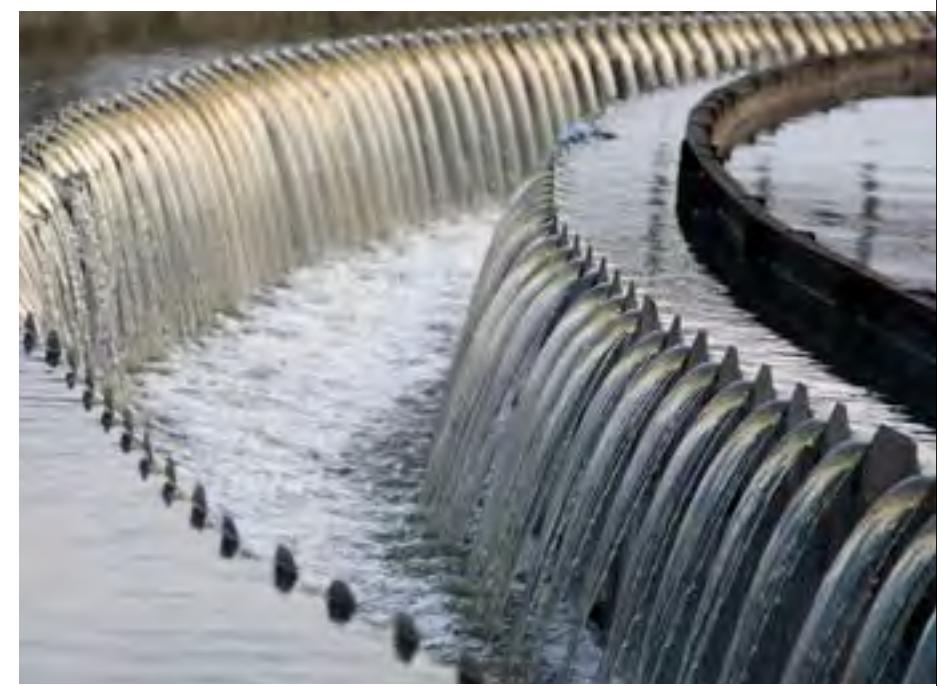
2.1 billion BTU

105 metric tons
of CO₂e

Total Value Delivered:

\$71,000





Paving the way toward resiliency through collective water action

Climate change, population growth and industrial activities have intensified water scarcity, affecting billions of people globally and presenting significant business and societal challenges. It is critical to address these issues to maintain public health, support economic development and protect ecosystems.

Ecolab takes an active approach to helping solve these challenges through collective action with the [Water Resilience Coalition \(WRC\)](#), the [California Water Resilience Initiative \(CWRI\)](#) and [WaterEquity](#).

The Water Resilience Coalition, an industry-driven, CEO-led initiative under the United Nations Global Compact CEO Water Mandate, aims to reduce global water stress by 2050. Ecolab, as a co-founding member, collaborates with other leading companies to implement strategies that enhance water resilience in water-stressed basins worldwide. The

coalition's efforts focus on scaling proven solutions, advancing innovation, leveraging finance and measuring impact to achieve positive water outcomes in more than 100 water-stressed basins that support more than 3 billion people.

The California Water Resilience Initiative (CWRI) is another critical effort supported by Ecolab. Launched in 2023, the CWRI aims to harness public-private sector innovation and leadership to address California's mounting water challenges. The initiative aligns with the California Water Plan – the State's strategic plan for sustainably managing and developing water resources for current and future generations – and emphasizes the importance of corporate stewardship in enhancing water resilience.

Building on these efforts, in 2024, Ecolab joined corporate leaders including Microsoft,

Starbucks and Gap, Inc. to invest more than \$100 million in the Water & Climate Resilience Fund I from WaterEquity, an asset manager dedicated to financing water and sanitation solutions in emerging and frontier markets. The fund aims to provide safe water and sanitation access to 15 million people across Africa, Asia and Latin America. This innovative finance vehicle also aims to help accelerate progress toward global water access and deliver financial returns for investors, demonstrating how business success and sustainable development are intrinsically linked.

Addressing a global water crisis requires collaboration and innovation. By working with industry leaders, governments and communities, Ecolab is committed to developing sustainable water management practices, while also demonstrating that responsible water stewardship can lead to tangible business outcomes.



Continuing to grow the Water Resilience Coalition

38
member companies, representing

\$5 trillion

in market capitalization, operating in

140
countries

>70%
of WRC members engage in collective action projects

1.2 million
hectares restored in 24 basins

225 million
people provided water, access, sanitation and hygiene (WASH) benefits

>100 billion
gallons of water (~400 million m³) conserved annually by member companies



Water

Water risk assessment

Our annual water risk assessment evaluates 100% of our direct operations and is used to identify facilities that may operate within regions facing water-related risks, both in the near- and long-term.

Methodology

Ecolab's water risk analysis is based on combining our operational water withdrawals, effluent discharges and production metrics with water risk indicators from the World Resources Institute's (WRI's) [Aqueduct Water Risk Atlas](#) and World Wildlife Fund's (WWF's) [Water Risk Filter](#), as well as financial cost valuations from [Ecolab's Smart Water Navigator](#) to inform decisions at an operational level. Thus, our basin-level water risk assessment approach incorporates a robust set of physical quantity, physical quality, regulatory and reputational risk factors to identify substantive water-related risks. This multi-faceted approach is used to evaluate current and future climate-related water risks against multiple climate scenarios.

In alignment with the Global Reporting Initiative's (GRI's) standards, Ecolab defines water stress as areas designated as having "high" or "extremely high" baseline water stress according to the World Resource Institute's (WRI's) Aqueduct Water Risk Atlas tool.

Results

In 2024, 46% of Ecolab's total water withdrawals are sourced from areas with high or extremely high baseline water stress. To further evaluate our basin-level water risk, we considered the following risk criteria:

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

Based on these criteria, 29 sites representing 77% of total production volume and 54% of total water withdrawals have been identified as operating in basins where production may be affected by water risk. The additional consideration of inherent physical, regulatory and reputational risks combined with individual risk indicators most critical to our business – including drought, flood, water quality, and access to water and sanitation – and an assessment of material Ecolab water withdrawals, provides a holistic assessment of potential water-related risks associated with Ecolab's direct operations

in 2024 and beyond. Even so, no negative business impacts due to water-related incidents have occurred in the past five years.

Outcomes

Several sites located within at-risk water basins are already working to make a positive impact on water availability, quality and access within water-stressed basins. For example, in 2024, we continued to invest in the landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona within our City of Industry manufacturing site's watershed, which delivers an annual volumetric benefit of 19.2 million gallons (~73,000 cubic meters) of water.

This past year, the Ecolab Foundation also continued investing in a Pacific Institute project to provide positive community and water impacts near our facilities in Southern California. In partnership with the Bonneville Environmental Foundation, Sensor Industries and other local southern California water agencies and housing providers, the project aims to tackle water waste using an innovative toilet leak detection system. Each installation helps save water, streamline property maintenance, and reduce water and wastewater costs. Preliminary results show that this solution reduces total building water use by 10-20%. Ecolab's investment will support



installation of 150 leak sensors in low-income housing in Los Angeles, providing an estimated 7.5 million gallons (~28,000 cubic meters) of annual volumetric water benefits.

Ecolab also supports the Loch Leven Project in partnership with The Nature Conservancy, working to restore and enhance wetlands and provide flood storage capacity within the Mississippi River Delta near our Garyville manufacturing facility. Our contribution to this work allows for 164 million gallons (~620,000 cubic meters) of water replenishment in the Upper Mississippi River Basin each year.

Ecolab has partnered with other members of the Water Resilience Coalition to contribute to the Water Fund of São Paulo, an initiative deployed by

The Nature Conservancy, to help with watershed protection and reforestation while providing fresh, clean water for millions of people near our Suzano and Barueri manufacturing plants. Through the Water Fund, at least 220 hectares of forest land within the municipalities of Mogi das Cruzes and Salesópolis will be protected. Not only is Ecolab's investment expected to deliver a volumetric benefit of 29.4 million gallons (~111,000 cubic meters) of water each year, but it is also intended to maintain groundwater storage and recharge, surface water quality and abundance and diversity of native plant species. Additionally, it is projected to maintain or improve carbon sequestration, lending to enhanced climate adaptation and mitigation strategies and improved human health in the area.

¹ As defined by Ecolab's Smart Water Navigator, revenue at risk compares the estimated amount of water a business requires to generate revenue to the business' share of water available in the water basin if water was allocated among water users based on economic activity.



Climate

The science is clear on what's needed to mitigate climate change: significant, global action to reduce greenhouse gas emissions (GHG) and limit warming to 1.5°C. As part of the [UN Global Compact Forward Faster Campaign](#) in alignment with UN Sustainable Development Goal (SDG) 13, Ecolab is committed to "Take urgent action to combat climate change and its impacts."

While we continue to act as a leading example for advancement and impact on climate change, no one entity can deliver enduring change alone. We continue to deepen collaboration with customers, suppliers, communities, associates, shareholders, governmental bodies and non-governmental partners to achieve collective goals to sustain thriving businesses, and create a resilient, positive future.

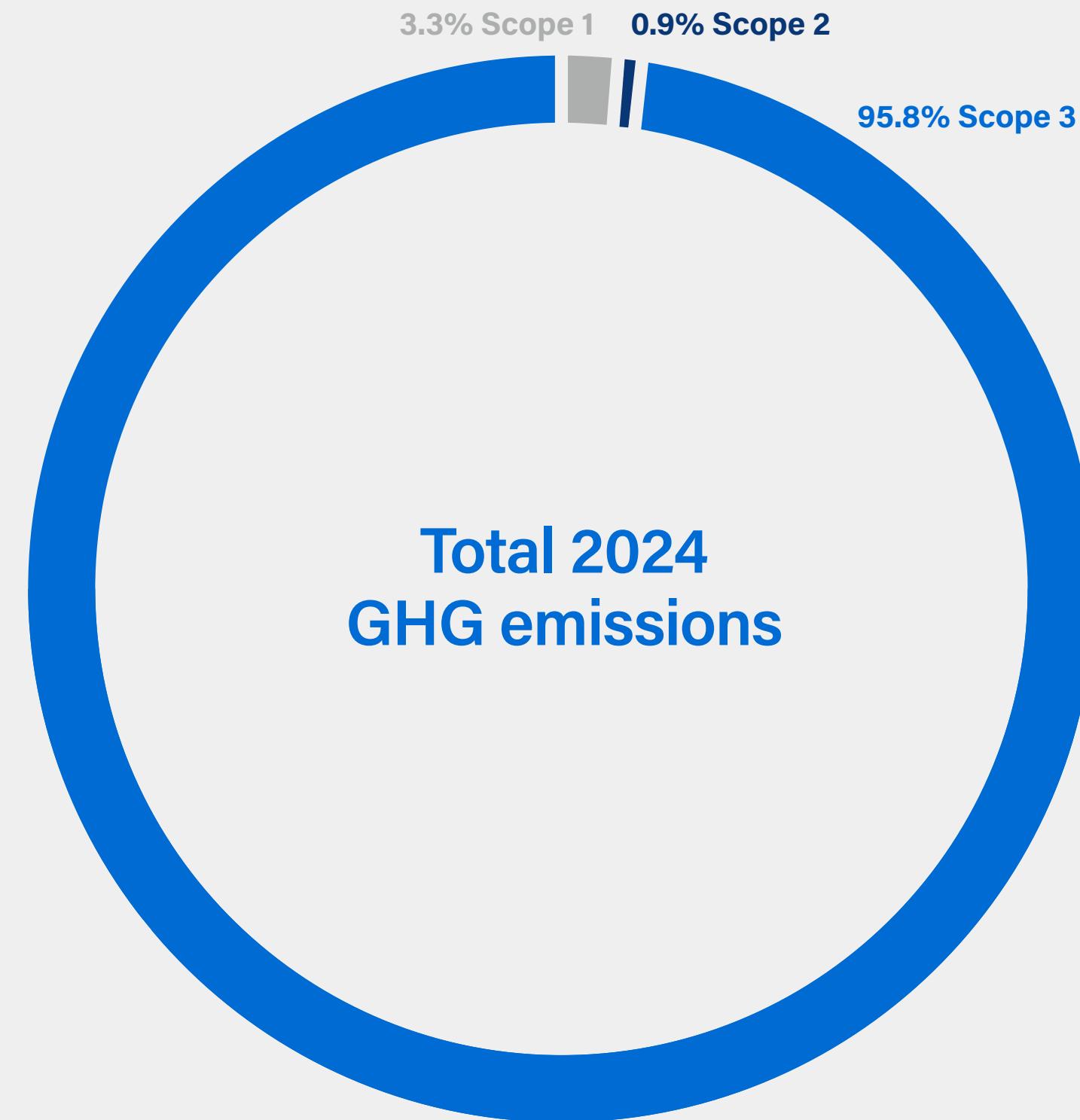
"Ecolab is committed to achieving our ambitious climate targets and making an even greater positive impact with our customers. By decarbonizing our business and empowering our customers to do the same, we are driving positive business performance while helping tackle the urgent challenge of climate change."

Christophe Beck, Chairman and CEO, Ecolab

That means turning sustainability commitments into results. Ecolab's [Climate Change Position](#) formalizes our commitment to the transition to a clean energy economy by identifying opportunities for our company, suppliers, customers and partners to work together to reduce GHG emissions and transparently report climate-related information to stakeholders. We have set targets aligned with the latest science and have committed to achieving net-zero in our own operations.

Ecolab is a supporter of the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#) and defines net-zero in alignment with the Science-Based Targets initiative (SBTi) as achieving value chain decarbonization in line with a 1.5°C pathway and neutralizing residual emissions with an equivalent volume of permanent carbon removal.

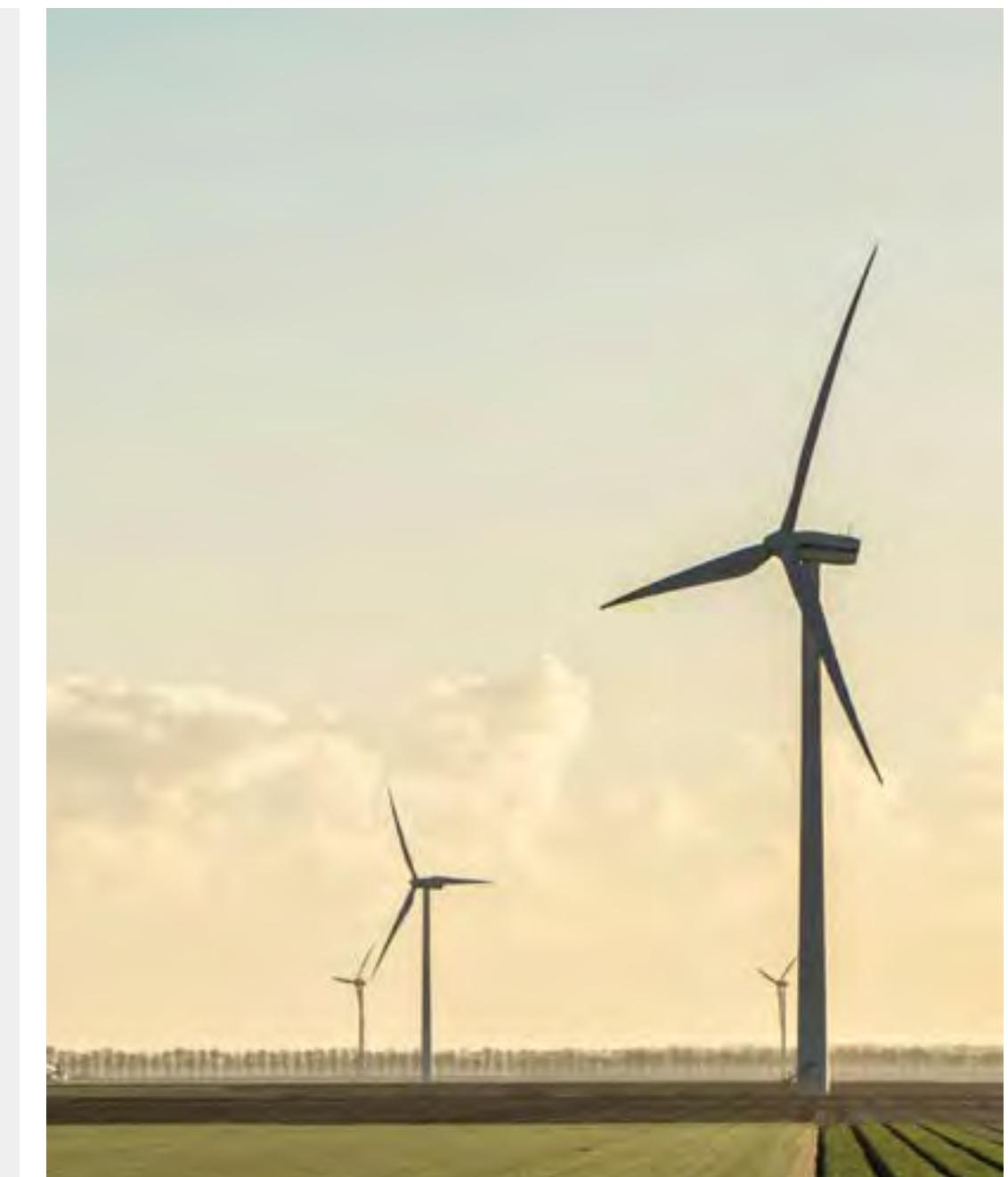
Ecolab's greenhouse gas emissions footprint



Scope explained

- Scope 1:** Direct emissions from owned or controlled sources or activities. Examples include company-owned vehicles or on-site fuel combustion.
- Scope 2:** Indirect emissions from purchased electricity or heat sources.
- Scope 3:** Indirect emissions from all other activities across the value chain, both upstream and downstream.

Examples of upstream activities include purchased goods and services, business travel and employee commuting. Downstream examples include electricity customers consume using sold products. See the [Performance data appendix](#) for more information on our carbon emissions inventories.



We have pledged to do our part

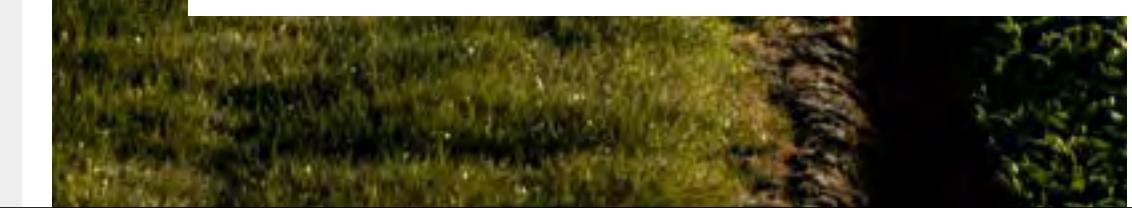
Ecolab subscribes to external movements to combat climate change, including:

[The Science Based Targets initiative](#)

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

[RE100](#)

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





Climate

Building momentum on the way to net zero

As a company with a global manufacturing footprint, we actively seek to make a positive impact on the world's climate through responsible processes while advancing our resilience to the world's changing climate. To guide our journey, Ecolab has near-term and net-zero science-based targets (SBTs) approved by the Science Based Targets initiative (SBTi).

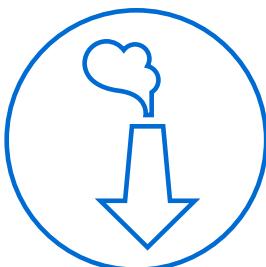
We follow GHG Protocol accounting standards which exclude capturing customers' emissions reduction in our inventories but realize our positive

contribution on the planet is maximized in partnership with our customers. To have a truly exponential impact, we rely on our unique value proposition to help customers achieve their business and cleanliness goals in a more sustainable way. That result is achieved through use of Ecolab solutions and services which reduce water and energy use, and therefore GHG emissions. Building on proven performance year over year, we are driving positive climate impact in partnership with our suppliers and customers by 2030. Here's how:



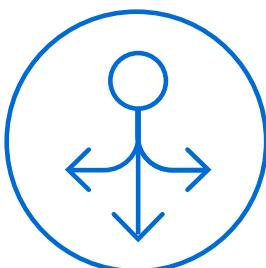
Helping customers minimize their carbon footprint through use of Ecolab solutions and services

Our goal is to help customers along their decarbonization journey by collectively avoiding 6 million metric tons CO₂e, preventing nearly 10 million pollution-induced illnesses each year by 2030.



Optimizing our operations

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



Engaging across our value chain

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



Climate

Helping customers minimize their carbon footprint

Just as climate change is one of the greatest challenges of our time, finding the path to net-zero emissions is the corresponding growth opportunity. We continue to innovate with an eye toward a low carbon future: 20% of new technologies launched in 2024 contributed to positive energy and carbon impacts. Through utilization of many of these innovative programs and services, we are growing our business while helping minimize customers' environmental footprint at a high rate of return.

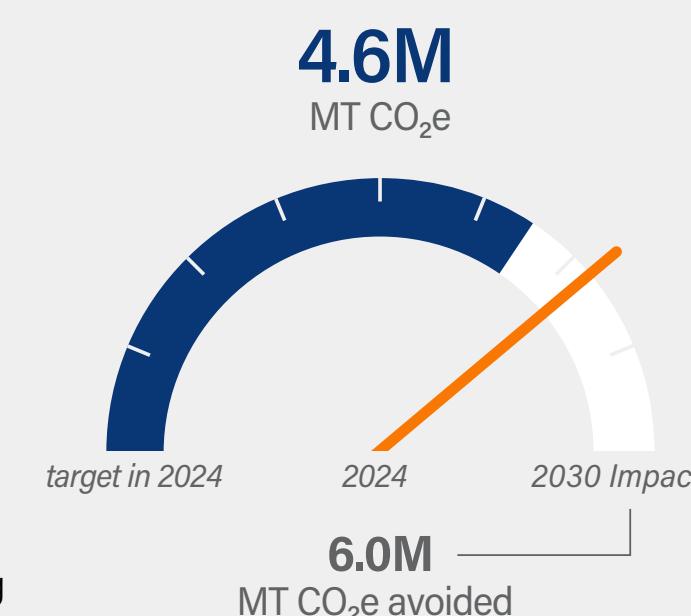
Combining expertise and innovation on the road to decarbonization

Click through examples to the right to learn how we combine world-class solutions with personalized service to deliver energy and carbon savings. Estimated energy and emissions savings for each application are based on a comparison with the historic performance of the technology replaced in the year the product was launched to market. Energy savings are also based on global sales data and business growth related to each energy-saving technology alongside industry-specific assumptions.¹

Continuing to deliver on our promise

2030 Impact

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



2024 performance

We helped customers avoid emitting 4.6 million metric tons of greenhouse gas emissions, helping prevent over 7 million pollution-related illnesses.

¹ Greenhouse gas (GHG) emissions equivalency is determined using regional emissions factors from the [International Energy Agency](#).

Monitoring and optimization program for clean-in-place systems

Total care reverse osmosis offering for membrane applications

Holistic solution for cooling water management, providing operational visibility and actionable insights

Low-temperature foam, spray and soak cleaning solution for food and beverage processing equipment

Machine warewashing program for the food-service industry

Low-temperature laundry program for on-premise laundries

Pool & spa program designed to help maintain a stable, well-balanced pool chemistry

Treatment program that helps reduce fouling in ethylene compressors

Commercial dishwashers that reduce labor, energy and water usage

4-product laundry program designed to power efficient and safe laundry operations

3-product on-premise laundry program designed for efficient cleaning and to promote safe and simple operation for staff

Specially formulated program for clean-in-place and clean-out-of-place applications, tough burnt-on soils and more

Laundry program for home-style machines designed to provide reliable and consistent cleaning performance

Comprehensive boiler water treatment solution designed to mitigate scale and corrosion of the boiler system

Low-temperature laundry program for commercial laundries

Optimizes delivery of process chemicals for paper manufacturing

Laundry program tailored to the unique needs of food and beverage commercial laundries

Mineral pool and spa program designed to maintain safe and balanced pools

Cleaner and sanitizer that provides total management of floors and drains in institutional settings

Foodservice warewashing program that combines innovative chemistry with expert service

Solid dishwasher detergent for soft water conditions

Program designed to solve problems associated with crude unit exchanger and furnace fouling

Warewashing solution that delivers clean dishes and efficient operations in diverse water conditions



Ecolab and Shell: Partnering to Advance Business Resilience

As the world transitions toward low-carbon alternatives and renewable energy sources while maintaining grid stability and quality, Ecolab is working to advance industry solutions alongside its partners. One of these partners, Shell, is working on reducing emissions within its operations and in the fuels and energy products offered to customers as part of its Powering Progress strategy.

With the strong belief that no single company can achieve the transition to cleaner energy alone, Shell created the Energy Transition Campus Amsterdam (ETCA) in 2022. The campus aims to play a leading role in accelerating the energy transition. Ecolab joined the ETCA to collaborate on solutions to address these shared challenges. Participation has strengthened Ecolab's ability to work with Shell and other partners to solve the latest challenges facing the petrochemical and refining industry as it advances toward low-carbon and energy-neutral feedstocks.

Creative Collaboration

Shell and Ecolab have a longstanding partnership, through Nalco Water, an Ecolab company. The partnership exemplifies how Ecolab works across the value chain – with suppliers and customers – to enhance productivity and reduce emissions.

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ETCA

Together with Shell



"We understand that it takes collaboration to move forward with new technologies," said Erik van Roermund, general manager, Base Chemicals, Shell. "With water, for example, we know that reducing use is essential to move to a circular economy and reduce costs, and that by working together under one roof, we can develop solutions and scale them for industrial implementation much faster. Another area of collaboration is around energy saving activities in our processes. By selectively deploying Nalco Water anti-fouling additives, the energy performance of our assets has been improved. We are thrilled to be working with Ecolab and Nalco Water on this exciting journey."

With the strong belief that no single company can achieve the transition to cleaner energy alone, Shell created the Energy Transition Campus Amsterdam.

Innovating for the Future

Ecolab became a member of Shell's ETCA in 2024 and collaborates with Shell on projects focused around four key areas: driving plastic circularity,

carbon abatement and removal solutions, hydrogen production and biofuel development. Among the solutions that the two partners are working on are efforts to remove contaminants from oil in the chemical recycling process, helping to prevent corrosion in pipelines used for carbon capture and storage, and delivering the ultrapure water needed to produce hydrogen fuel on an industrial scale.

The joint efforts of the two companies leverage the unique strengths of Ecolab, a global leader in water, hygiene and infection prevention solutions and services, and Shell, which has an important role to play in providing the energy the world needs today, and in helping to build the low-carbon energy system of the future.

"We are delighted to partner with Shell on ETCA projects that will help improve water and energy processes and increase efficiencies and profitability by accelerating progress on the energy transition," said Peter De Keyser, Ecolab senior global account manager, Downstream. "Together, we are working to solve the challenges we face today as well as to advance a more resilient tomorrow."





Climate

Our pathway to reduce operational emissions

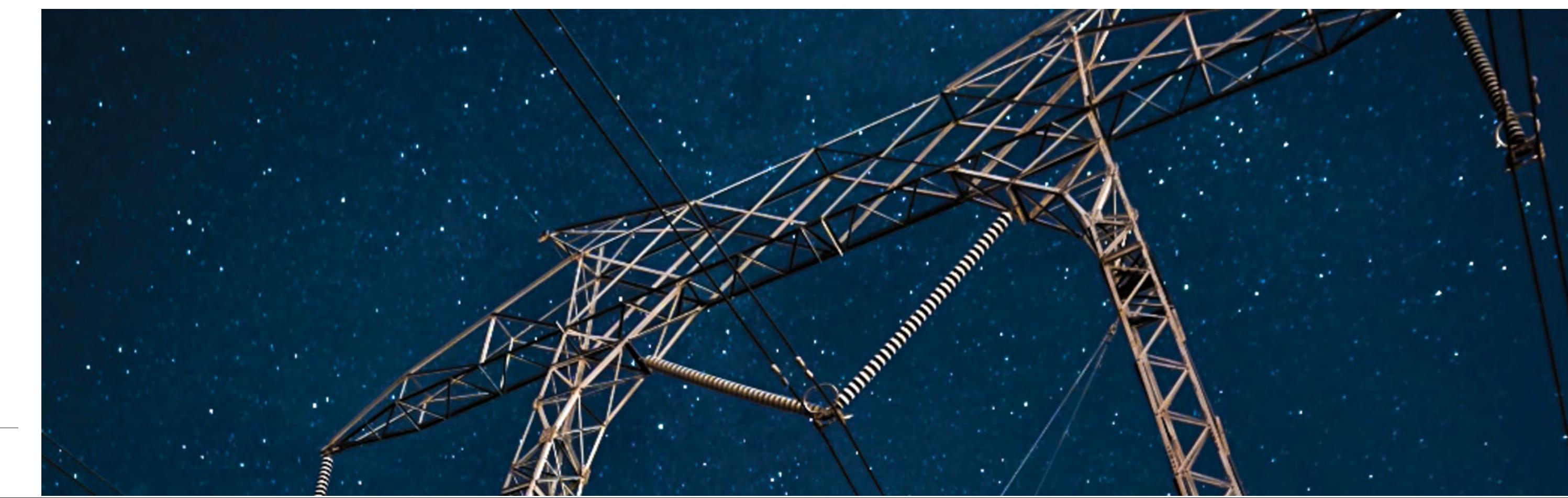
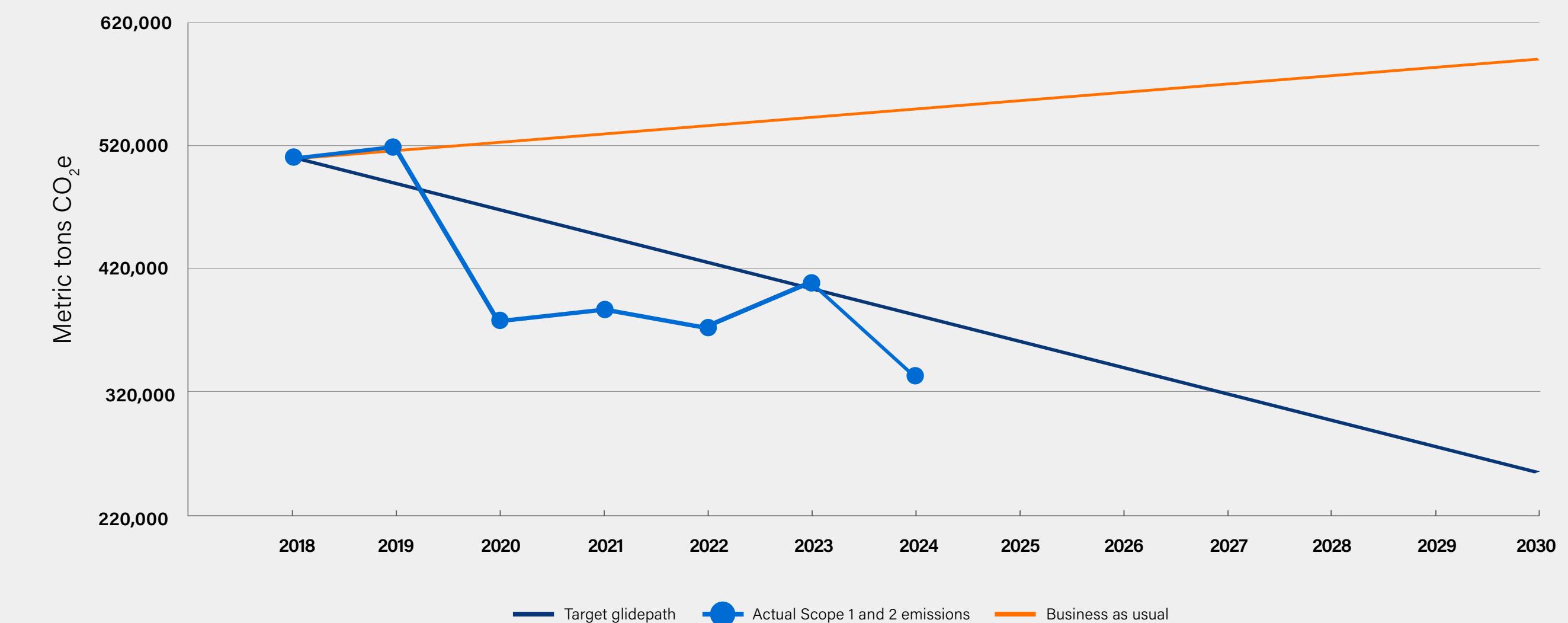
For over 100 years, Ecolab has led with purpose and an intense focus on driving positive performance and impact alongside our customers. For us, this means being part of the solution to combat climate change and build business resilience as a responsible and dependable operator.

We utilize a combination of tactics in line with science-based strategies that aim to reduce emissions in our own operations, including increasing energy efficiency, utilizing renewable electricity and electrifying our fleet of service vehicles. These pathways, among other initiatives, are helping us make significant strides toward our 2050 net-zero commitment. We do not currently purchase carbon offsets nor have short-term plans to do so.



Alignment and achievement against a 1.5°C pathway

As we keep an eye to net-zero ambitions by 2050, we are making progress toward our 2030 checkpoint to cut operational emissions by half. We anticipate continued investment in energy efficiency projects, renewable energy and electric vehicles in 2025 will continue to keep us ahead of pace as we do our part to limit global warming to 1.5°C above pre-industrial levels.





Helping low-carbon fuels take flight with the Minnesota Sustainable Aviation Fuel (SAF) Hub

In the heart of Minnesota, where innovation meets sustainability, Ecolab is advancing low-carbon biofuels by collaborating with partners to address a sector responsible for up to 12% of U.S. transportation greenhouse gas emissions: aviation.

In late 2023, Ecolab and a coalition of industry players launched the Minnesota Sustainable Aviation Fuel (SAF) Hub, led by the Greater MSP Partnership. This first-of-its-kind coalition includes Delta Air Lines, Xcel Energy, Bank of America and Ecolab. Together, they aim to scale the production and use of sustainable aviation fuel, crucial for reducing aviation's carbon footprint.

SAF is an alternative jet fuel that can reduce lifecycle carbon emissions of jet fuel by up to 80%. Produced from renewable feedstocks like agricultural biomass, woody biomass, hydrogen, continuous living cover crops and used cooking oil, SAF is a drop-in replacement

for regular jet fuel (Jet A). Current standards allow up to 50% neat SAF to be blended with Jet A. However, the nascent industry currently produces insufficient SAF to fuel the world's airlines for a single week.

To help address this shortage, the Minnesota SAF Hub has made significant progress in building an industrial-scale SAF production value chain in Minnesota. Key milestones announced in 2024 include:

- **First SAF blending facility in Minnesota:**

Flint Hills Resources and Delta Air Lines are developing a facility at Pine Bend refinery in Rosemount, Minn., to blend up to 30 million gallons of neat SAF by Q4 2025. It will be the first facility between coasts to blend neat SAF with conventional jet fuel, with Shell supplying the SAF and ensuring product quality. The blended fuel will be transported via Flint Hills'

pipeline to Minneapolis-St. Paul International Airport (MSP), Delta's second-largest hub.

- **Making SAF cost-competitive:** A "Demand Consortium" including Bank of America, Deloitte, Delta and Ecolab will purchase several million gallons of SAF annually starting in the second half of 2025. The aim is to scale production, reduce costs and ensure multi-year demand to promote SAF market growth, while also contributing to verified carbon reductions from business travel.

- **Establishing SAF production in Minnesota:**

The United States Federal Aviation Administration (FAA) announced a \$16.8 million grant to convert Gevo's ethanol facility in Luverne, Minn., into an alcohol-to-jet fuel facility for SAF production, enabling the first conversion of state crops to SAF.

- **Next-generation feedstocks for SAF:**

Researchers at the University of Minnesota are developing winter camelina seed for SAF production. This crop has a low carbon intensity score and helps protect soil while improving water quality. The MN SAF Hub aims to deliver the first camelina-derived SAF shipment to MSP this fall.

Ecolab brings its unique portfolio of industrial solutions and services to the Minnesota SAF Hub. As a founding member, Ecolab leverages its expertise in renewable process knowledge and net-zero carbon strategies to support high-quality SAF production. The company's Nalco Water industrial process management business provides essential fuel additives and water treatment solutions that enhance SAF production reliability and efficiency.

"Minnesota has all the components and expertise we need to finally activate and scale the SAF market in North America and beyond," said Ecolab Chairman & CEO, Christophe Beck. "Together we are creating a model that advances Minnesota's leadership and accelerates an industry primed for growth. Ecolab is proud to share our process, research and industry knowledge with a coalition that is helping to deliver responsible economic growth and sustainable travel."

The Minnesota SAF Hub is not just a local success story; it has the potential to serve as a model for other regions looking to decarbonize aviation. By fostering collaboration and innovation, Ecolab and its partners are paving the way for a more sustainable future in aviation.

GREATER MSP
Partnership



Climate

Embracing renewable electricity

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

We partner with renewable energy producer Clearway Energy Group through a virtual power purchasing agreement (VPPA) to cover 100% of Ecolab's annual electricity use in the United States and Canada. In 2024, we began sourcing 100% of the electricity needs for our sites in the European Union from the Mörknässkogen wind farm on the west coast of Finland through our partnership with asset management firm Low Carbon.

Combined with several on-site solar arrays, the two agreements allow us to source approximately 71% of our electric power from renewable sources.

Electrifying our fleet of service vehicles

Our expert team of 25,000 sales-and-service associates drive to customer locations each and every day. To help them commute safely and sustainably, we are transitioning company-owned fleet to electric vehicles (EVs). Efforts to electrify our fleet in Europe are well under way, specifically in countries where EVs are promoted through governmental investments. We have built momentum particularly in the Nordics region, United Kingdom, Netherlands and Belgium and electric vehicles are part of our standard car selector process in Europe.

The rate of expansion of electric vehicles within our fleet in North America and beyond continues to be significantly influenced by availability of both electric and battery-hybrid vehicles, charging infrastructure, battery range and cold weather performance improvements. In 2024, we continued to partner with Ford Pro™ to accelerate our North American EV fleet transition with the aim to supply 100% of sales and service associates in California with electric vehicles by 2025. We also added electric shuttle services to the California and Belgium fleets, to reduce operating expenses alongside transportation and distribution emissions.



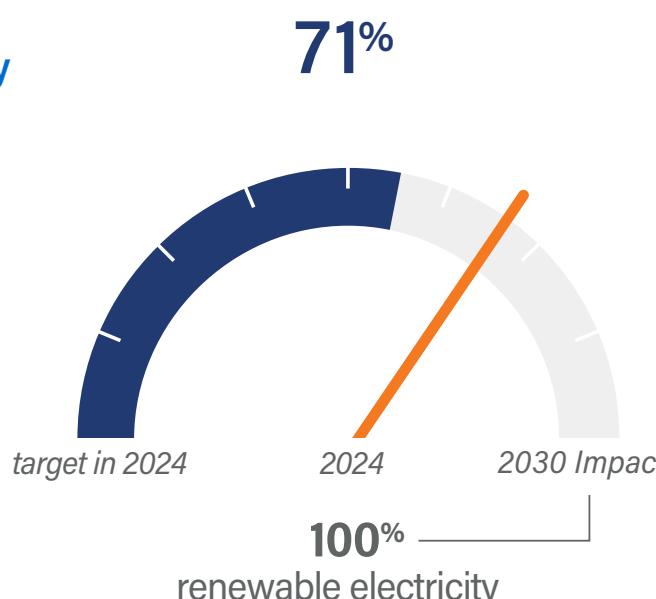
Accelerating progress using reliable and renewable electricity

2030 Impact

Use 100% renewable electricity.

2024 performance

71% of our total electricity usage is considered renewable



100%

renewable electricity coverage of Ecolab's North American operations

100%

renewable electricity coverage for Ecolab sites in the European Union



Driving our decarbonization journey forward

Ecolab's decarbonization efforts shifted into high gear in 2024. In a major step toward our net-zero emissions commitments, we accelerated the electrification of our North American sales and service fleet through an exciting collaboration with Ford Pro™.

Beginning in California, we worked with Ford Pro to begin purchasing and deploying more than 1,000 Ford F-150® Lightning® Pro trucks and Mustang® Mach-E® SUVs for our light-duty fleet. By utilizing Ford Pro's comprehensive suite of charging and telematics software, we aim to optimize vehicle performance and enhance fleet productivity, helping drive business benefits.

The electrification effort is expanding across California, and by 2025, Ecolab will have updated every vehicle used by our field associates to serve customers each day. Once finished, Ecolab

and Ford Pro will have created what's expected to be the largest all-electric sales and service fleet in California. By transitioning to EVs from internal combustion engine vehicles in California, Ecolab will achieve a nearly 80% use phase reduction in greenhouse gas emissions, according to its well-to-wheel analysis.

While electrifying more than 1,000 vehicles represents a major milestone, it's only the beginning. Following success in California, Ecolab will focus on the more than 11,000 light-duty vehicles that compose our North American fleet and accelerate electrification efforts in our global markets. By 2030, Ecolab aims for complete electrification of its global fleet.

Ecolab expects to achieve a lower total cost of ownership for EVs compared to traditional internal combustion engine (ICE) vehicles.

These savings are driven by reduced fuel costs, lower service downtime and maintenance expenses, and ongoing advancements in EV solutions. Additionally, an all-electric fleet significantly reduces direct emissions from vehicles, helping us make substantial progress toward our net-zero commitments.

This effort demonstrates that by doing what's right and doing it well, businesses can improve performance, leverage renewable electricity and deploy cutting-edge EV solutions for the betterment of associates, business and the planet.



Climate

Engaging across our value chain

At Ecolab, we recognize that no one organization alone will solve the challenges presented by climate change. It takes all of us working together to move from net-zero commitments to meaningful results. That's why we are collaborating with suppliers to reduce absolute Scope 3 emissions by 25% from a 2022 base year across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and downstream leased assets.

Our [Supplier Code of Conduct](#) establishes expectations for suppliers around sustainability

and efficiency of resources. As integrated into the policy, suppliers must have systems in place to optimize the use of all relevant resources sustainably, such as energy, water and materials. Ecolab supply partners must have clear environmental performance targets and look for ways to continuously improve performance in collaboration with internal and external stakeholders. We also require suppliers to disclose information regarding GHG emissions and water reduction commitments and provide information that could have an impact on our inventories. The Supplier Code of Conduct is incorporated, by reference, into all supplier contracts.

In 2024, we continued to bolster supplier engagement initiatives — including expectation-setting and education — on climate topics, particularly with suppliers that have a high impact on Scope 3 emissions. We also continue to partner with CDP Supply Chain to collect data on suppliers' carbon targets, inventories and primary emissions related to Ecolab's business portfolio. This data is used to help us make purchasing decisions toward low-carbon alternatives.

In coming years, the CDP Supply Chain survey will be utilized as a data source for top-tier suppliers, in addition to individual supplier conversations. Direct supplier engagement

efforts are focused on suppliers both lagging and excelling in sustainability, particularly carbon reduction, as we look to move our value chain forward on the trajectory to net-zero by 2050. We consistently train and promote our supplier sustainability program internally with our procurement teams and externally through annual training sessions with high-impact suppliers and publication of supplier sustainability requirements on [Ecolab.com](#).

Evolving Scope 3 accounting methods

Aligned with industry best practices, we have transformed our Scope 3 accounting methodology to decouple Scope 3 emissions reporting as much as possible from business growth. This helps us understand supply chain emissions hot spots to prioritize procurement strategies toward low carbon alternatives as we strive to reduce our Scope 3 emissions in line with a 1.5°C pathway.

In 2024, we transitioned accounting of the majority of purchased goods and services and upstream and downstream transportation and distribution categories to activity-based data. We also continue to engage with suppliers having high impact on total emissions to integrate supplier data into the Scope 3 inventory. Finally, we continue to explore tools and coalitions that support data collection processes for the purchased goods and services and upstream transportation and distribution categories.

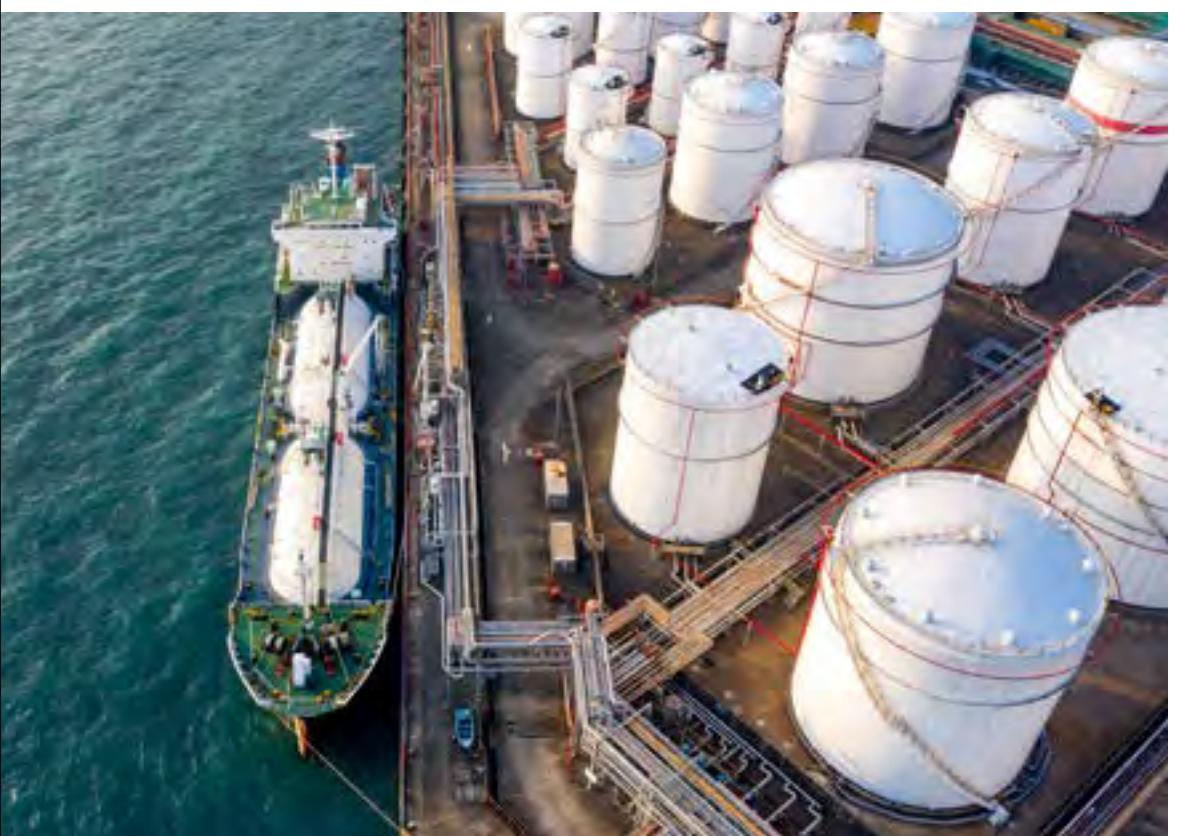
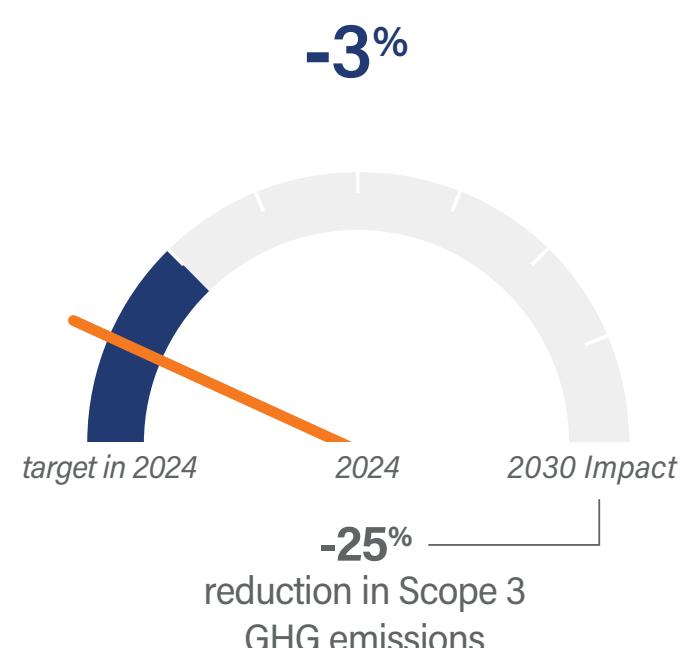
Building a strong base to drive momentum across our value chain

2030 Impact

Reduce absolute Scope 3 emissions by 25% from a 2022 base year across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and downstream leased assets.

2024 performance

We reduced absolute Scope 3 GHG emissions by nearly 3% from a 2022 base year.





Climate

Strategy and risk management

Ecolab recognizes that climate change poses potential impacts, risks and opportunities to our organization. Thus, we have taken steps to further identify and assess the nature and magnitude of these impacts, risks and opportunities to develop relevant adaptation and mitigation plans. To demonstrate Ecolab's resilience in the face of climate change, we have continued to refine our climate-related assessment in alignment with recommendations of the [Task Force on Climate related Financial Disclosures \(TCFD\)](#).

Process

Climate-related issues are monitored primarily by Ecolab's Chief Sustainability Officer through our annual enterprise risk assessment, periodic sustainability materiality assessment, ethical and environmental supply chain surveys, on-site audits and quarterly management meetings between the Sustainability Executive Advisory Team (SEAT) that is made up of members of the company's executive leadership team – including our CEO – and the Corporate Sustainability team. The Chairman of the Board and CEO are ultimately responsible for ensuring appropriate adjustments to the business strategy based on information presented through these various channels.

Ecolab's process for identifying, assessing and responding to climate-related impacts, risks and opportunities is included as part of our enterprise risk management (ERM) process and annual assessment of significant business risks. Time horizons covered include short-, medium- and long-term climate-related issues throughout the value chain and is aligned with recommendations of the TCFD. Ecolab's Audit Services team identifies strategic, operational, financial and compliance related risks at the corporate- and site-level. Risks are documented alongside their likelihood and impact and results are presented to executive management and Ecolab's Board of Directors.

We review materiality assessment findings at least biannually to ensure activities continue to focus on areas where Ecolab has the most significant, actual and potential impact, risks and opportunities, while maintaining and strengthening our sustainability leadership position. Climate-related topics are included in this assessment. Results are reviewed by our SEAT and further validated against the same set of criteria used in our ERM process and annual assessment of significant business risks to ensure topics align with Ecolab's core values, goals and competencies.

Quarterly management meetings with the SEAT and the Corporate Sustainability team further present opportunities to discuss climate-related risks and opportunities across the business



impacting the implementation of our near-term climate targets and action plans. Annual internal audits by Ecolab's environmental management team, coupled with periodic external audits required for International Organization for Standardization (ISO) 14001 certification or recertification helps to continually monitor and improve efficient operational use of energy and water, which further influence achievement toward near-term climate targets.

Finally, biannual ethical and environmental sourcing surveys and reporting processes provide monthly energy, water, effluent and other key environmental data from our global supply chain to senior management to monitor and improve ongoing performance across the value chain.

Outcomes

To respond to climate impacts, risks and opportunities, Ecolab addresses climate-related matters through governance, strategy and risk management processes. This work includes defining climate-related key performance indicators and improving data collection and management to better inform scenario analyses.

We continue our efforts to assess additional climate-related impacts, risks and opportunities, including exploring supply chain resiliency.

We periodically review the results of our value chain analyses to refine adaptation and management plans for any relevant climate change risks and to further benefit from identified opportunities for customer impact.

Various laws and regulations pertaining to climate change have been implemented, or are being considered for implementation, at the international, national, regional and state levels, particularly as they relate to the production of GHG emissions. We support a balanced approach to reducing and reporting GHG emissions while sustaining economic growth and complying with applicable laws and regulations.

We report TCFD disclosures, including a description of our climate-related risks and opportunities, in our annual [CDP report](#). Please see also our [TCFD Index](#) for additional information.



Biodiversity

Approach

At Ecolab, we have long been committed to protecting biodiversity, exemplified through our robust water stewardship program, investments in local-level nature-based solutions, climate mitigation and adaptation actions, and consistent performance against ambitious environmental targets. We recognize that because of our dependency on water as an organization, Ecolab plays a role in addressing drivers of nature loss through how we tackle shared water challenges. It is at this intersection of biodiversity and water where Ecolab can have the largest positive impact while leveraging opportunities to enhance biodiversity.

While inherent biodiversity risk exists based on the sector in which we operate, we have assessed our overall risk to be low, based on our longstanding commitment to water stewardship as a core element of our business strategy.

Even so, we recognize the importance of ongoing monitoring and assessment of biodiversity matters to more holistically understand site-specific effects on the local ecosystem.

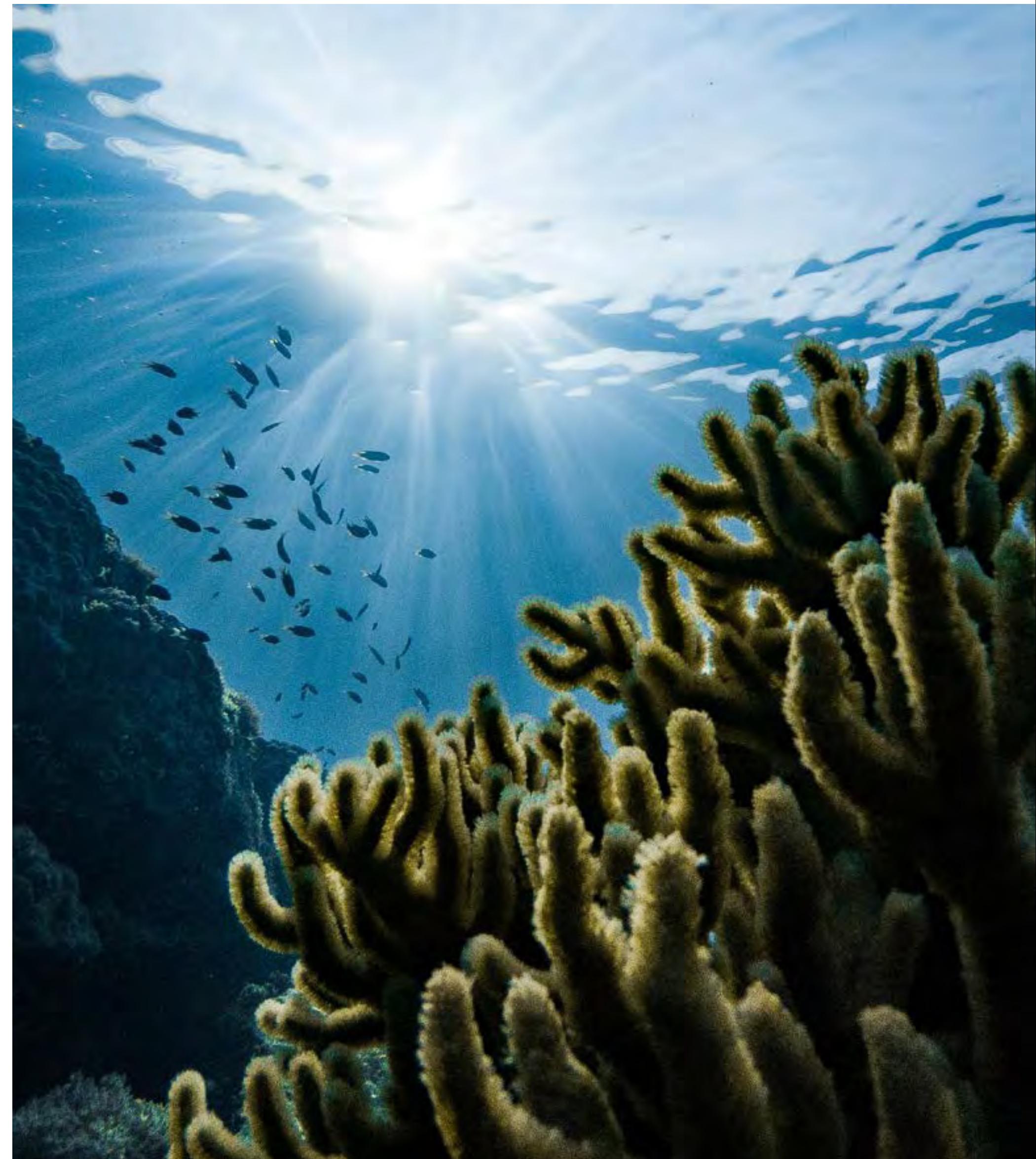
We are committed to supporting the vision of the [Kunming-Montreal Global Biodiversity Framework](#), through assessing, managing and monitoring potential impacts that our activities may pose to local ecosystems and biodiversity. To contribute to global efforts to halt and reverse biodiversity loss, we work to understand the state of nature and its associated risk, and take action to mitigate and manage that risk.

Our [Biodiversity Position](#) confirms this commitment to operating in a way that supports the protection of biodiversity in our operations, and through our products and services. Looking beyond direct operations, Ecolab's [Supplier Code of Conduct](#) sets out expectations for suppliers to take action to minimize adverse environmental impacts and conserve natural resources.

Ecolab is a supporter of the [Taskforce on Nature-related Financial Disclosures](#) (TNFD) and continues to align action with the TNFD recommendations.

Governance

The Safety, Health and Environment (SHE) Committee of the Board of Directors (Board) plays a prominent part in oversight, with responsibility for reviewing and overseeing Ecolab's sustainability policies, programs and practices that affect, or could affect, associates, customers, stockholders and neighboring communities. The SHE Committee's work is informed by our Sustainability Executive Advisory Team, led by the Senior Vice President and Chief Sustainability Officer. The SHE Committee reports regularly to the Board of Directors on the company's implementation of, and progress against, sustainability goals, including water and biodiversity efforts.





Biodiversity

Nature risk screening

Methodology

Ecolab follows the TNFD Locate, Evaluate, Assess, Prepare (LEAP) process to determine the proximity and potential impact of direct operations and key biodiversity areas (KBAs). We further substantiate potential impacts on biodiversity by running sites through the World Wildlife Fund (WWF) [Biodiversity Risk Filter](#) (BRF) and focusing on proximity to KBAs. For sites that registered a higher risk through the WWF BRF, we perform additional spatial analysis leveraging data from the [Integrated Biodiversity Assessment Tool](#) (IBAT) to determine site proximity to a KBA.

A sector-based screening for impacts and dependencies is also performed to better understand the context in which Ecolab operates compared to the chemicals industry, and potential impacts and dependencies for common industries and processes in our supply chain. We utilize the [Exploring Natural Capital Opportunities, Risks and Exposure](#) (ENCORE) tool to identify potential sector-related impacts in our value chain.

Process

We profile possible nature-related risks of our top operational sites by water and energy consumption and production. We recognize the impact any facility can have on local ecosystems and believe that our risk screening process has allowed us to further identify priority sites and locations for continued focus and future action.

In 2024, we additionally initiated a focused evaluation of sites certified, or planned to be certified, to the [Alliance for Water Stewardship \(AWS\) Standard](#). The majority of these facilities are located in areas experiencing water stress, rely on water as a critical ecosystem service and are responsible for approximately one third of Ecolab's global production volume. Aligned with the LEAP process, we aimed to identify if any biodiversity-related dependencies, impacts, risks and/or opportunities exist at these sites, and if so, how AWS certification may mitigate local effects on the ecosystem.

Outcomes

To date, we have reviewed and assessed around 100 of Ecolab's major operating owned assets for nature-related risks. Our operations do not have a significant impact on biodiversity in natural habitats and we are not aware of any operations that affect International Union for Conservation of Nature's (IUCN) red-list species or national conservation list species.

For facilities in scope, we identified one site - our production facility in Lerma, Mexico - that overlaps with a KBA and three additional sites that fell within notable proximity to KBAs. These four sites have been identified for an even more rigorous review based on their proximity and risk scores generated by the WWF BRF. We are working to identify and better understand if any material impacts on local biodiversity or significant changes to the conditions of the local freshwater ecosystems have occurred within proximity to these facilities and their operations through remote vegetation monitoring.

While initial analyses focus on sites presenting higher risk, we recognize that additional sites may in fact be in proximity to a KBA. We believe that any impact on nature is worth further investigating and will continue to focus on locating and evaluating sites in alignment with the LEAP framework as we refine our process and reporting aligned with the TNFD guidance.

In addition to location mapping, nature risk screening also provides a process for determining the materiality of nature to operational sites, including how Ecolab identifies and addresses potential biodiversity impacts, particularly in water-stressed areas. Our foundational commitment to SHE practices and performance at a site level enable us to



quickly understand mechanisms that may already address potential nature-related impacts such as air and water quality.

And, while the assessment of our AWS-certified sites is ongoing, initial results validate current understanding of operational dependence on local water supply and climate regulation, as well as impacts from land use, water use and greenhouse gas emittance. Stemming from these dependencies are physical risks associated with water availability, reputational risks within sensitive areas and regulatory risks related to water. AWS certification is a mechanism for

mitigating these risks, and once assessment of these sites is complete, we intend to pursue opportunities to integrate site-level biodiversity action plans with existing water stewardship initiatives.

Through our assessment of our value chain, we identified impacts related to water use, water pollution and greenhouse gas (GHG) emissions. The most material dependencies for our upstream value chain included water-related dependencies such as groundwater, surface water, water flow maintenance, and flood and storm protection.



Biodiversity

Actions

We strive to avoid and minimize potential impacts on local biodiversity, in part, through partnerships with local communities and non-governmental organizations and efforts to obtain Alliance for Water Stewardship (AWS) certification for priority locations. Our AWS certification target and achievements, as part of our enterprise 2030 Net Positive Water Impact (NPWI) goal, serve as a foundation to support place-based nature action.

For example, our manufacturing facility in Lerma, Mexico achieved AWS certification in 2021 and is now the focus of a virtual conservation assessment to not only determine how actions taken to achieve AWS certification benefit biodiversity, but also identify additional opportunities for positive impact. The site has thus far implemented rainwater harvesting and wastewater recycling, contributing to local watershed restoration. Our team is also focused on addressing water scarcity and drought in the basin while creating community partnerships and consensus on addressing priority water challenges.

We are working to address nature-related impacts in the value chain through supplier engagement programs. In 2024, Ecolab surveyed a subset of suppliers on water use practices and carbon reduction targets to provide a better understanding of potential upstream water and climate impacts. We are also looking to address sector-specific impacts through our sustainability procurement programming, which addresses >15% of our raw material spend. We additionally work toward achievement of our 2030 Scope 3 emissions reduction target — validated by the Science Based Targets initiative (SBTi) — to address the connection between climate change as a predominant driver of biodiversity loss.

Ultimately, through our work on addressing biodiversity-related dependencies, impacts, risks and opportunities, we aim to create a more resilient business network. We see water, climate and biodiversity efforts going together as we work to mitigate potential impacts, strengthen our ability to consistently serve customers and preserve and protect nature.





Biodiversity

Ecolab is a global leader in business solutions and in the communities in which we operate. Our communities span globally, however, we take a focused and localized approach in each project to help optimize water use and access, while protecting resources vital to life. Examples of our work focused on nature protection, adaption, regeneration and community impact accomplished through our partnerships with [The Nature Conservancy](#), the [Bonneville Environmental Foundation](#), and the [Pacific Institute](#), among others.

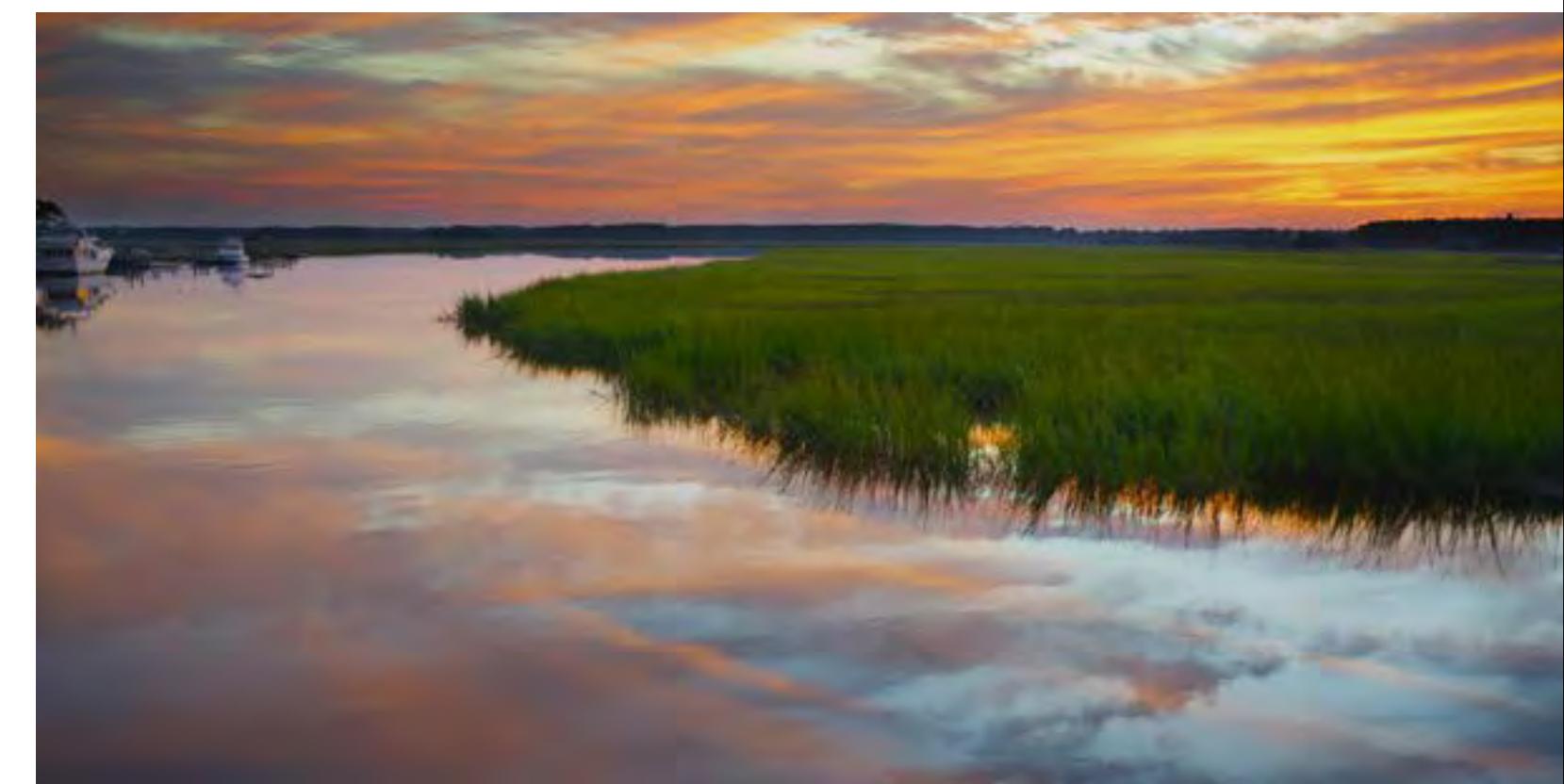


Minnesota Headwaters Fund / United States of America

Ecolab was an initial funder of the Minnesota Headwaters Fund, which began in 2014, to support high-impact conservation projects to protect clean water in Minnesota's lakes and rivers with a ten-year goal to protect 100,000 acres and restore 100,000 more acres, impacting 1.4 million people. Ecolab funding has helped directly protect nearly 760 acres and influenced the protection of 85,000 acres along 150+ miles of shoreline in the Upper Mississippi River watershed. In addition, >400 acres and 8,600 feet of shoreline have been restored, 133,000 acres have been improved through management and >12,200 acres have been treated by >1,050 acres of wetland restoration. Most recently through our contribution, the volumetric water benefit is estimated to be around 16.3 million gallons (61,700 cubic meters). Our support also helped The Nature Conservancy leverage an additional \$250M+ in public funds.

Loch Leven Floodplain Reconnection / United States of America

Within the Mississippi River Delta, the Lower Mississippi Alluvial Valley faces poor water quality and the potential loss of three critical wetland habitats. Over 200 species of migrating birds rely on the wetlands during their annual migration to the coast of the Gulf of Mexico while numerous other plant, wildlife and fish species also depend on the critical habitat. In collaboration with TNC, Ecolab supports the Loch Leven project, working to restore and enhance 10,000 acres which provide critical refuge to the species that call the wetlands home. The project also aims to provide 12.1 billion gallons (~46 million cubic meters) of flood storage capacity to local communities. This surface water will provide a recharge supply to the severely depleted underlying alluvial aquifer and community benefits in the form of drinking water, recreational services and continued water supply for agriculture irrigation. Ecolab's contribution to this work allows for an annual volumetric benefit of approximately 164 million gallons (~620,000 cubic meters) in the Upper Mississippi River Basin.





Biodiversity

[Leak Detection for Low-Income Housing](#) / United States of America

Ecolab is a sponsor of a project facilitated by the Pacific Institute, in partnership with the Bonneville Environmental Foundation, Sensor Industries and other local southern California water agencies and housing providers, to tackle water waste using an innovative toilet leak detection system. Each installation helps save water, streamline property maintenance and reduce water and wastewater costs. Preliminary results show that this solution reduces total building water use by 10-20%. Ecolab's investment supports installation of 150 leak sensors in low-income housing in Los Angeles, California, providing an average 7 million gallons (~26,500 cubic meters) of volumetric water benefit annually, over ten years.



[Colorado River Indian Tribes System Conservation](#) /

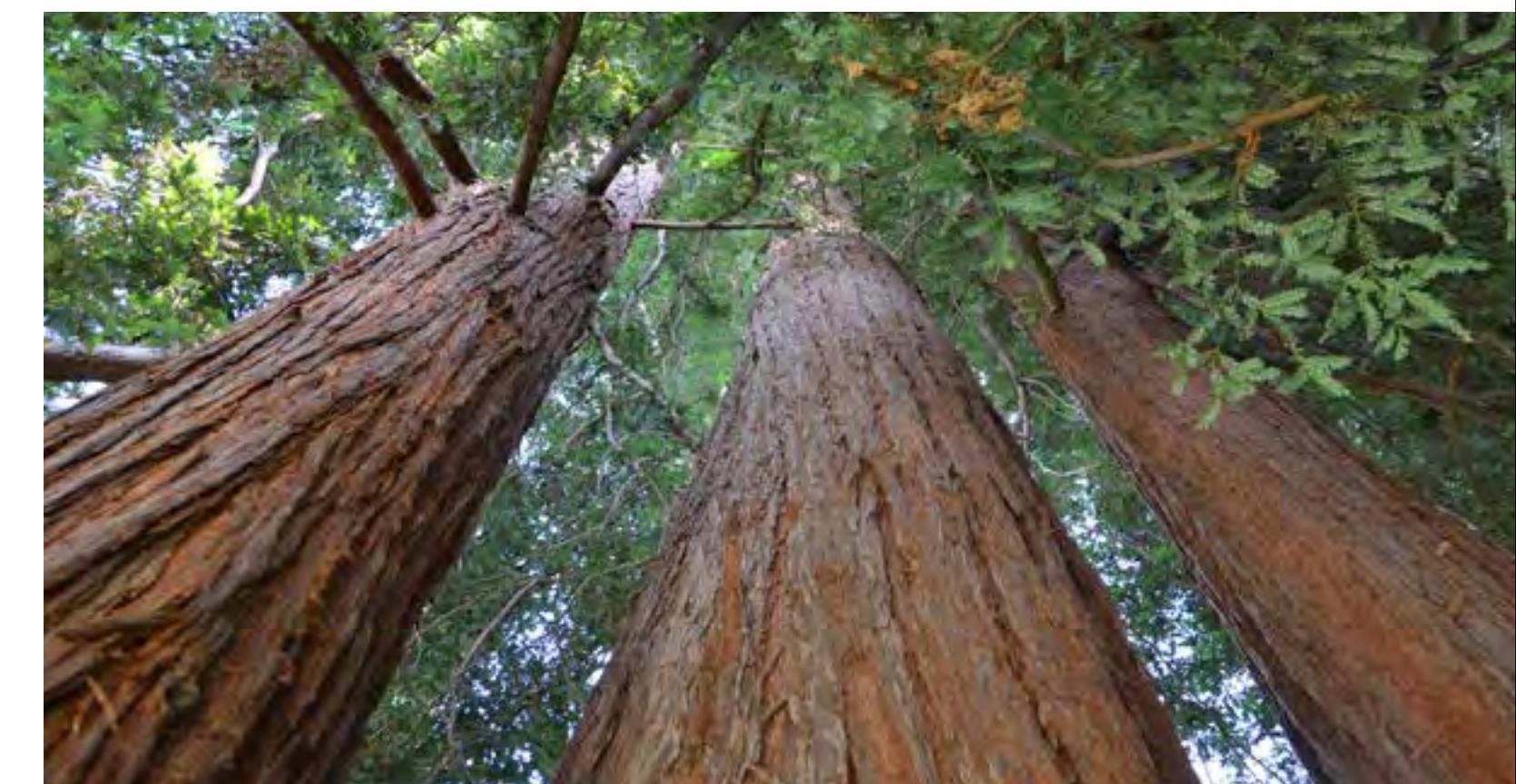
United States of America

Ecolab helped fund a landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona, a project facilitated by Business for Water Stewardship, a program of the Bonneville Environmental Foundation, to help shore up Lake Mead through the CRIT system conservation project. The nearly 49 billion gallons (~185 million cubic meters) of conserved water supports over 400,000 people each year.

Of this total impact, Ecolab's investment delivers a volumetric benefit of 19.2 million gallons (~73,000 cubic meters) of water per year over a ten-year period for a total of 192 million gallons (~730,000 cubic meters) of water. Not only does the project help shore up declining water levels in Lake Mead, which has fallen to 36% of capacity, the lowest levels since it was filled in 1935, it helps delay and reduce future water shortages that would impact Arizona, Nevada, California and Mexico. The funding also supports the CRIT's longer-term efforts to modernize irrigation systems and conserve additional water.

[Water Fund of São Paulo](#) / Brazil

Ecolab contributes to the Water Fund of São Paulo, an initiative deployed by TNC, to help with watershed protection and reforestation to provide clean water for millions of people. Through the Water Fund, at least 220 hectares of forest land within the municipalities of Mogi das Cruzes and Salesópolis will be protected, both of which are located within the watershed. Not only is Ecolab's support expected to deliver a volumetric benefit of approximately 29 million gallons (~111,000 cubic meters) of water each year for 10 years, but it is also intended to maintain groundwater storage and recharge, surface water quality and abundance and diversity of native plant species. Additionally, it is projected to maintain or improve carbon sequestration, lending to enhanced climate adaptation and mitigation strategies and improved human health for up to 12 million people living in the area.





Biodiversity



[Kilimo Irrigation Conversion / Chile](#)

In 2024, Ecolab began partnering with the Bonneville Environmental Foundation to implement a water use reduction project in the Maipo Basin, a 15,000 square kilometer river basin almost entirely within the metropolitan area of Santiago, Chile's largest city and productive agricultural region. The river supplies 80% of the water consumed in Santiago, where 40% of the country's population live. This multi-year project will help facilitate the conversion of irrigation systems on agricultural land to drip or pivot irrigation. Our project helps preserve the limited water supply for urban and agricultural use in the basin to help maintain the balance of the local ecosystem and ensure water remains available for other essential uses, including drinking and sanitation. This project aims to deliver an annual water benefit of around 8 million gallons (~30,200 cubic meters), over eight years and positively impact 7 million people by increasing water security and agricultural productivity.



[Krishna Basin Lake Restoration / India](#)

In 2024, Ecolab partnered with SayTrees Environmental Trust and CLEAN International to implement a lake rejuvenation project in the Krishna Basin in Pune, India. The objectives of the project are to increase water security for local communities, water storage and groundwater infiltration through the rejuvenation of Kodit Khurd and Raut Khori lakes near Pune. This is part of a regional effort to improve water security, restore lakes and recharge groundwater. The project includes strengthening the quality of the lakes themselves as well as a community project where Ecolab employees and community members planted vegetation around the lakes. The partnership aims to result in an annual volumetric water benefit of 71.3 million gallons (~270,000 cubic meters) for ten years.



Ecolab Pest Intelligence leverages data-driven insights to limit unintentional harm

Pests are more than annoying or gross. For a company with cavernous warehouses and factories, they are a threat to business. Rodents can ruin equipment in a manufacturing factory or create unsanitary conditions in a food processing plant. In many environments – such as restaurants, hotels or pharmaceutical production facilities – there is zero tolerance for pests to safeguard human health.

And the potential detrimental consequences on ecosystems, unintended species, and possible risks to human well-being of traditional pest

elimination methods have led to the increase in the demand for sustainable pest elimination solutions. Thus, Ecolab has innovated smart technology that improves pest monitoring to not only protect customers' operations but also more effectively manage pests when, and where needed.

Ecolab Pest Intelligence provides companies with additional insights and data to help pinpoint rodent activity, pressure points, and high-risk areas – all imperative for a more prescriptive service, further safeguarding a facility. Utilizing the same digital tools used to help our customers conserve and recycle water – Ecolab3D IoT

technology – the Pest Intelligence platform connects physical devices, like smart mousetraps, to an integrated network that exchanges data and automates action. When a mouse or rat passes over a sensor in one of Ecolab's 350,000 connected devices, that information gets relayed to a remote monitoring application and shared with customers and Ecolab service technicians.

"Now we have the luxury of being able to tell what devices have had activity, concentrate on those devices, and with all that time saved do deeper inspection, root cause analysis, maybe provide preventative type treatments," says Paul Reed, a digital operations manager who helped develop the mousetraps.

Rather than spending time checking traps, technicians can instead find where rodents enter buildings and develop more remediation plans. Also, information from the sensors eliminates the need, for example, to check traps in ceilings and

ECOLAB  **PEST INTELLIGENCE**

other hard-to-get-to places if they are empty. We now not only know what traps have been activated, but when it happened, leading to more targeted treatment to reduce broad treatment.

Ultimately, enabling customers to use Ecolab's integrated pest management strategies and smart solutions help safeguard facilities, while better incorporating pest proofing and more targeted solutions for biological control that limit unintentional harm to species.

Waste

Our approach

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

Practicing responsible waste disposal processes

Ecolab's Waste Management Policy focuses on a hierarchy of controls as well as guidance for waste minimization, proper waste storage and internal audits. Ecolab's internal Global Supply Chain policy outlines our requirements for limiting the effect of our operations on the environment by minimizing the amount of waste generated and reducing the amount of

waste sent to landfill. All facilities must work to minimize the amount of waste generated and, at a minimum, reduce the amount of waste sent to landfill. Facilities also manage offsite disposal in accordance with the Global Supply Chain Waste Policy, Waste Management Policy and local waste regulations.

Aligned with our Total Productive Maintenance (TPM) approach, we have developed new tools for waste loss analysis and site-level risk assessments which embody Ecolab's continuous improvement initiatives that are woven through our sustainability programs.

Facilities in Ecolab's supply chain generate the majority of waste from manufacturing processes. Additional waste generated includes packaging materials, expired product, expired raw materials and product that is deemed out of specification. Ecolab has procedures to minimize waste generation by evaluating products that are determined to be out of specification so that they may be reformulated, if possible. We also employ procedures for the return of products from customers for potential rework and

resale if the product meets specified guidelines and regulatory requirements.

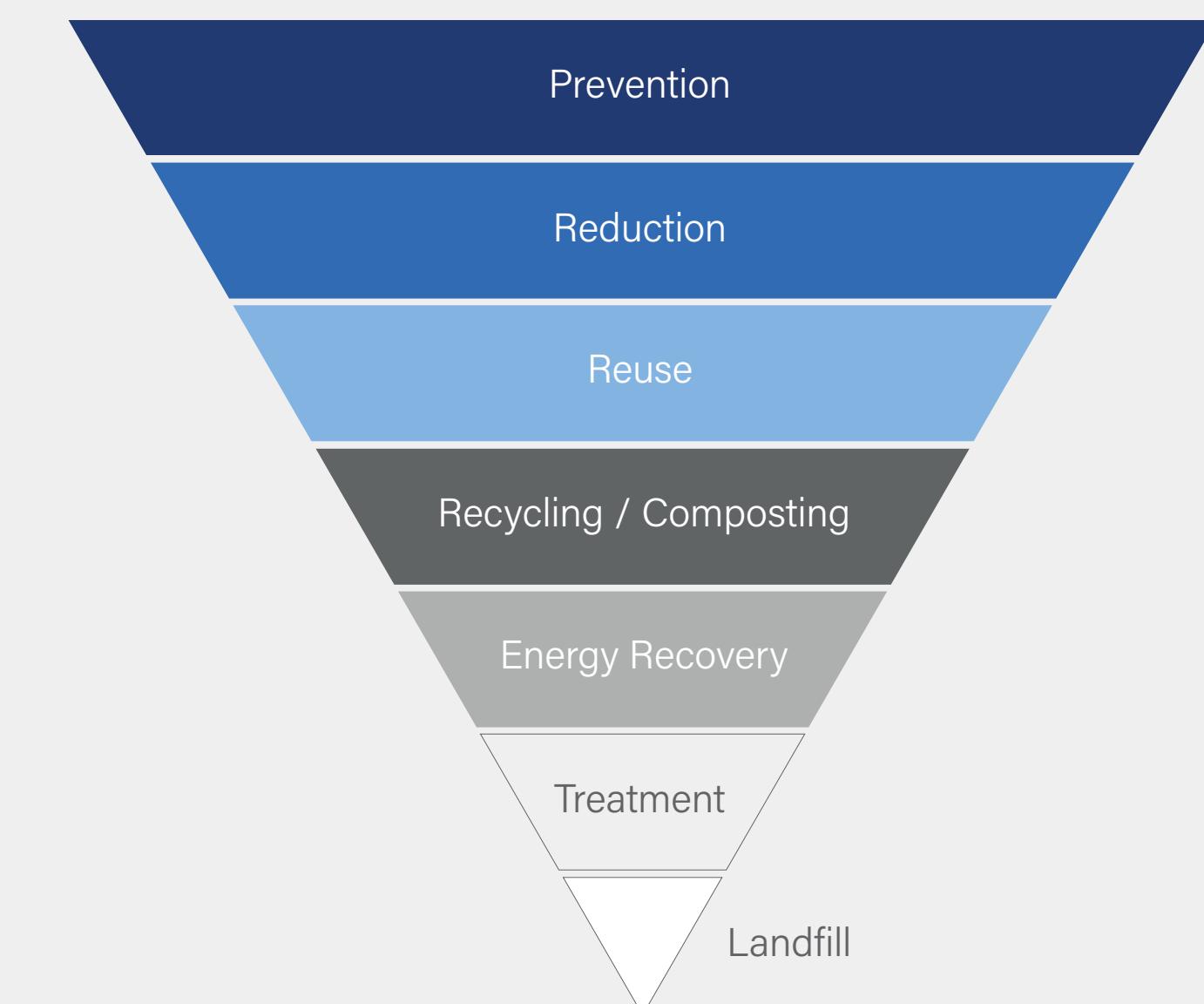
Ecolab global supply chain facilities verify that wastes are sent to disposal facilities that are licensed by local government agencies. Ecolab Global Supply Chain has a policy requiring facilities operating in locations with no local discharge requirements to meet the following criteria: pH between 6.0 – 9.0 s.u. and no color, foam, oil sheen or floating solids. These requirements were adopted from the U.S. Environmental Protection Agency (EPA) Multi-Sector General Permit (MSGP) for industrial stormwater discharges.

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



Minimizing waste through management methods

Our waste disposal hierarchy focuses on minimization first, through efficient procurement practices, production optimization and circularity principles. If waste must be generated, recycling and composting are preferred disposal streams, followed by energy recovery through incineration, fuel blending, or biological or chemical treatment. If no other option exists, waste is sent to landfill.



Product safety and sustainability

Our Approach

Ecolab is on a continuous journey to be a leader in product safety and sustainability. We have developed policies and programs to prevent or reduce human and environmental exposure to chemical products through a holistic engineering approach which includes chemistry composition, format, packaging, dispensing and digital control systems. We continue to leverage our [Impacts that Matter](#) framework that aligns with eight, science-based and measurable product sustainability criteria. Impacts that Matter is a natural extension of our [Exponential Return on Investment \(eROI\)](#) value platform and allows Ecolab customers to make informed choices based on the outcomes products have on their teams, customers and the environment. Providing key product information through the Impacts that Matter framework helps explain and measure the impacts of Ecolab solutions. The technical information supporting product attributes is backed by our enterprise chemical management database and aligned with principles of safe and sustainable by design criteria put forth by the European Commission.

Promoting human health through product safety

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

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

Assessing products for risks

100% of Ecolab's raw materials and products are evaluated for compliance with applicable regulatory requirements and assessed by the Regulatory Affairs and business teams for human and environmental hazards using GHS and Organization of Economic Cooperation and Development (OECD) standards. To thoroughly assess ingredients, we review publicly available information from reputable sources such as the United States Environmental Protection Agency

(EPA), United States Agency for Toxic Substance and Disease Registry (ATSDR), World Health Organization (WHO) and European Chemicals Agency (ECHA). We also require chemical ingredient suppliers to provide Safety Data Sheets (SDS) and technical datasheets to enable proper handling and classification of our materials and products.

For select products, we conduct additional testing to validate any pertinent hazards identified in products or product ingredients and assess potential substitutions. When substitutions are not technically viable, engineering controls and appropriate personal protective equipment (PPE) are required for product use. Product risks are also proactively evaluated by multiple groups within Ecolab including Regulatory Affairs, Corporate Sustainability, Toxicology, Industrial Hygiene and Transportation and Package Engineering. Ecolab's Global Innovation Product Regulatory team reviews new products for human health and environmental impact. If risks are identified, appropriate mitigation measures are implemented.

One mechanism used to assess hazards and risks in our chemical portfolio is through our participation in the Chemical Footprint Project and assessment from The International Chemical Secretariat (ChemSec). We also use customer



feedback from field representatives' interactions with customers and customer input received through our technical call centers or third-party health and safety call centers to continuously

assess our products. These processes inform our final product safety analysis and SDSs for all Ecolab products.

Impacts that matter

An outcome-based assessment of product sustainability

Product sustainability is a key aspect of how our programs impact people and the planet. Ecolab takes a total impact approach to products and systems, which is an LCA approach that assesses product environmental impacts throughout the life cycle. The Impacts that Matter product sustainability framework was developed using best-in-class scientific standards to compare any product, anywhere in the world. The technical information supporting product attributes is backed by our enterprise chemical management database and aligned with principles of safe and sustainable-by-design criteria put forth by the European Commission.



Human Health

Requires no personal protection equipment (PPE)

Requires no eye, hand, skin or respiratory personal protective equipment when used as directed per Global Harmonized System (GHS) classifications. Simplifies training employees on safe, effective use and handling. Creates positive staff and occupant perception.



Simplified product use

Available in a package designed to reduce exposure to the concentrated chemical under typical use conditions making the product easier to handle, store and deliver.



Fragrance safety

Product is fragrance free or contains a fragrance compliant with International Fragrance Association (IFRA) safety standards. Fosters peace of mind for user and comfort for occupant.



Low volatile organic compounds (VOC)

Minimizes air impacts due to volatile organic compounds. Contains no more than 10% volatile organic compounds, and/or complies with California Air Resource Board (CARB) guidelines per the product category.



Environmental Safety

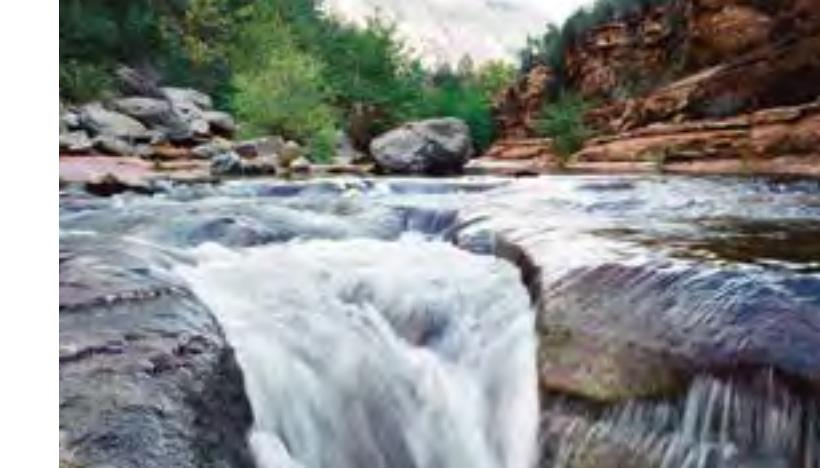
Biodegradable when used as directed

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



Not toxic to aquatic life when used as directed

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



Product contains no or low phosphorus

Minimizes nutrient pollution in aquatic environments from phosphorus.



Reduced waste and carbon footprint

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

— X —

Product safety and sustainability

Classification and labeling of chemicals

100% of Ecolab chemical products are reviewed for appropriate ingredient disclosure and accurate use and application instructions. We follow the GHS criteria for classifying chemical ingredients and products and communicating product safety information. Ecolab has implemented GHS globally with 99% of our products meeting the GHS standard and nearly 200,000 Safety Data Sheets (SDS) issued annually in approximately 74 different country-specific templates and 49 languages.

Additionally, safe-use and disposal instructions are included on the product label and/or through our sales-and-service associates. 84% of Ecolab products have GHS category 1 and/or 2 warnings on the product due to our commitments to minimize our carbon footprint and packaging waste using concentrated products. However, when used as directed, this percentage drops significantly, particularly across our Institutional North America portfolio, where over 75% of our products do not require personal protective equipment. Ecolab has also innovated dispensing systems which prevent contact with concentrated chemistry to minimize risk.

Chemical management through the Chemical Footprint Project

We continued our participation in the Chemical Footprint Project (CFP) in 2024, 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 is proud to have been awarded CFP Frontrunner status in 2024 by scoring high across four pillars of chemical safety: management strategy, chemical inventory, footprint measurement and disclosure and verification.

Protecting planet, people and business health through product sustainability

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

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

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

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





Product safety and sustainability

Foundations of product sustainability at Ecolab

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

Ideation

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

Portfolio management

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

Product design

Developing products that incorporate circular economy principles and minimize product environmental footprint. Considering human health factors during design through closed loop dispensing and minimizing use of personal protective equipment, where feasible. Minimizing virgin plastic demand through the reduction, reuse and recycling of packaging materials.

For more information: [Impacts that Matter](#) | [Product design](#) | [Packaging design](#)

Material sourcing

Striving to ethically source raw materials and prioritize use of ingredients with lower environmental

impacts. We are expanding naturally derived raw material sourcing to further integrate circularity principles into our procurement strategy; currently 6% of Ecolab's raw materials are from renewable sources.¹ For more information: [Ethical Sourcing Standards](#) | [Conflict Minerals Policy](#)

Manufacturing

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

Logistics & transportation

Designing products for transport optimization via concentration and palletization patterns. Our logistics network across multiple locations minimizes transport distances and utilizes pool points to ensure full truck loads.

Use phase

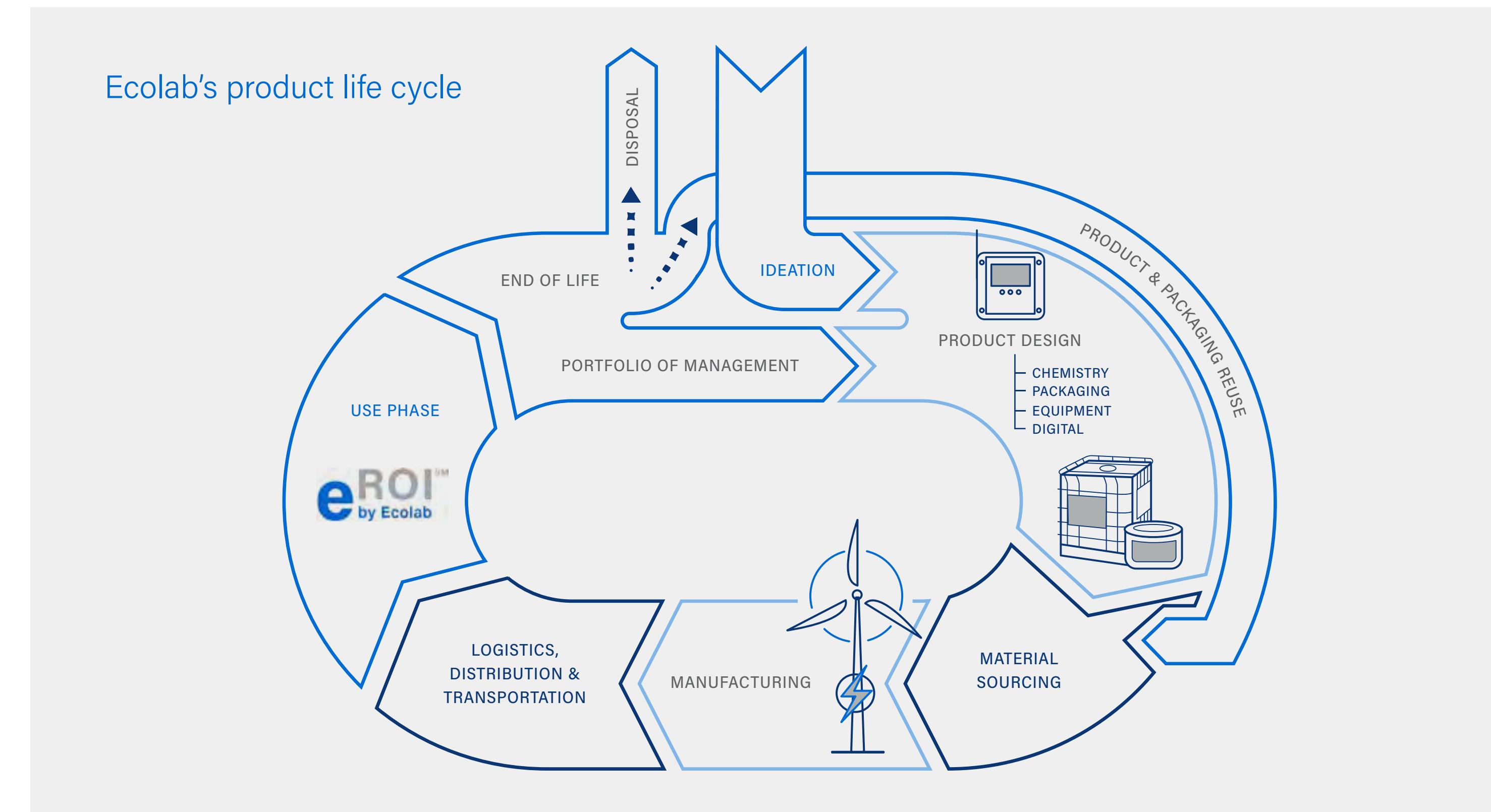
Delivering exponential outcomes for customers and communities through eROI to improve performance, increase operational efficiency and enhance sustainability impacts. For more information: [eROI](#) | [2030 Customer Impact](#)

End of life

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

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

Ecolab's product life cycle



Supporting product sustainability pillars

Transparency and disclosure

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

Supply chain engagement

Collaborating throughout our supply chain to help ensure responsible and sustainable practices are followed by suppliers and partners. As recognition of our efforts, we are included on CDP's [2024 Supplier Engagement Assessment Leaderboard](#).

Continuous improvement

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



Accelerating product sustainability through innovation and collaboration

As a global sustainability leader, Ecolab designs products to help address customer needs, growing their business while maximizing the positive impact delivered for people and the environment. Ecolab not only has ambitious goals to support business growth, but we also strive to reduce the carbon footprint of our offerings. To continually advance Ecolab's product sustainability standards, collaboration with suppliers and investment in research, development and engineering are paramount.

Helping to protect the food supply with enhanced Clean-in-Place processes

In the Food & Beverage industry, Ecolab is applying enzymes in Clean-in-Place (CIP) solutions to help prioritize food safety and quality while improving environmental impact. This is

accomplished in part by formulating products with bio-based raw materials, where feasible. For example, Ecolab's CIP customized cleaning systems can replace traditional cleaning agents such as sodium hydroxide and chlorine with enzymes. These enzymes, or biological catalysts, help break down organic waste and soils while minimizing the use of conventional chemistries.

An example is Ecolab Ultrasil™ Connected, a digital membrane cleaning solution for the dairy industry. Ecolab Ultrasil Connected provides enhanced cleaning performance with innovative enzymatic chemistry and improved production visibility with an integrated digital module. These high-performance chemistries are formulated to allow for a reduction and potential elimination of chlorine from the membrane cleaning program.

Minimizing chlorine use helps lower the risk of oxidizer-related equipment and membrane damage and decreases the risk of wastewater contamination.

Working with suppliers on low product carbon footprint options

Through Ecolab's procurement program, we are continuing to explore lower product carbon footprint alternatives to high-impact raw materials to help advance Scope 3 decarbonization ambitions.

Ecolab procurement teams are continuously improving our product portfolio, seeking new and innovative ways to enhance product sustainability to deliver a more positive impact. Our suppliers are critical to this strategy and our sustainability

procurement program continues to evolve to align with the latest science, stakeholder expectations and values we hold as an organization.

An example of this is Ecolab's engagement with Novonesis, a global biosolutions company, to explore enzymes for use in bio-based formulations.

With their extensive portfolio and expertise, Novonesis is a valued collaborator in helping Ecolab deliver innovative biological solutions to the markets we serve. Novonesis is also a pioneer in circular thinking, having established one of the world's first examples of circular production as part of the Kalundborg Symbiosis. Kalundborg Symbiosis, based in Kalundborg, Denmark, is a public-private partnership between

novonesis

17 companies that aims to share and reuse resources to achieve savings and minimize waste.

Ecolab recognizes that achievement of our climate and product sustainability goals is dependent on judicious investment in both innovation and supplier collaboration.

By advancing initiatives like our joint effort with Novonesis, we can further progress in our journey to create a positive future, together with our partners.



Product safety and sustainability

Portfolio management

Ecolab's products and operations are regulated by numerous laws globally, including the European Union (EU) Substances of Very High Concern (SVHC) regulations in our European products and operations. Our [Position on European Union Substances of Very High Concern](#) describes incorporation of the SVHC Authorization List into our internal Chemical Product Ingredient Sustainability Policy in support of our target to eliminate the remaining products which utilize these chemistries in our global portfolio.

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

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

EU REACH regulation and all applicable sunset dates for SVHC Authorization listed chemistries.

In 2024, just 0.3% of Ecolab's annual revenue was from products containing EU SVHC authorization listed substances. Throughout 2024, we continued to progress on our ambition through the following actions:

- Prohibiting development of new products containing SVHC Authorization listed substances.
- Obsoleting low-volume or low-business value formulas containing EU SVHCs.
- Initiating research and development projects to substitute ingredients with preferable alternatives that demonstrate equivalent or improved performance.
- Establishing projects and partnerships to define global alternatives, where a replacement technology gap exists.

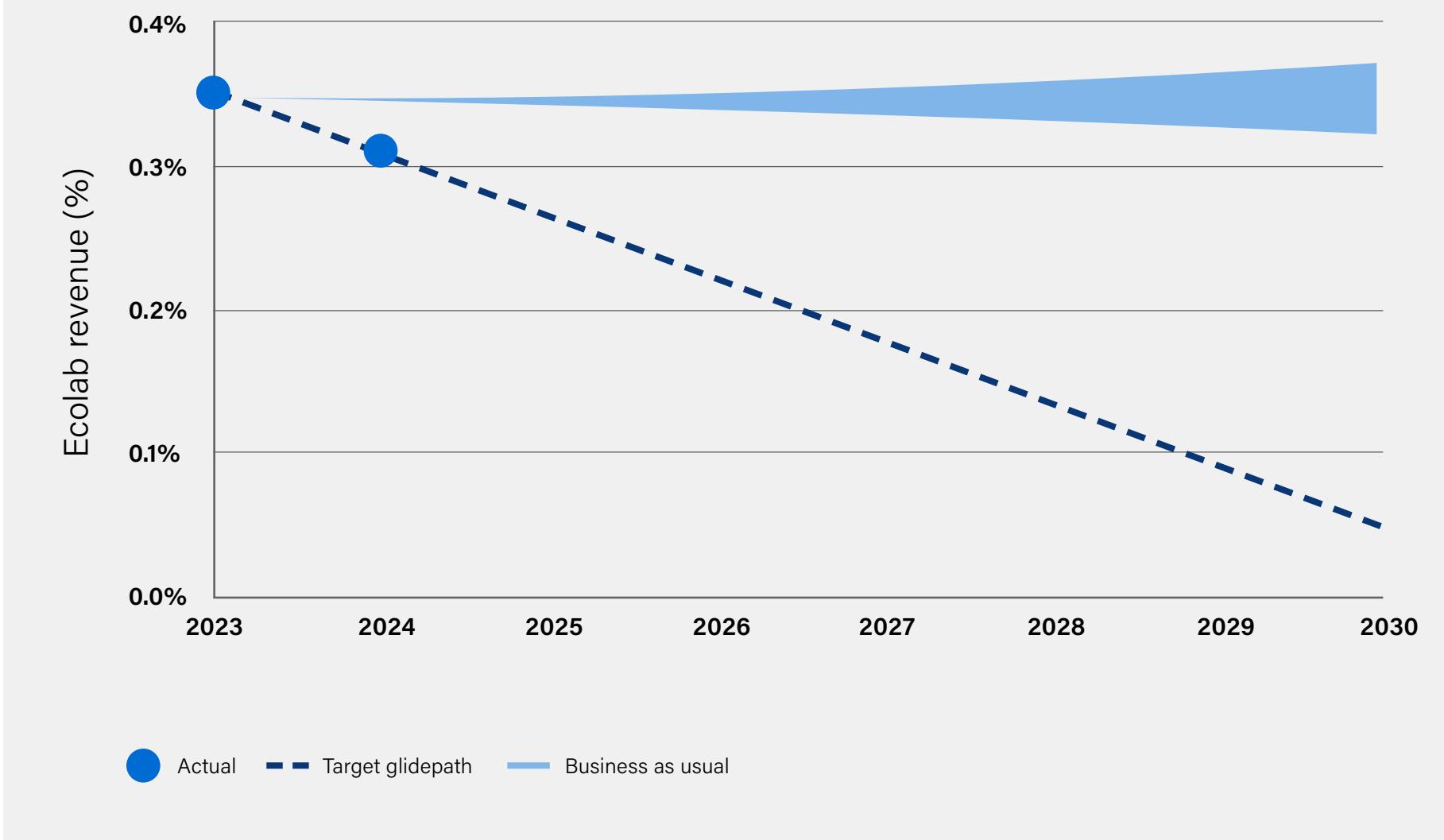
In 2024, Ecolab expanded our product sustainability digital capabilities to include a digital substance finder that empowers Ecolab's business and marketing teams to review commercialized chemical products against European Substances of Concern, SVHCs and future-SVHCs to drive visibility and opportunities for improvement.

Product design

Ecolab designs products for maximum positive impact. The primary objective is to help customers achieve significant sustainability, safety and productivity gains in their own operations, while minimizing the footprint of the delivered product. Ecolab prohibits developing new products that contain SVHCs through internal new product introduction and regulatory scorecards in alignment with [Ecolab's Position on European Union Substances of Very High Concern](#). Ecolab promotes developing new products that are biodegradable, reduce or eliminate the need for personal protective equipment, are free of hazard classifications and reduce waste during manufacturing and logistics.

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

Alignment and achievement against SVHC authorization list ambition



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

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

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



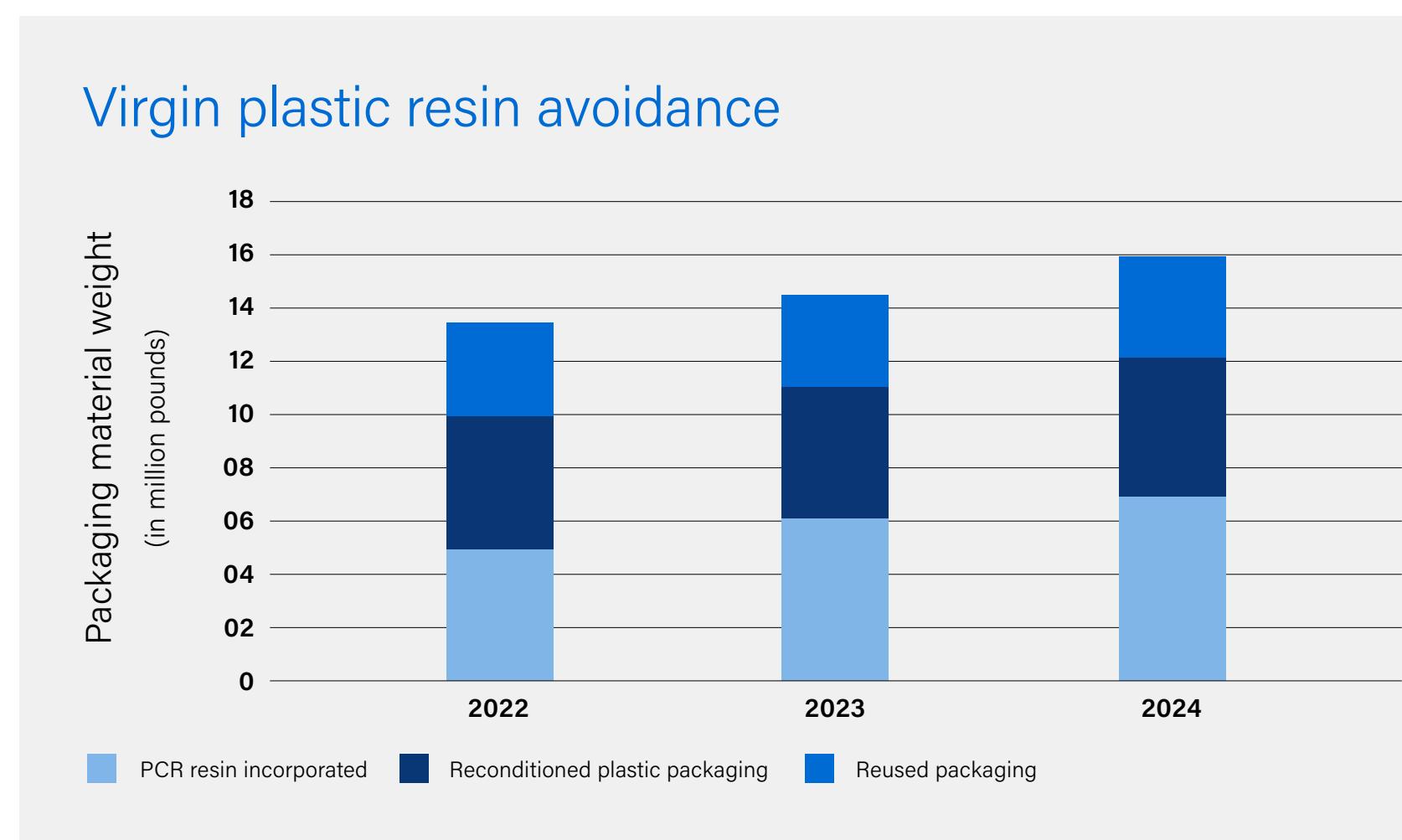
Product safety and sustainability

Packing design

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

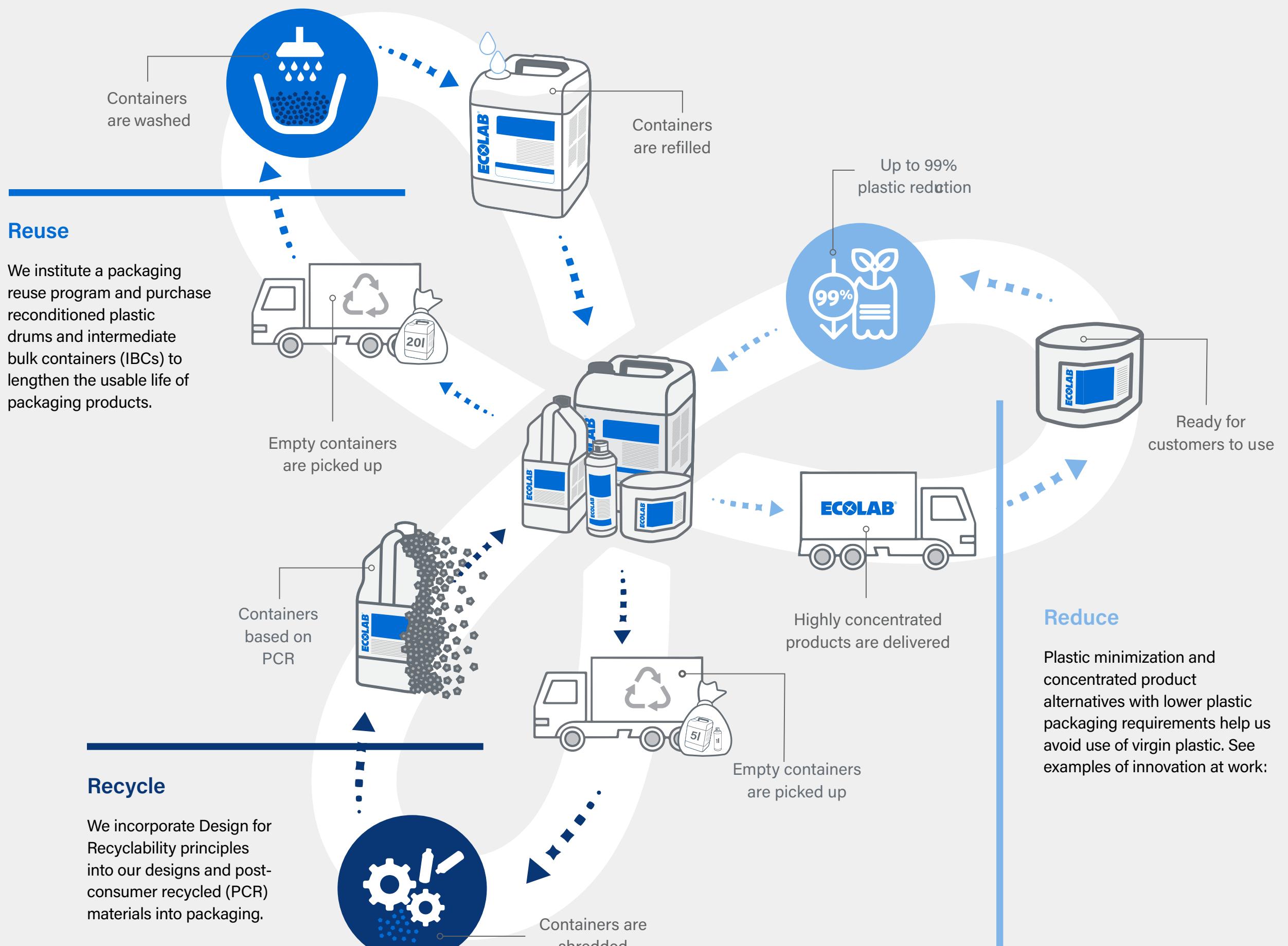
Currently, 91% of Ecolab's packaging by weight is reusable or recyclable by design. And, aligned with circular economy principles, Ecolab continues to deliver virgin plastic resin avoidance. In 2024, Ecolab avoided 15.9 million pounds (~7,200 metric tons) of virgin plastic resin, representing 15% of Ecolab's total plastic packaging by weight.¹

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



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

Packaging circularity processes



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



Minimizing waste by design

Ecolab has a long history of pioneering technologies designed to reduce waste. Aligned with circular economy principles, we continue to deliver virgin plastic resin avoidance through a variety of methods including replacing plastic with degradable alternatives, packaging reuse and incorporating reclaimed materials in our packaging.

Several initiatives in 2024 contributed to these efforts, resulting in significant impact on our waste reduction ambitions.

Launch of the first EPA-registered 100% plastic-free,¹ readily degradable disinfectant wipe, derived from wood pulp fibers²

Ecolab's Disinfectant 1 Wipe is a healthcare offering aimed at reducing the environmental impact of traditional single-use plastic-based disinfectant wipes, which take hundreds of years

to degrade once discarded. By comparison, Ecolab's Disinfectant 1 Wipe reached 94.3% relative biodegradation in a 15-day accelerated test, demonstrating full decomposition into non-hazardous byproducts.³

In addition to its environmental benefits, the new wipe delivers operational and financial impacts. A comparative study in one hospital's operating room demonstrated a 36% reduction in wipes used with Ecolab Disinfectant 1 Wipe vs. a leading plastic wipe, lowering the facility's single-use plastic waste as well as overall costs.⁴

This innovative offering not only meets stringent disinfection standards by providing 1-minute hospital disinfection, but it also helps safeguard the environment, reducing single-use plastic waste. Our Disinfectant 1 Wipe sets a new standard for disinfectant wipes and is a testament to Ecolab's

commitment to developing solutions that are effective in practice while enhancing sustainability.

Release of Ecolab® ReadyDose™, a tablet-based cleaning program with a 98.8% reduction in plastic packaging waste⁵

The ReadyDose program offers a concentrated, more sustainable approach to restaurant cleaning and exemplifies how Ecolab combines operational excellence with environmental responsibility. In addition to drastically reducing plastic and cardboard waste, it helps save energy and water, reduces greenhouse gas (GHG) emissions and supports worker safety.

The program is so effective that it received the inaugural American Cleaning Institute's (ACI) 2025 Sustainability Spotlight Award. The award is designed to recognize and honor cleaning

product industry companies for their commitment to sustainable innovation, operational excellence and business performance.

Development of a recycled polyethylene terephthalate (rPET) refillable bottle for Food Retail Services (FRS) Europe

To meet quality and stability requirements, refillable bottles have traditionally been made from single-use plastics. But Ecolab was able to achieve the same quality standards with a rPET refillable bottle. The bottle was specifically designed to meet the needs of Ecolab's ReadyDose tablet-based cleaning program.

By offering a tablet solution with a rPET refillable bottle, Ecolab is helping customers reduce

plastic waste in their operations. This includes:

- A leading European sushi chain, which reduced its yearly plastic waste by 1,730 pounds, a decrease of 88%. The company also avoided the use of more than 15,000, 25-ounce bottles.
- A French supermarket chain with 240 stores realized similar improvements and was able to decrease transportation costs by more than 20% for this specific item.
- A large European supermarket avoided more than 270,000, 25-ounce bottles and reduced plastic waste by more than 22,000 pounds.

Through expertise, technology and a commitment to developing sustainable solutions, Ecolab continues to bring innovations to market that deliver strong business results while reducing waste for a positive impact on customer operations and the environment.

¹ Wipe substrate is 100% plastic free. Soft pack packaging comprised of plastic. Represents a 90%+ reduction in total plastic compared to the total plastic mass of a wipe canister containing 160 plastic wipes.

² US EPA approved. State registrations in progress.

³ ASTM D5511 quantitative third-party laboratory tests performed have demonstrated 94.3% relative biodegradation in 15 days of accelerated landfill testing, for the Ecolab Disinfectant 1 Wipe, made with substrate derived from wood pulp fibers and 0.6% relative biodegradation for a standard plastic-based wipe under the same test conditions. Actual rates of degradation will vary based on landfill conditions.

⁴ Research conducted over a 4-week period in the operating room of an acute care facility demonstrated a reduction in wipes used when compared to a market leading alcohol-based wipe. Actual results will vary based on operating conditions. Ecolab research available upon request.

⁵ Reduction in plastic waste is an approximation based on customer use of all six Ecolab ReadyDose products, assuming use of one case of each product per month over 12 months, compared with the equivalent use of Ecolab liquid products, which is enabled by the smaller, lighter package size for solid tablets.



Helping McDonald's reduce waste through innovative products and packaging



The relationship between McDonald's and Ecolab is a half century strong. Throughout this time, Ecolab has helped McDonald's adhere to its food safety program and enhance operational efficiency. Ecolab serves as a key supplier supporting McDonald's purpose to feed and foster communities.

Products and packaging are key areas where Ecolab and McDonald's are focusing. Through the Ecolab [SolidSense™](#) and [ReadyDose™](#) programs, McDonald's has been able to avoid significant packaging waste. That's because the SolidSense program provides concentrated three-compartment sink detergents, sanitizers and floor cleaners, as opposed to conventional liquid solutions housed in much larger packaging.

The concentrated products weigh less and take up less space, leading to fewer truckloads required for distribution. They also reduce water usage and packaging through a 90% water-free, solid block formulation.

As a result, in 2024, McDonald's avoided:

- 182,000 pounds of corrugated packaging
- 176,000 pounds of plastic
- 16.2 million pounds of product shipped

In addition, McDonald's continues to convert from powder sanitizing packets to smaller and more concentrated ReadyDose tablets, including KAY-5® Sanitizer/Cleaner and KAY® Sink Sanitizer. This transition delivered McDonald's an additional 2024 waste avoidance of:

- 424,000 pounds of packaging
- 3.7 million pounds of product shipped

Through use of Ecolab SolidSense™ and ReadyDose™ programs in 2024, McDonald's avoided:

782,000 pounds

of packaging waste

19.9M pounds

of product shipped

"These are just two examples of how our 50-year relationship with McDonald's is helping progress toward both of our organizations' sustainability goals while enhancing efficiency and productivity."

– Katie Gaynor, Ecolab Vice President Enterprise Solutions, Global McDonald's

The above claims are Ecolab's and were not independently substantiated or verified by McDonald's. Packaging material and product weight shipment avoidance claims are based on the amount of packaging material and product weight McDonald's theoretically would have needed for conventional Ecolab liquid solutions compared to the SolidSense™ and ReadyDose™ solid products actually shipped to McDonald's in 2024. The results in this story are specific to this individual customer and may vary for other customers based on factors and circumstances in their operations. The content of this story is for general informational purposes only and is not intended to be a substitute for legal or professional advice and should not be relied upon as such. Ecolab Inc., shall not be liable for any action taken or not taken by user in reliance upon the information furnished.

Talent management | Human capital development | Diversity, equity and inclusion | Health, wellness and safety | Community impact

► GROWING OUR TEAM.

Ecolab's high-performing teams are central to our continued growth. Our approximately 48,000 associates, which include 25,000 sales-and-service professionals providing on-site services for customers, bring ingenuity and resourcefulness to produce positive outcomes for people, businesses and the planet.

We operate with respect for the well-being of every individual and strive to create an engaging and inclusive workplace that values every voice. Our practices in attracting, developing and promoting talent reflect our belief in empowering associates to thrive. By creating and supporting a thriving workplace culture, our business performance is stronger, enabling associates to effectively engage with the communities they serve and build a positive future together.

And our commitment to the health, well-being and safety of our associates, customers and customers' customers remains uncompromised — it informs the way we operate, the products we develop and the programs and initiatives we support, to enhance the quality of life where we work and live.



Talent management

Our approach

We believe an inclusive culture fosters high-performing teams. To create this culture, we champion people with unique backgrounds and experiences, offer meaningful support to all our associates and encourage all our associates to reach their full potential.

We believe a world of opportunity can be found within our growing company and that people develop through experiences. To allow for this development, we strive to create new opportunities within existing roles, provide resources to aid skill development and encourage associates to seek internal growth experiences to further their professional development.

In 2024, we launched a new campaign, Win from Within, aimed at unleashing the full potential of all our associates whether they want to grow in their current role or expand to new opportunities. We believe delivering results and demonstrating teamwork drive advancement – both for individuals and for the company. To support this belief, we expect our associates to strive to outperform their role and deliver their best, reward and accelerate the careers of our top performers and recognize that our entire team contributes to our success.

Hiring Practices

In 2024, we hired 8,702 new employees, globally. Based on the average number of employees in each market, our global combined new hire rate in 2024 was 18.1%, with a 37% internal fill rate. For more detailed data, see the [Performance data appendix](#).

Talent management processes

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

Senior management in our markets

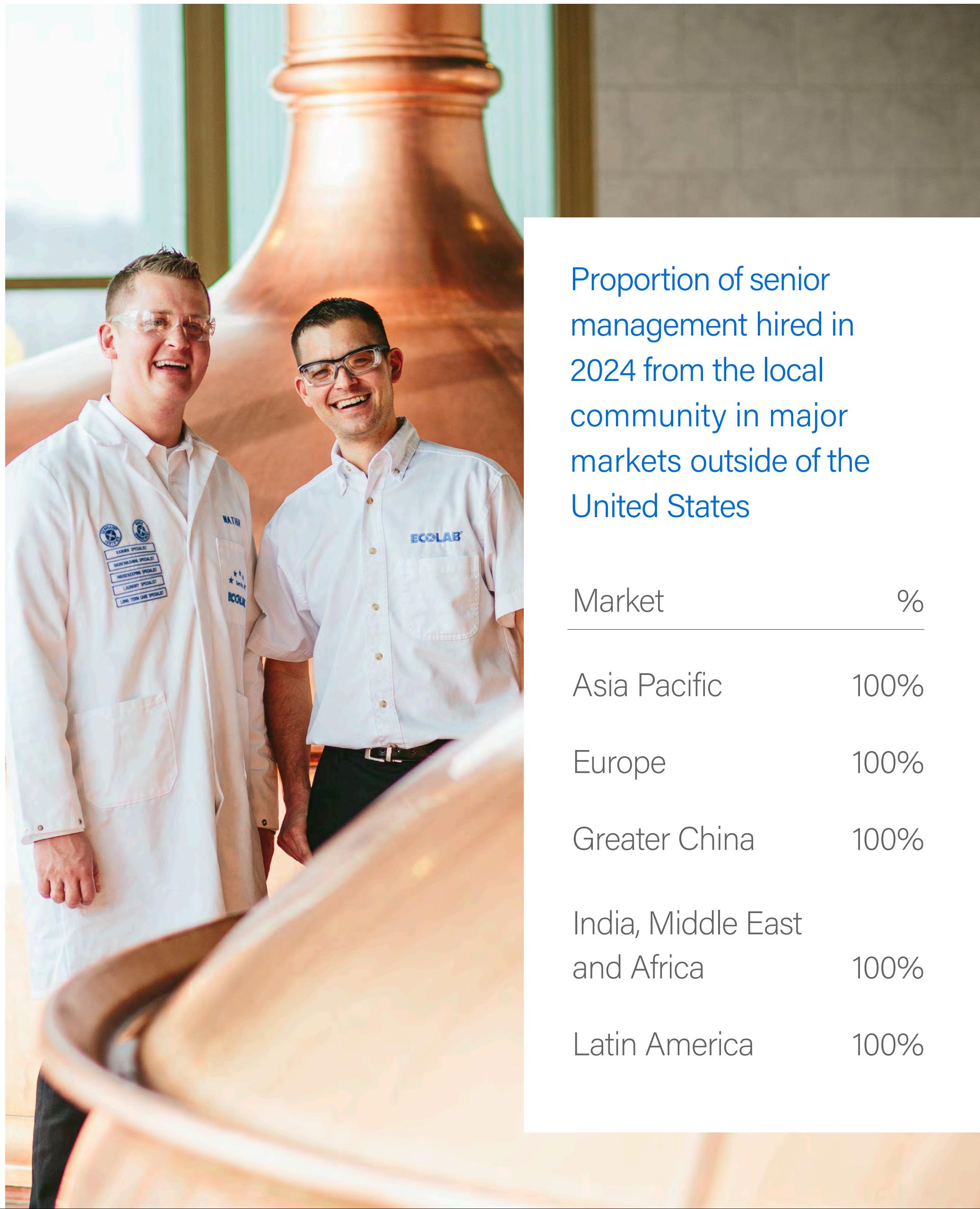
We understand that having talented members from the local community on our senior management teams enhances human capital, improves our ability to understand local needs and brings positive economic impacts to our local communities. As a company headquartered in the United States, most senior managers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

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

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

Global turnover

Based on the average number of employees in each market, our global combined turnover rate in 2024 was 14.7%, of which 10.1% was voluntary and 4.6% was involuntary. For more detailed data, see the [Performance data appendix](#).



Talent management

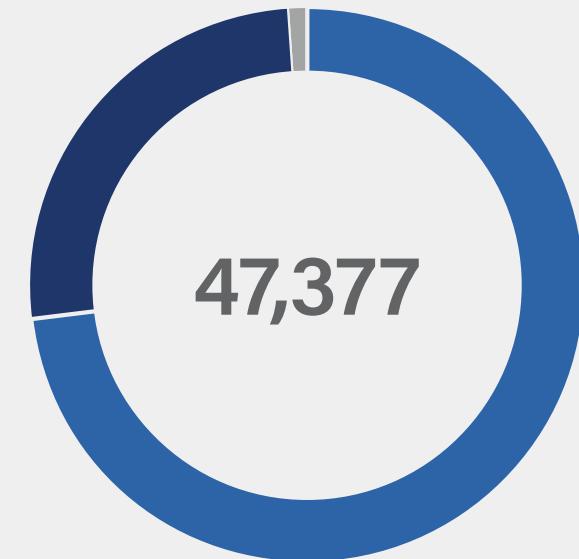
Our workforce

We are committed to helping everyone at Ecolab unleash their potential to innovate, create and drive growth.

Ecolab is also committed to fair and equal treatment of associates and applicants. We recruit, hire, promote, transfer and provide opportunities for advancement on the basis of individual qualifications and job performance.

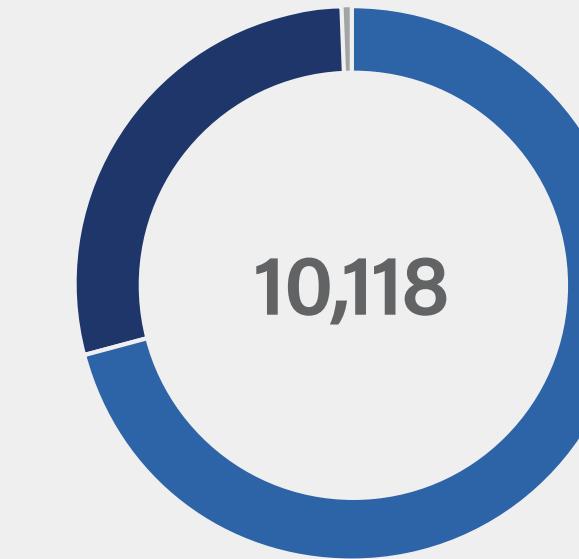
Ecolab complies with applicable labor and employment law and does not discriminate. To maintain a work environment that is free from discrimination, all employment-related decisions are made without regard to gender, race, ethnic origin, nationality, sexual orientation, gender identity, religion, age, disability, marital status, veteran status or other personal characteristics or conditions protected by national, state or local law.

Total global employees



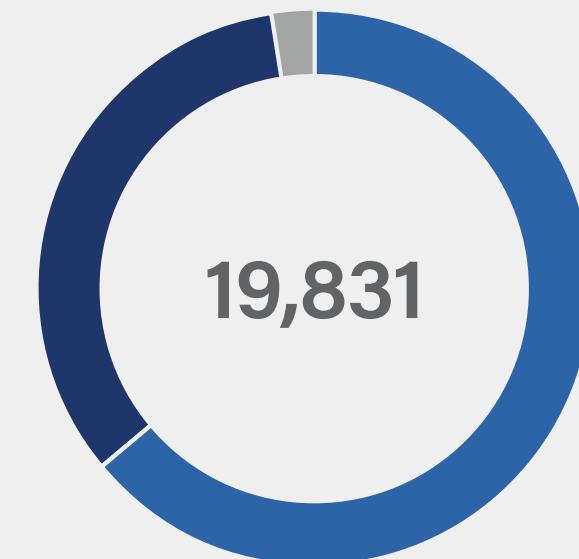
- 73.2% Male
- 25.9% Female
- 0.9% Not specified

Global management employees



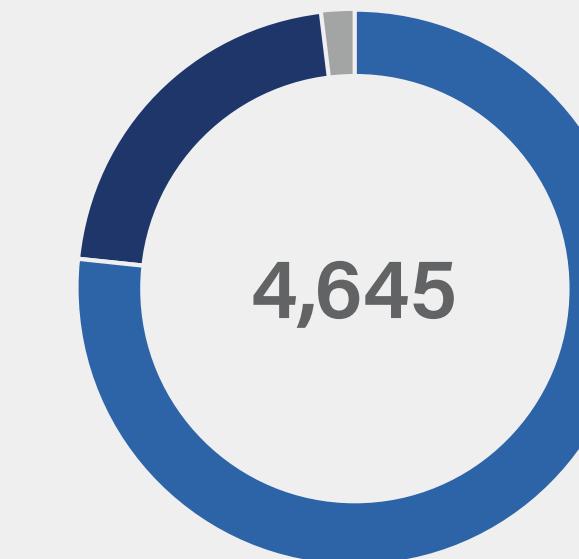
- 70.9% Male
- 28.9% Female
- 0.2% Not Specified

Total U.S. employees



- 64.0% Non-minority
- 33.8% Minority
- 2.3% Not specified

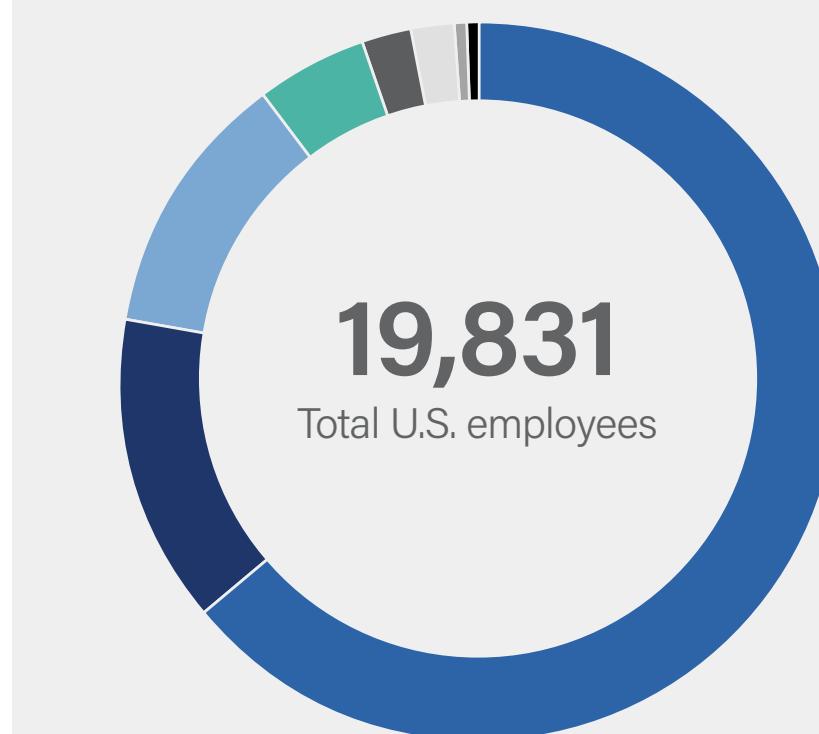
U.S. management employees



- 76.9% Non-minority
- 21.4% Minority
- 1.8% Not specified

2024 United States ethnic and racial diversity

As defined by EEO-1¹ racial and ethnic categories



Total U.S. employees

- 64.0% White
- 13.9% Hispanic or Latino
- 12.1% Black or African American
- 4.9% Asian
- 2.3% Not Specified
- 2.0% Two or More Races
- 0.5% American Indian or Alaska Native
- 0.4% Native Hawaiian or Other Pacific Islander



U.S. management employees

- 76.9% White
- 8.3% Asian
- 6.8% Hispanic or Latino
- 4.2% Black or African American
- 1.8% Not Specified
- 1.4% Two or More Races
- 0.3% American Indian or Alaska Native
- 0.3% Native Hawaiian or Other Pacific Islander

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

Talent management

Benefits

Ecolab provides market-competitive benefits based on country-specific needs and government requirements. While our benefits packages vary by market, they are designed to attract top talent and build long-term associate loyalty. All U.S. employees scheduled to work 20 hours or more per week are eligible for Ecolab's benefits package which offers associates medical and dental coverage, wellness and employee assistance programs, life and travel accident insurance, parental leave and adoption assistance, disability coverage, an employee stock purchase plan, pension plan and retirement savings plans. Temporary workers, who account for <1% of our total workforce, are excluded from the benefits package.

Outplacement services

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

Benefit programs available to associates based in the United States



Health & well-being

- Medical, prescription drug, dental and vision coverage
- Mental health counseling with five free counseling sessions, online support and work-life services
- Gender affirming care coverage
- Medical, travel and lodging reimbursement for medical procedures not available within 100 miles
- 24/7 virtual health care providing urgent, primary, mental health and dermatology care
- Time-off with pay including vacation, holidays, parental and funeral leave
- Caregiving solutions for aging, disabilities and complex needs – both 1:1 and on demand

New Benefit in 2025

- Personalized program for treating physical and mental conditions in one digital platform
- Onsite wellness coaches and wellness center pilots



Financial

- 401(k) savings plan with company match
- Cash balance pension plan
- Employee Stock Purchase Plan with company match
- Life, accidental death & dismemberment and business travel accident insurance
- Health Savings Account (HSA) employer contribution with tiered premiums based on compensation
- Short-term disability including maternity leave
- Long-term disability insurance
- Education reimbursement
- Education scholarships for dependents and associate financial crisis assistance
- Discounted onsite or near-site childcare with emergency/back-up care

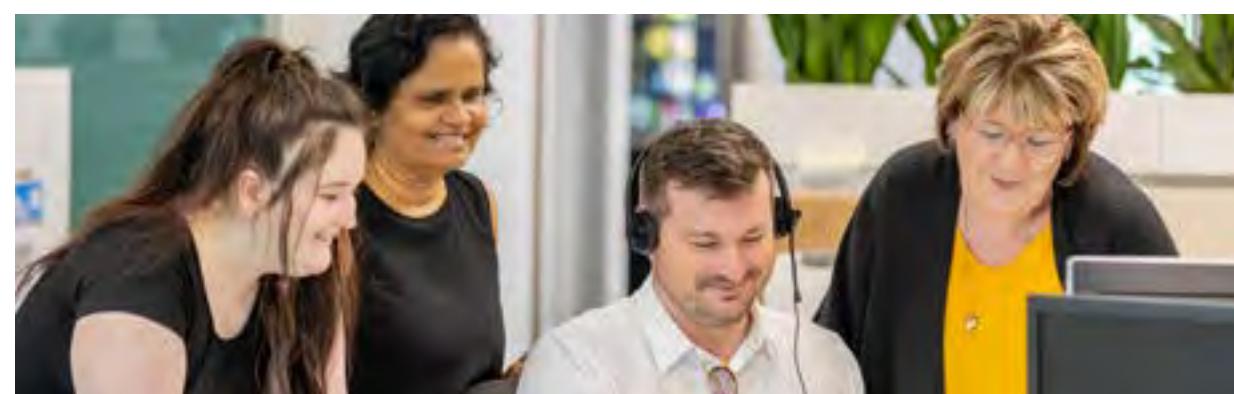
New Benefit in 2025

- Holistic financial well-being solution with access to certified financial planners



Family

- Six weeks of paid leave for new parents
- Adoption assistance reimbursement and resources
- Fertility treatment, including insemination, fertilization and preservation
- Resources and treatment for special needs children



Workplace

- Hybrid work arrangements
- Dress for your day policy
- Recognition awards
- Service awards program

Talent management

Retirement planning

Ecolab offers retirement benefits amounting to greater than 9% of total compensation to support employees in preparing for a financially secure future. Our 401(k) Savings Plan offers company match, pre-tax and Roth after-tax contribution options and a variety of investment funds. All contributions are immediately vested, and participants are provided with complimentary, personalized planning and advice. In 2024, 77% of Ecolab employees participated. For our company match program, Ecolab contributes \$1 for \$1 on the first 4% of eligible compensation and \$0.50 for each \$1 contributed on the next 4%, subject to IRS limits. The maximum match is 6% of compensation if an employee contributes 8% of their pay. For contributions, employees may contribute from 1% to 50% of pay up to the U.S. Internal Revenue Service (IRS) limits with pre-tax and/or Roth after-tax contributions.

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

Life insurance and disability benefits

To support employees' financial well-being and peace of mind, Ecolab provides protection for their families in the event of premature death or being out of work for an extended period due to serious illness or injury. The premium is fully paid by Ecolab for life insurance coverage equal to one-year annual base salary or wages, with the option to purchase additional life insurance coverage through payroll deduction. Ecolab provides 100% pay continuation for the first six months of short-term disability (STD) leave and 60% of pay in long-term disability (LTD) insurance coverage after 180 days of disability (or end of STD) with the premium fully paid by Ecolab. Employees have the option to purchase an additional 10% LTD coverage through payroll deduction for a combined 70% LTD benefit.

Pension plan

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



Employee stock purchase plan

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

Parental leave

Under our U.S. Paid Parental Leave Policy, Ecolab offers six weeks of paid parental leave for all U.S. employees within 12 months of the date of birth or adoption of a minor child. For birth mothers, this is in addition to six to eight weeks of pay granted immediately after the birth of their child. In 2024, 570 employees – 419 male and 151 female – utilized this offering with 99% of male and 99% of female employees returning to work at the end of the leave. In 2024, 81% of male and 85% of female associates were still

employed 12 months after their return to work. Globally, parental leave and time away are handled per each country's local laws on time away from work. In some regions, there are additional programs to support parents before and during parental leave, and upon return to work. We offer lactation rooms for nursing associates at all of our physical locations. In the U.S., we partner with Milk Stork to offer airline-approved cooler totes and overnight cold-shipping services for nursing associates when traveling.

Talent management

Flexible work

Ecolab establishes a standard workweek, work schedules, rest periods, meal breaks and attendance expectations for all employees in accordance with state and local employment laws. Formal alternative work arrangements are available to all associates and include flextime, part-time, job sharing and altered workweek schedules. Everyday flexibility is a more informal arrangement that allows associates to address situations and meet personal and family needs that occasionally arise.

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

We strive to promote an environment of physical and mental health and well-being. We offer employees wellness challenges, on-site biometric screenings and select seasonal vaccination appointments. In addition, those on Ecolab medical

plans are eligible for discounts at health clubs and on sports equipment, virtual exercise programs and access to health and nutrition coaches. Our larger locations also have access to onsite fitness centers and walking paths. Confide, Ecolab's employee assistance program, offers a variety of tools and resources to assist with workplace stress management, either through face-to-face counseling, digital tools and resources, seminars or webcasts. We also offer manager training classes to help identify and assist with employee stress. Mental health first aid training is available to HR and managers at no cost.

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

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

standard company holidays as well as four or six floating holidays, depending on an associate's role, so employees can take time off on the holidays that are important to them. We offer sick time in accordance with national and state regulations in all countries in which we operate. As a company headquartered in the United States, our U.S. Health & Safe Time policy offers at least six paid days of sick time to full-time employees.

Labor relations

Ecolab respects the principles of freedom of association and the right to collective bargaining in accordance with applicable national law. Our [Position on Freedom of Association](#) recognizes an employee's right to form or join a labor union, or to refrain from doing so, without fear of reprisal, intimidation or harassment. Where employees are represented by a legally recognized labor union, we fulfill our bargaining obligations as defined by the law. Terms and conditions of employment for other employees are not based on collective bargaining agreements of the company or other organizations.

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



adhere to applicable national laws that govern employee rights to exercise freedom of association and collective bargaining. Globally in 2024, 14.1% of our employees were covered by collective bargaining agreements, of which 6.4% were based in the United States.¹

We have two U.S.-based collective bargaining agreements covering 2.2% of our total U.S. workforce. For these agreements, a minimum of 60 days' notice prior to the contract end date is required to propose changes to the agreements.

All collective bargaining agreements contain a specified notice period and provisions for consultation and negotiation. We adhere to the U.S. National Labor Relations Act and other applicable laws to support employee rights to exercise freedom of association and collective bargaining. We have not identified any U.S.-based operations at which freedom of association and collective bargaining have been violated or at risk. We are unable to report on violations or risks of our suppliers.

¹ Percentages exclude casual, co-op, apprentice, intern and temporary associates

Talent management

Pay philosophy

Ecolab has a market-competitive pay philosophy that rewards and recognizes employees for their contributions to our success. This includes our global merit increase program and our short- and long-term variable pay programs. Our variable pay programs include goals that are directly aligned to the success of the business, such as the annual cash bonus for our most senior leaders, which includes a Growth & Impact modifier focused on growing our impact and supporting our team.

Pay equity

We believe in compensating our employees fairly and equitably. Our processes and governance for promoting equitable pay are consistent at the enterprise level and across significant operational locations. There are several processes and practices in place to help us avoid undue pay discrepancies, including:

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

Pay decisions are made at the managerial level and aggregated for review and analysis to confirm they are equitable and accurately reflect each associate's contributions and trajectory.

In addition to these enterprise practices, we also conduct pay equity reviews in alignment with country-specific regulations. Pay equity is a key element of sound business strategy and effective talent management. Ecolab conducts a third-party 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. We leverage a third-party expert in compensation and HR analytics for these reviews. The findings of our 2018, 2020, 2022 and 2024 studies validate that Ecolab provides equal pay for associates who undertake the same work, at the same level and with the same performance and experience.

In 2024, we expanded the pay equity review process leveraging a third-party expert to France, the United Kingdom (UK) and Ireland. Additionally, we are compliant with all local pay equity reporting regulations including public disclosure requirements in the UK, France and Australia.

Fair pay

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

To ensure our pay continues to align competitively with the external market for all roles across the company, we test our pay and wage data against several reputable third-party compensation surveys. Our pay equity studies conducted across the U.S. enterprise every two years also help validate that we are paying competitively in each state.

Pay transparency

We provide transparency to our pay philosophy, structures, career paths and program design to all associates globally. We are also open and transparent about our commitment to pay equity and the corresponding processes used to test and validate that we are paying equitably.



Our compensation and governance practices are built into our manager and leadership development curriculum. Each of our annual compensation processes include training materials for managers to guide performance-based decision making.

To further support pay transparency, pay ranges are included on all internal and external U.S. job postings.

Grievance mechanisms regarding compensation operate through our global [Code of Conduct](#) reporting mechanisms and in the U.S., our Ecolab

Associate Resolution resources provide numerous avenues for employees to raise concerns and seek resolution.

In 2024, the annual total compensation for our CEO was \$16,390,924 as reported in our annual [Proxy Statement](#). The annual total compensation for our global median employee in 2024 was \$50,143. Thus, the annual total compensation for our CEO was 327 times the annual total compensation for our global median employee.

Human capital development

Our Approach

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

We invest in professional learning and development, help our employees create personal plans to achieve their career goals and conduct regular employee engagement surveys. Through various processes and programs, we are providing associates with the tools they need to excel and develop the future leaders of Ecolab and the industry at large.

Employee learning and development

We believe in a 70-20-10 model for learning and development, with 70% of learning taking place on the job, 20% occurring with role models, coaches, mentors, job shadowing and formal feedback mechanisms and 10% through formal training. Our employee resource groups (ERGs) — which are open to all associates — connect engaged, emerging leaders with professional and personal development opportunities. Our 11 employee-driven ERGs have grown to 9,300+ members and 103 chapters globally.

We deliver an annual Ecolab Development Season to provide practice-oriented workshops to upgrade employee skills and advance career

development. All associates are encouraged to engage in development activities during this season and continue to leverage these activities throughout the year.

The 2024 Development Season offered the opportunity for Ecolab associates to participate in development tracks and a catalog of over 20,000 courses. Each development track was a curated combination of independent and group learning opportunities translated in multiple languages. We had over 5,800 associates participating in live events, or approximately 12% of all global associates. LinkedIn Learning was made available to associates and resulted in over 28,000 course completions in 2024. The business impact of this program is measured through indicators within our annual employee engagement survey and our 2024 engagement, retention and inclusion scores.

In the United States, we offer an educational assistance program providing eligible employees with financial reimbursement upon successful completion of approved programs and courses offered by accredited colleges, business schools or technical schools. Eligible associates are reimbursed up to \$5,000 in tuition expenses annually, dependent on coursework.

Leadership development programs

Beyond rigorous technical, functional and business-specific training courses, our global development programs are designed to deepen leadership capabilities and include

Manager Essentials, Leader Coach, Growth Leader and several functional rotational programs. Our goals for these programs are as follows:

- Maintain global enrollment of all first-line managers in our world-class Manager Essentials program
- Enroll new eligible global leaders of first-line managers in the Leader Coach program
- Select 100-130 high-potential executive-level leaders to complete the Growth Leader program

Manager Essentials is Ecolab's training program for first-line people managers across divisions, functions and markets, providing one consistent global standard for how we equip and enable managers. The program focuses on key manager accountabilities that enable managers to turn strategy to value, lead high-performing teams, coach and develop talent and foster an inclusive and engaging workplace. The Manager Essentials journey spans eight weeks and combines both online, self-paced learning with experiential learning, as well as live work-shops. The workshops, available in seven languages, are deployed locally and moderated by local facilitators. Program success is measured largely through surveying direct reports of those who completed the program. In 2024:

- 82% said their manager more effectively communicated top priorities
- 81% said their manager more effectively discussed how their team can work together

- Collectively in 2024, employees spent a total of approximately 603,000 hours learning and developing.
- On average, our global employees received a total of 39 hours of training and development, comprised of 13 hours of formal training and 26 hours of informal or formal coaching, mentoring and/or job-shadowing.
- The average training and development expenditure in 2024 was \$294 per full-time employee.

eligible leaders of first-line managers within one year of assuming their role. In 2024, we provided our Leader Coach program to 332 associates.

Ecolab's Growth Leader program provides early executive-level leaders with an integrated personal development experience. It is designed to equip leaders to grow and drive enterprise results through global diverse teams, grow their global network and gain breakthrough leadership insights. In 2024, 131 high-potential associates completed the program, exceeding the annual goal of at least 110 enrollments.

Ultimately, we believe the success of our employees and the success of our company go hand-in-hand. Ecolab's ability to deepen capabilities of associates is critical to managing our operations efficiently and effectively and delivering innovative solutions for customers.

Through investment in these and other enterprise learning programs we help our employees achieve both individual and business success.



Human capital development

Performance planning and development

Ecolab's global performance planning and development process provides employees and their managers with the practices and tools they need to optimize performance. In addition to the annual performance review process, managers are encouraged to provide open feedback and coaching throughout the year to support employees in achieving their goals. Annual performance reviews for 2024 were completed in 2025, and consisted of three sections:

1. Past-year results against performance goals and expectations
2. Summary of what and how (skills and behaviors) they achieved results
3. Performance and development planning for the new year

Globally, 100% of eligible employees' 2024 annual performance reviews were recorded. Associate gender had no impact on the rate of performance reviews.

Employee engagement

We understand growing our business starts with growing our talent. Strong employee engagement is essential for both team and company growth. Ecolab continuously monitors the health of our talent and fosters an engaged workforce through ongoing listening initiatives. Alongside all-employee global surveys, we conduct periodic check-in surveys with targeted teams to gather insights into the experiences and needs of our workforce.

Our annual, enterprise-wide employee engagement survey was completed in April 2024. Ecolab had a record high participation rate at 91%. For the second year in a row, our overall engagement score — a measure of our associates' emotional commitment to our organization and goals — was 81%, maintaining an all-time high engagement score for Ecolab.

The survey also provided insight on our retention rate — how likely our associates are to build a long career with Ecolab — of 75%. Our inclusion index score remained at 85%, showing in part how our engagement and inclusion work is impacting employees and helping them feel valued and fully seen for who they are within the workplace.

Both retention and inclusion indicators exceeded the normal range for other similar companies at that time.

Through the global survey, we identified areas of strength and opportunity, and have taken action on them both individually, and at the team- and enterprise-level. It remains clear that associates value a sense of purpose, belonging and empowerment. Some of the areas that stand out as points to celebrate are that:

- 87% of our associates feel Ecolab's mission is meaningful to them
- 89% of our team members feel empowered to own the work they do on a day-to-day basis
- 90% of our employees feel included as part of a team among their coworkers

Employee engagement survey results

Metric	2018	2022	2023	2024
Response rate	91%	88%	89%	91%
Employee engagement score	63%	79%	80%	81%

91 % participation rate **81 %** engagement score **75 %** retention rate **85 %** inclusion index



Diversity, equity and inclusion

Our approach

We believe high performance is fueled by valuing and fostering a culture of belonging, in business and in all facets of life, and are working to embed inclusion throughout our company so that it shows up in how we:

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

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

- Identifying the best-qualified candidates by expanding applicant pools and associate pipelines to attract, develop and retain a broad range of talent in management roles
- Providing individuals equal access to leadership opportunities irrespective of gender, ethnicity or background
- Fostering a culture of inclusivity and belonging through employee resource groups for employees of all backgrounds
- Investing in processes and systems that deliver transparency

Diversifying candidate pools

To foster an inclusive recruiting process that helps ensure we reach the most talented applicants irrespective of background or perspective, we use a multifaceted approach. Ecolab jobs are posted through major social and recruiting channels as well as diversity specific job boards, like the Diversity Jobs Network.

In addition to longstanding relationships with communities of talented applicants, we promote Ecolab careers and opportunities to diverse communities through established partnerships with Historically Black Colleges & Universities (HBCUs), The Society of Hispanic Professional Engineers (SHPE), The Society of Women Engineers (SWE), The National Society of Black Engineers (NSBE), Competitive Advantage, Out4U and The Consortium.

To grow our associate pipeline with a broad range of early career talent, our campus recruiting team partners with on-campus organizations that support women and underrepresented groups at the local, regional and national level. Finally, we focus attention on educating recruiters, interview teams and hiring managers on inclusive hiring practices through our Ecolab Interview Training courses to support managers in identifying the best-qualified candidates.



Diversity, equity and inclusion

Fostering a culture of inclusivity and belonging

Doing the right thing the right way means practicing inclusivity rigorously every day. We consistently provide associates with opportunities to connect, listen and learn about our differences, building empathy, understanding and allyship. This includes a robust selection of elective learning programs designed to cultivate an inclusive culture, empower associates and enhance awareness of inclusive leadership and engagement.

- We offer the opportunity for all new hires to learn about Ecolab's commitment to workplace inclusion, the positive impact of diverse perspectives and inclusive behaviors on our people and business, and actions that they can take to foster a workplace where all team members are heard, respected and valued.

- In 2024, nearly 2,000 associates chose to attend the Inclusion Workshop, which offers strategies for leveraging inclusion to advance careers, improve relationship-building, leadership and collaboration skills, and provides tools to address unconscious bias and microaggressions. This initiative, along with a wide range of other elective courses and resources in our learning library, underscores our commitment to fostering an inclusive workplace that embraces diverse identities, experiences and perspectives.

- Our Inclusive Leadership program empowers people leaders to create spaces for empathetic listening, value sharing and collaboration, especially for remote and hybrid team members. By fostering these inclusive practices, we enhance team cohesion, drive innovation and improve overall performance, ultimately contributing to Ecolab's business success and growth.
- Our Inclusive Salesperson program is primarily for our Sales associates and is focused on helping our Sales teams leverage inclusive behaviors to better understand and address each customer's unique needs, emphasizing strong, long-term relationships based on trust and mutual respect.

Our [employee resource groups \(ERGs\)](#) — which are open to all employees — are invaluable in helping associates feel a sense of belonging and in driving key talent outcomes, such as engagement and retention. Supporting and growing our vibrant community of 11 ERGs helps associates connect with colleagues, take part in career and leadership development experiences and provide important insights to the business.

Ecolab ERGs welcome over 9,400+ members across 70 countries. Our employee engagement survey has shown that members of ERGs have higher engagement scores than non-members, proving that when associates feel a sense of belonging and inclusion, they are able to do their best work.

Driving accountability

Our Board of Directors and senior leaders are dedicated to fostering an engaged and inclusive workforce, with a focus on continuous support in this area. Ecolab's senior leaders are dedicated to fostering an engaged and inclusive workforce, with a focus on continuous improvement and support in this area. On a quarterly basis, Talent Councils come together to create individualized learning paths for a broad range of talent, review talent scorecards for each business, function and region, discuss areas of progress and opportunity, and advise on action plans to drive further advancement.

In 2024, we marked the seventh-year milestone of our Executive Diversity, Equity and Inclusion Council. This council has been instrumental in shaping and driving Ecolab's inclusion strategy and in holding us accountable in our commitment to fostering an environment where everyone feels included and valued. Through the Council's unwavering dedication, we continue to make steady strides towards embodying a truly inclusive and welcoming organization.



Health, wellness and safety

Our approach

At Ecolab, the safety of our employees, contractors and visitors is a top priority and embedded into our company values. We strive for zero incidents, zero injuries and zero violations. This represents a collective Goal Zero mindset which each employee must commit to own and deliver every day. Year-on-year, we also strive to incrementally improve safety at all our sites to protect employees and communities.

We place great value on training and education, both at our own facilities and at customer locations. We assess risk before we start work, identifying and addressing safety issues at Ecolab locations and wherever we operate. Employees are trained to assess risk and empowered to stop work anytime conditions are considered unsafe.

In 2024, we continued to make progress by reducing the total recordable incident rate (TRIR) by 55% from a 2013 base year, globally, and reducing the lost time incident rate (LTIR) by 37% from a 2016 base year in North America. For more detailed data, see the [Performance data appendix](#).

Safety is a collective responsibility

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

Understanding underlying and potential risks is a critical component to improving safety outcomes. Our Global Safety Dashboard tracks performance on a range of leading and lagging safety indicators and helps us measure the effectiveness of our safety programs. Our approach to safety communications is aimed at encouraging employees in the field, offices and plants to embrace safety as a personal issue. We highlight different topics to raise awareness, encourage positive safety behaviors and eliminate risk.

Occupational health and safety management systems

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

- Compliance with legal, regulatory, customer and other requirements applicable to Ecolab activities and operations
- Design of processes and systems (covering operations under our control) that are aligned with industry best practices and international standards to reduce personal injuries, ill health, motor vehicle events, process safety incidents, environmental releases and other conditions with the potential to cause harm
- Management of safety, health, environmental and security risks through a hierarchy of controls, with the participation of employees and in collaboration with suppliers, customers, communities in which we operate and other key stakeholders
- Empowering our team to stop work when conditions or behaviors are unsafe, restarting the operation only when risks have been minimized or eliminated

Promoting prompt reporting of incidents, unsafe behaviors and unsafe conditions, per our [Code of Conduct](#), ensuring accessible systems for open reporting and protection from reprisals for reporting in good faith

- Fostering a robust safety culture backed by leadership and powered by employee engagement that embodies the belief that all incidents are preventable and working in a safe manner is a condition of employment

Our systematic approach to meeting these commitments covers 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, associate involvement/participation, coverage of legal and customer requirements, clear communications, risk identification and control, development of annual targets and plans, professional SHE resourcing and employee training.

 **55%**
Reduction

Reduction in total recordable incident rate (TRIR) since 2013, globally

 **37%**
Reduction

in lost time incident rate (LTIR) since 2016, in North America

Our safety goal is always zero incidents, and this goal has no expiration date; safety is a commitment we reaffirm every day. Through our Goal Zero Mindset, we place great value on training and education, both at our own facilities and at customer locations. We assess risk before we start work, identify and address safety issues and remedy hazardous situations — at any Ecolab location and wherever we operate. Employees are trained to assess risk and empowered to stop work anytime conditions are considered unsafe. And, we aim to train and educate our associates to perform their work with care and safety each and every day.



"Safety Champions are integral to the success of protecting what matters most to Ecolab, which is our people." – Christophe Beck, Chairman and Chief Executive Officer

Championing safety at Ecolab

With over 48,000 employees working at more than 300 Ecolab facilities and millions of customer locations across the globe, safety is a commitment we reaffirm every day. But it is also a challenge we must all rise to. To lead the charge, over 1,800 Ecolab employees have chosen to serve as Safety Champions.

These dedicated individuals are an extension of our global Safety, Health and Environment (SHE) team and fulfill an essential role in promoting and sustaining our culture focused on Goal Zero, meaning zero safety incidents.

Though duties vary, the primary role of a Safety Champion is to support their team's specific safety priorities and promote conformance with policies and procedures. Every Safety Champion serves as a safety leader by:

- Motivating their team to be engaged in safety

- Modeling safe behaviors for their team
- Making associates feel comfortable and confident to use their Stop Work Authority to discontinue work whenever they feel unsafe

Management

Safety Champions are managed directly by their supervisors and supported locally by SHE business partners. In 2023, to facilitate their orientation, Ecolab released the "Role of a Safety Champion" training course which provides an overview of the Safety Champion role and establishes expectations from an enterprise perspective. Each division, market or facility can then take additional actions to train Safety Champions, depending on specific duties, and provide direction on how they are to lead locally.

Employees generally serve as Safety Champions for a set period, up to two years. Thus, establishing continuity for the role is crucial. To address this, in 2024, Ecolab identified and tracked Safety Champions within global personnel systems to:

- Allow each business to easily generate accurate information regarding their Safety Champions
- Enable the enterprise to communicate directly with Safety Champions to support broader safety initiatives
- Document the employee's service as a Safety Champion to correlate with their performance goals and support career growth

Performance

Safety Champions are encouraged to address safety topics that are pertinent to their teams, as well as support local and global initiatives.

Examples include:

- Participating in local assessments and audits to address safety-related concerns and solve customer challenges
- Developing innovative ways to facilitate training
- Supporting the rollout of enterprise programs such as Ecolab's Safe Moves ergonomic training or Virtual Risk Management program for driver evaluations and coaching
- Supporting global campaigns for World Safety Day
- Compiling information to communicate safety performance
- Sharing best practices based on key learnings from across the enterprise

Recognition

Every year Ecolab acknowledges Safety Champions who have made significant contributions toward reducing risk while enhancing our safety culture. Over 150 Safety Champions have been recognized through this global program since its inception in 2009.

Impact

Ecolab's safety performance has improved significantly over the last several years, thanks in large part to the efforts of our Safety Champions.

That work continues. As Ecolab expands into more markets with more customers, our Safety Champions are committed to promoting Goal Zero so every one of our employees, contractors and customers returns home safely every day.

Health, wellness and safety

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

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

Approximately 43% of our workforce is covered by internally audited systems and 29% is covered by systems that have been externally audited.

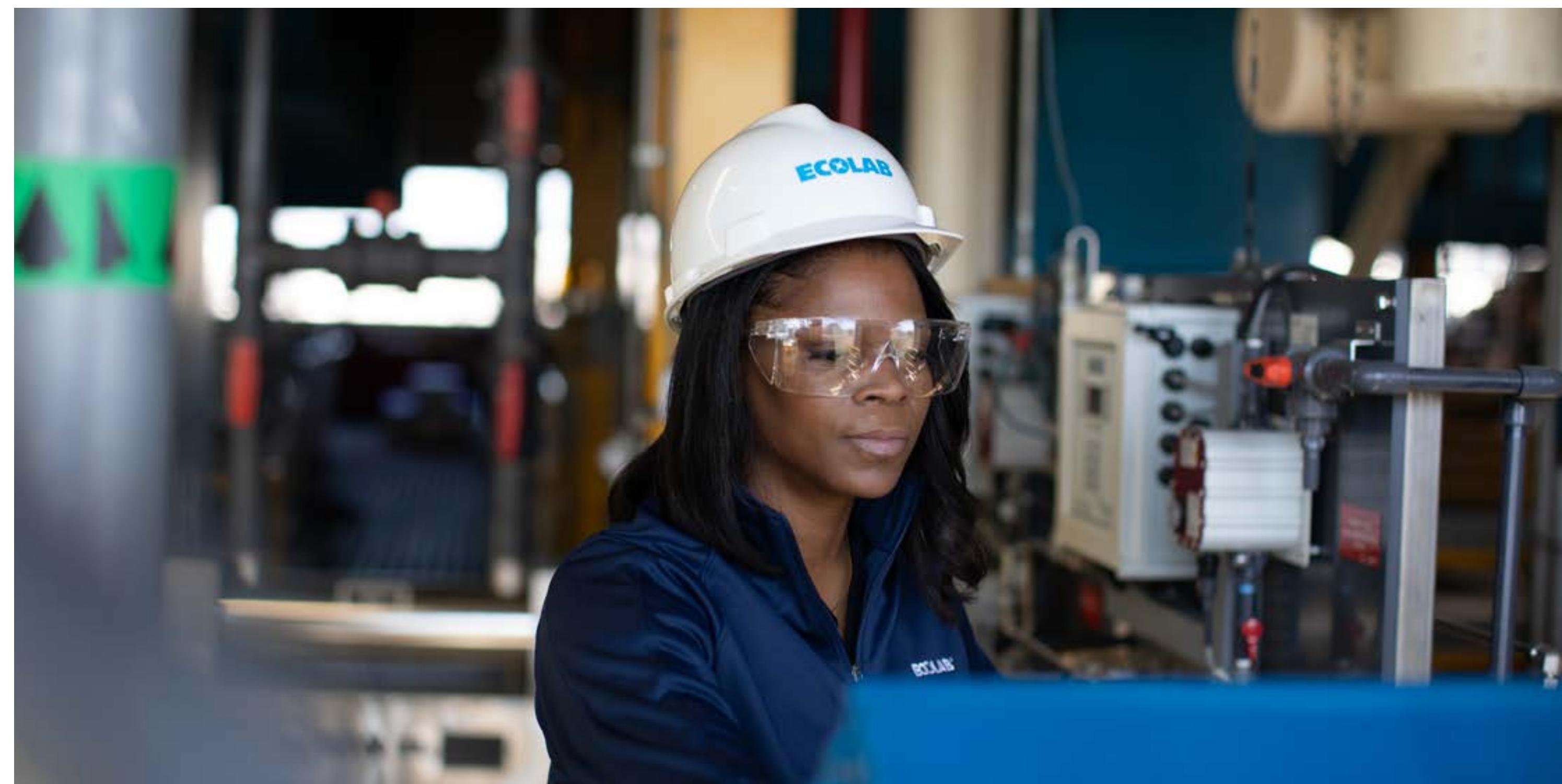
Occupational health services

Our team of toxicologists, industrial hygienists and scientists conducts safety assessments of chemical products to characterize health and physical hazards in alignment with the OSHA's Hazard Communication standard and other relevant standards in jurisdictions where we operate. This includes assessing risk and generating Safety Data Sheets and labels which are publicly available. To further assess risks, we conduct periodic occupational exposure

evaluations including air monitoring, noise assessments, risk modeling and ergonomic evaluations. Toxicological studies are commissioned when necessary and relevant occupational exposure limits and control mechanisms are identified via these processes.

Hazard communication training is completed globally for all newly hired employees in relevant roles. We also maintain a global Industrial Hygiene Policy to guide teams in assessing risk, monitoring contaminants when necessary, controlling occupational hazards through a hierarchy of controls and to stop work if conditions remain concerning. When necessary, to further limit exposure, administrative controls are deployed such as targeted training and use of personal protective equipment.

Our global Personal Protective Equipment Policy requires identification of proper protective equipment for each job, employee training and systems to ensure equipment is available regardless of jurisdiction. We also offer recurring medical evaluations coordinated by contracted occupational physicians and health care providers to employees in select positions. Product information is provided to a contracted external poison control center (PCC) and transport incident call center which provide 24/7 emergency response services. We have quarterly meetings



with the PCC to review incident calls, provide feedback on service quality and ensure product information is up to date.

Employee participation in occupational health and safety committees

Employee participation in occupational health and safety systems is critical to maintaining our safety culture. Our physical locations including

manufacturing plants, research facilities and logistics operations commonly have joint safety committees composed of hourly employees, union representatives (where applicable) and management personnel. These committees operate in an advisory capacity in accordance with applicable legal and Ecolab requirements and meet quarterly at a minimum. Our remote, sales-and-service teams can also participate

in safety committees through our Safety Champion processes. Each sales district nominates a Safety Champion to represent them in health and safety matters. Safety Champions commonly work with business leaders and SHE staff to execute our safety strategy and programs and participate in monthly network meetings.

Health, wellness and safety

Employee training

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

Manager Essentials Training

Instruction on safety leadership principles and behaviors for all people managers is delivered through our Manager Essentials program.

Stop Work Authority Training

Training to empower employees to utilize their stop work authority whenever they feel unsafe and when and how to apply that authority. Starting in 2023, Stop Work Authority training is automatically provided to every new hire globally, regardless of role.

Hazard Recognition Training

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

Personal Safety Leadership Training

This course conveys that everyone can lead with safety when they focus on their personal well-being, create a sense of belonging for others and work with a safe state of mind.

Driver Safety Training

Behind-the-Wheel Training is designed to teach vehicle control and accident-avoidance techniques. Our goal is to have 100% of our recently hired driver population to complete training each year.

Safety Onboarding

Divisional safety onboarding processes are designed to provide newly hired sales-and-service personnel with basic safety training. The training includes eight modules of cross-divisional training and additional division-specific content. In 2024, our target was to have 100% of employees complete Safety Onboarding training within their first 30 days of employment – we achieved a 93% completion rate.

Promotion of employee health and wellness

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

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

Hazard identification, risk assessment and incident investigation

Our Global Risk Assessment Policy outlines requirements 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



Health, wellness and safety

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

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

Emergency response program and procedures

While we strive for zero incidents, accidents and emergencies involving worker safety, chemical spills or releases, natural disasters or other product or operational incidents can happen. To prepare for these unlikely events, we are committed to implementing and maintaining strong emergency preparedness and response systems to control, mitigate and minimize the impact on safety, property and the environment. This is part of our commitment to the safety of our workers and the communities where we operate. We maintain enterprise-wide guidelines on how to prepare for and respond to emergencies including Incident Management Plans and Crisis Notification and Reporting Procedures. In addition, we have emergency response teams and business continuity plans in place at all levels of the organization including at the site, country, market and enterprise levels.

Our manufacturing plants regularly test our emergency response plans with local first response agencies and we host regular crisis training sessions throughout the world. We routinely review our emergency management programs across our businesses to ensure that they are functioning as intended and identify opportunities for continuous improvement.

Following an incident, we conduct a thorough review, sharing key learnings and recommendations with emergency response teams and senior leadership, and adjust crisis plans for future use.

Prevention and mitigation of impacts at customer locations

Our health and safety management systems are designed to minimize risks in all our operations, including delivering products and services to customers worldwide. Our Regulatory Affairs team, which includes more than 200 scientists and professionals operating in 35 countries with backgrounds in chemistry, microbiology, toxicology, trade compliance and other disciplines, helps ensure we minimize product risks. In addition, we deploy training, risk assessment and mitigation techniques to help ensure our team of more than 25,000 sales-and-service professionals operate safely as they conduct business at customer locations.

We have also developed a global Customer Site Safety policy designed to foster cooperation with customers on health and safety issues and provide foundational requirements for safe operation.

In 2024, safety achievements included

More than

270,000

safety observations

More than

49,500

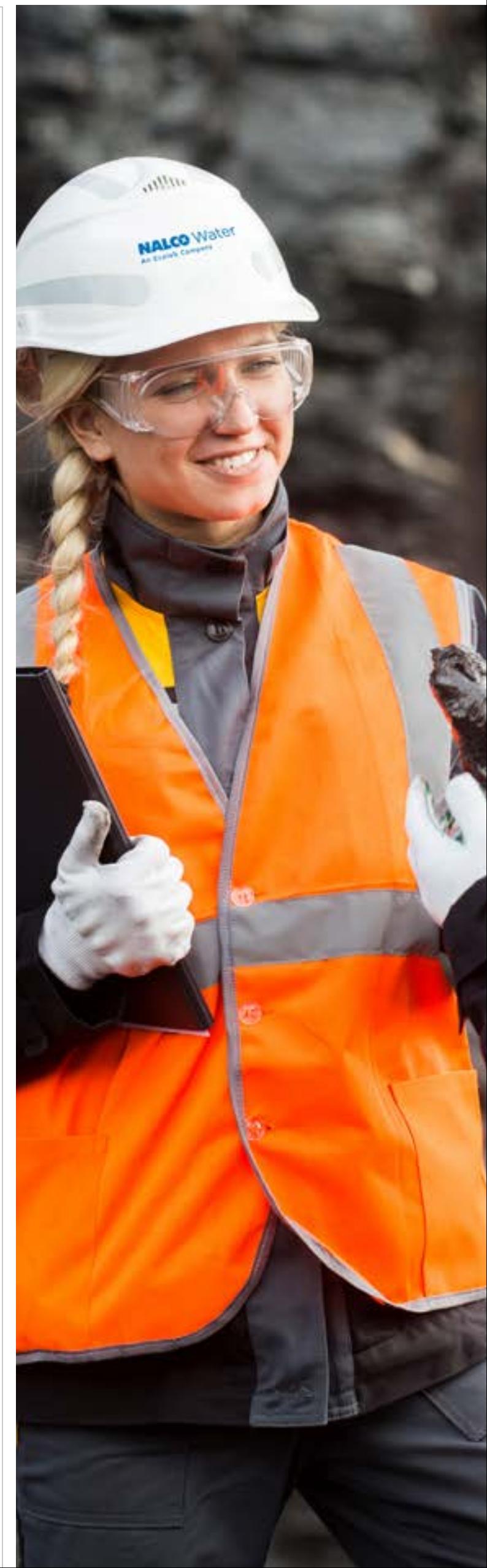
commentary drives to improve driving techniques and safety practices

17,500

drivers using the Virtual Risk Manager program and MentorSM application to promote continuous self-improvement

191

completed safety audits



Community impact

Our approach

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

Community giving

Since 1986, the Ecolab Foundation has implemented community impact programs to support communities where our employees live and work, focusing on giving to local nonprofit organizations in four strategic areas: youth and education, civic and community development, arts and culture, and environment and conservation. Since the inception of the Ecolab Foundation, the company has contributed more than \$161 million to nonprofit organizations.

In 2024, Ecolab and its employees committed more than \$21.7 million to local communities through Foundation and corporate giving, in-kind donations and employee giving and volunteerism.¹ Approximately 27% of the Ecolab Foundation's funds in 2024, or \$2 million, were committed to organizations – including matching funds to employee donations – supporting youth education and development.

Grants were awarded to well-known youth organizations such as Boys and Girls Clubs and Junior Achievement, as well as to local after-school and in-school programs in communities where our employees live and work. Of the 434 nonprofits who were awarded grants through the Foundation's U.S. Nonprofit Grant Program, 89% 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.

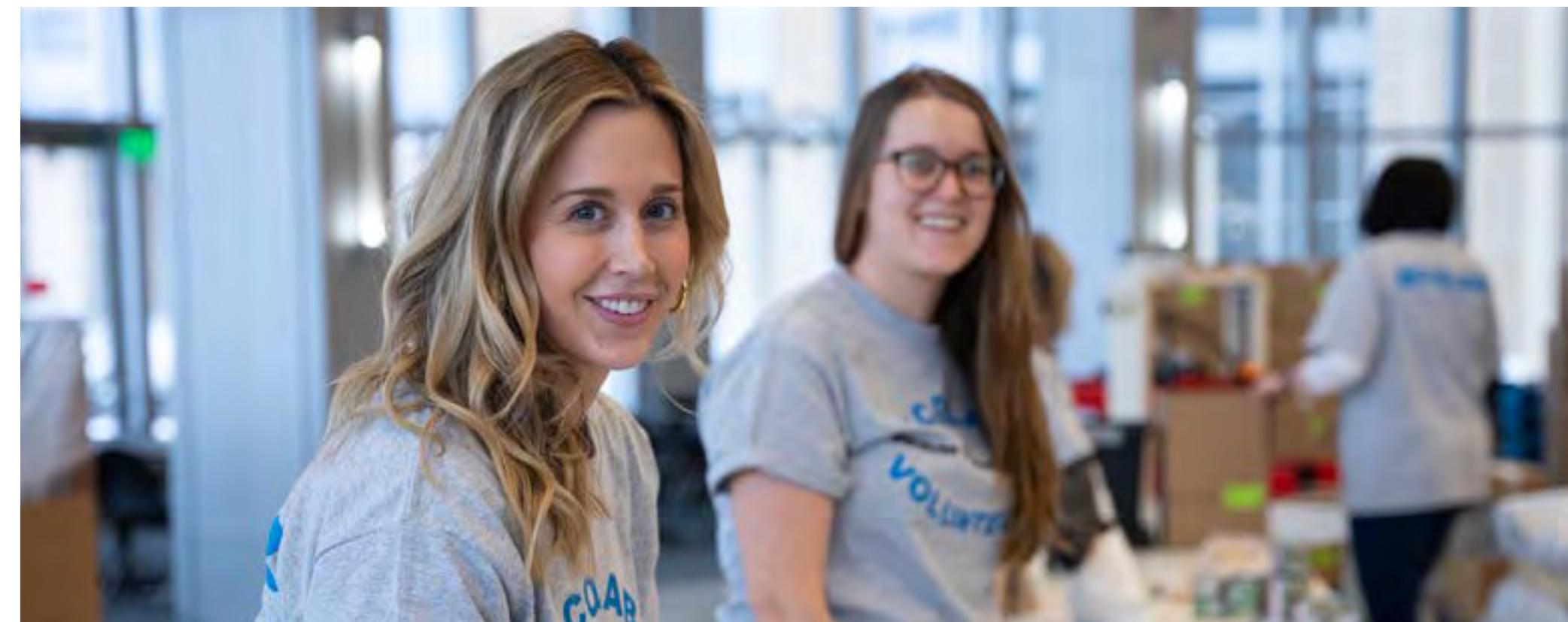
In 2024, Ecolab provided \$1.3 million direct and indirect funding to Saint Paul Public Schools in our global headquarters city of St. Paul, MN. In addition to continued funding for the Ecolab Teacher Grant Program, where staff and teachers apply for programs and materials directly impacting district-aligned student achievement goals in their schools and classrooms, Ecolab approved grants to community partners that work with Saint Paul Public Schools.

Ecolab has partnerships with schools on the West Side of Saint Paul where we specifically support programming at Humboldt Schools, Riverview Spanish/English Dual Immersion Elementary and Cherokee Heights Elementary School. Examples of directly funded initiatives

include college preparatory and access programs (AVID and College Possible), STEM in-class and out-of-class offerings and subsidized admission to performing arts organizations.

Another focus area of the Ecolab Foundation is civic and community development. In 2024, \$5 million of grant funding supported organizations that provide basic needs to our most vulnerable citizens: access to food, housing and job training. In 2024, housing-focused grants totaled over \$267,000 across nine states, including many grants to Habitat for Humanity, an Ecolab partner for more than 20 years. Our Global Team Volunteer grant program supported these areas with grants totaling \$1.4 million along with 23,000 employee volunteer hours participating in projects including packing food, serving meals, building school supplies backpacks for students in need and assembling hygiene kits for crisis response.

Our environment and conservation focus area accounted for 10% of overall Foundation funding in 2024, totaling nearly \$1 million. These grants include partnerships with The Nature Conservancy, Project WET, the Pacific Institute and Trout Unlimited, as well as supporting many local conservation organizations through the Foundation's U.S. Nonprofit Grant Program. 30% of global volunteer events in 2024 were environmentally focused, a 79% increase over 2023.



Through the Ecolab Foundation's Dollars for Doers and Board Leadership programs, employees can apply for grants to qualifying nonprofit agencies. In 2024, 2,149 grants were distributed under these programs totaling more than \$225,000, a 43% increase over 2023 due to an expanded global offering of the Dollars for Doers program, supporting employee individual engagement in their own communities.

Ecolab also recognizes the giving spirit of our employees and their desire to make financial contributions in their communities. Through the Global Ecolab Community Giving Program, the Ecolab Foundation matches 100% of employee donations, up to \$500, per employee per year.² In 2024, the Ecolab Community Giving Program raised \$2.5 million for 2,366 unique nonprofits around the world and the Foundation matched employees' requested donations totaling \$570,000. Taking into account total employee engagement impact in 2024, including employ-

ee personal donations, the Foundation match to those personal donations, and the value of volunteer grants and volunteer hours, the total impact to nonprofit organizations through these employee engagement initiatives was \$5 million.

We are committed to empowering employees to give back in communities where we have significant operations. To facilitate local engagement and impact, we have Community Relations Councils in 18 regional locations around the U.S. involving close to 100 local Ecolab employee volunteers who help administer the Ecolab Foundation's U.S. Nonprofit Grant Program. These local employees are most in touch with the needs of their communities and are well-equipped to help determine which organizations they believe contributions can have the greatest impact. In 2024, these committees helped administer 320 grants to non-profits and schools totaling \$1.5 million.

¹ Calculated using average values determined by Independent Sector

² Some restrictions apply

Community impact

Volunteerism

Ecolab employees are engaged in making a difference in their communities. In 2024, over 5,800 individuals volunteered in at least one effort for an average of one volunteer hour per employee. This provided an approximate value of almost \$1.6 million to local communities.

Community Partnerships

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

2024 Volunteer metrics

49,600

volunteer hours globally

56

Countries

1 hour

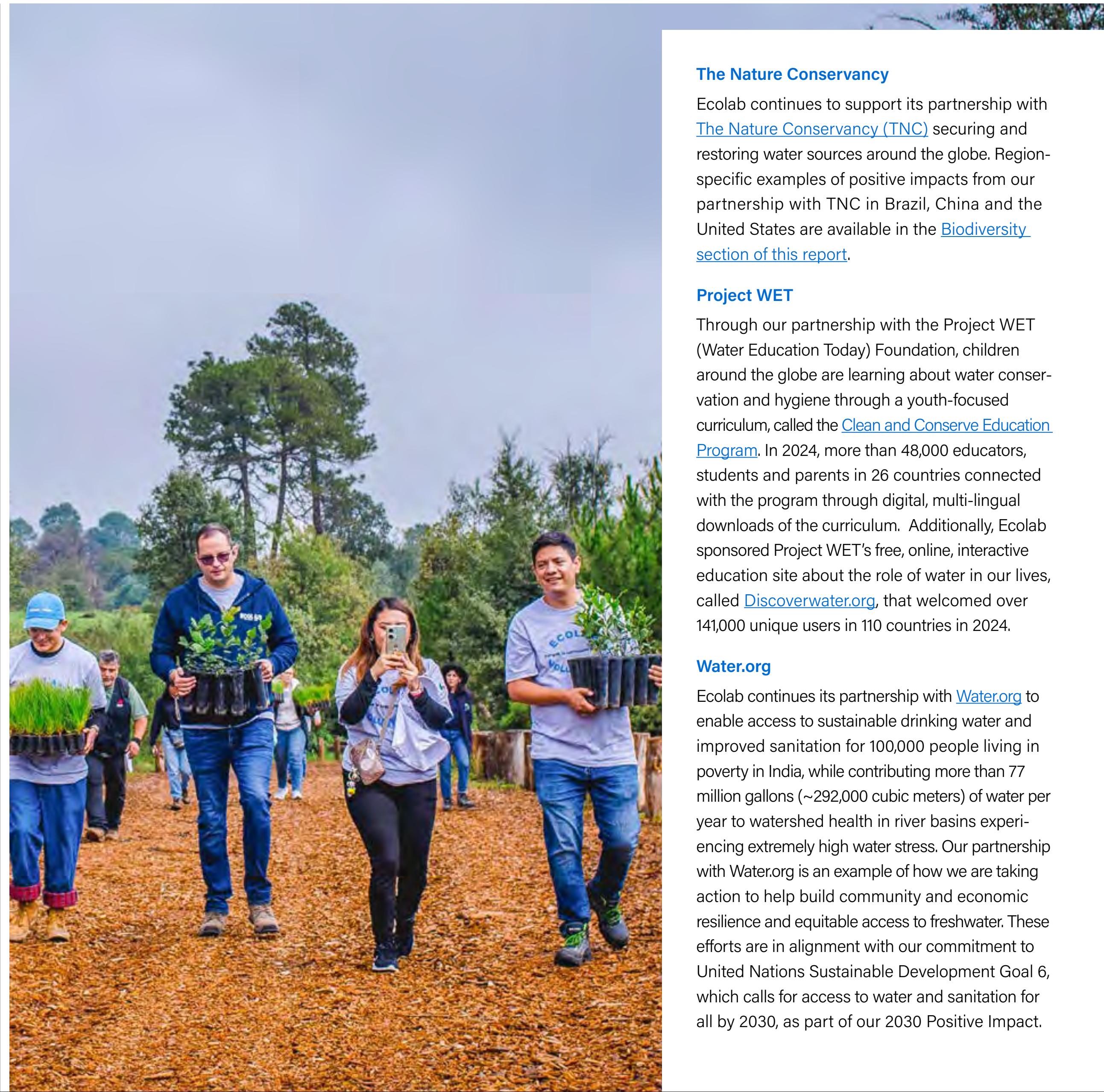
average volunteering hours per employee, globally

5,800 +

individual volunteers, or 16% of global employees

9 hours

average volunteering hours of employees who did volunteer



The Nature Conservancy

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

Project WET

Through our partnership with the Project WET (Water Education Today) Foundation, children around the globe are learning about water conservation and hygiene through a youth-focused curriculum, called the [Clean and Conserve Education Program](#). In 2024, more than 48,000 educators, students and parents in 26 countries connected with the program through digital, multi-lingual downloads of the curriculum. Additionally, Ecolab sponsored Project WET's free, online, interactive education site about the role of water in our lives, called [Discoverwater.org](#), that welcomed over 141,000 unique users in 110 countries in 2024.

Water.org

Ecolab continues its partnership with [Water.org](#) to enable access to sustainable drinking water and improved sanitation for 100,000 people living in poverty in India, while contributing more than 77 million gallons (~292,000 cubic meters) of water per year to watershed health in river basins experiencing extremely high water stress. Our partnership with Water.org is an example of how we are taking action to help build community and economic resilience and equitable access to freshwater. These efforts are in alignment with our commitment to United Nations Sustainable Development Goal 6, which calls for access to water and sanitation for all by 2030, as part of our 2030 Positive Impact.



Supporting and strengthening communities through volunteerism

At Ecolab, making a positive difference isn't just a goal—it's a promise. Our commitment to supporting vital ecosystems and empowering communities drives every initiative we undertake. Each year, our associates contribute thousands of volunteer hours, transforming lives and landscapes alike. In 2024, these efforts spanned the globe in 56 countries, bringing hope, sustainability and impact to the communities where we live and work.

Nature-based initiatives in Minneapolis-St. Paul region

The Twin Cities bloomed with color, and purpose, during Ecolab's Global Weeks of Service in June. Associates came together for unique projects around Ecolab's global headquarters location, each with an environmental focus, including:

- **Succulent planting with Neighborhood Forest** Ecolab partnered with [Neighborhood Forest](#), a nonprofit that provides free trees

and plants to children, to bring a touch of green into students' lives. Volunteers planted and distributed succulent kits to two elementary schools, fostering a sense of responsibility and joy among young students.

▪ **Restoration work with Great River Greening**

Volunteers partook in restoration efforts with local nonprofit [Great River Greening](#) planting wild strawberry and pollinator-friendly plants to create habitats for local wildlife.

Reflecting on the day, Ry Hammond, an Ecolab Senior Training Specialist, said, "These programs remind us of what truly matters—clean air, a healthy environment and connecting with others."

▪ **Beautification of Wabasha Street Freedom Bridge**

Volunteers enhanced the iconic Wabasha Street Bridge in Saint Paul, MN, planting vibrant garden. Janelle Germain, Lead Business Process Analyst, summed up

the team's enthusiasm: "Working together as a team in service of our community ties directly into Ecolab's values."

Combatting beach pollution in Hawaii

On World Cleanup Day in September, Ecolab associates joined [Hele Mua](#) a nonprofit led by Ecolab Brand Protection Advisor, Jared Matsuki, to clean Hunananiho Beach Park in Waimanalo, Hawaii. Together, they removed over 3,000 pieces of plastic.

"This event wasn't just about cleaning up—it was about community, education and action," Matsuki shared. "It was powerful to see long-time beachgoers take on the responsibility to protect what they love."

Reforesting Mexico's El Tepozan Park

Volunteers in Mexico carried out a reforestation project at El Tepozan Park in Ajusco, Mexico City, a region devastated by forest fires. Together, they planted pine and oak trees, ensuring a greener future for generations to come. The day was a reminder of the profound impact simple acts can have in reversing damage resulting from extreme environmental events.

Sustainability in the Australian Outback

Ecolab's Australia & New Zealand (ANZ) team supported remote Aboriginal communities across Australia. During National Aborigines and Islanders Day Observance Committee (NAIDOC) Week, the team collected nearly 850 pounds of goods for [Remote OpShops](#), secondhand stores in isolated regions.

The donations benefited communities like the Tjuntjuntjara Women's Centre in the Great Victoria Desert, where extreme temperatures and remote locations make access to essential goods a challenge.

"This initiative opened our eyes to the struggles faced by these communities," said Adele Keating, ANZ Director of Human Resources. "By supporting Remote OpShops, we're helping meet immediate needs while empowering local leaders to drive sustainable change."

A year of commitment to growth & impact

Through efforts in dozens of countries and thousands of volunteer hours, Ecolab associates exemplified the values that drive our mission. From cleaning shorelines and planting trees to empowering underserved communities, our global teams showcased the power of collective action to create meaningful change.

Community impact

Disaster response

As the world's leading supplier of cleaning and sanitizing products and solutions, Ecolab is proud of our in-kind donation program which provides cleaning and sanitizing products to organizations in areas where natural disasters have occurred and for disaster preparedness. In 2024, \$8 million worth of Ecolab products went to worldwide relief efforts in partnership with nonprofit World Emergency Relief. Ecolab product donations were distributed out of locations around the globe including Poland, Barbados, Puerto Rico and more than ten states across the U.S.

Measuring our impact

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

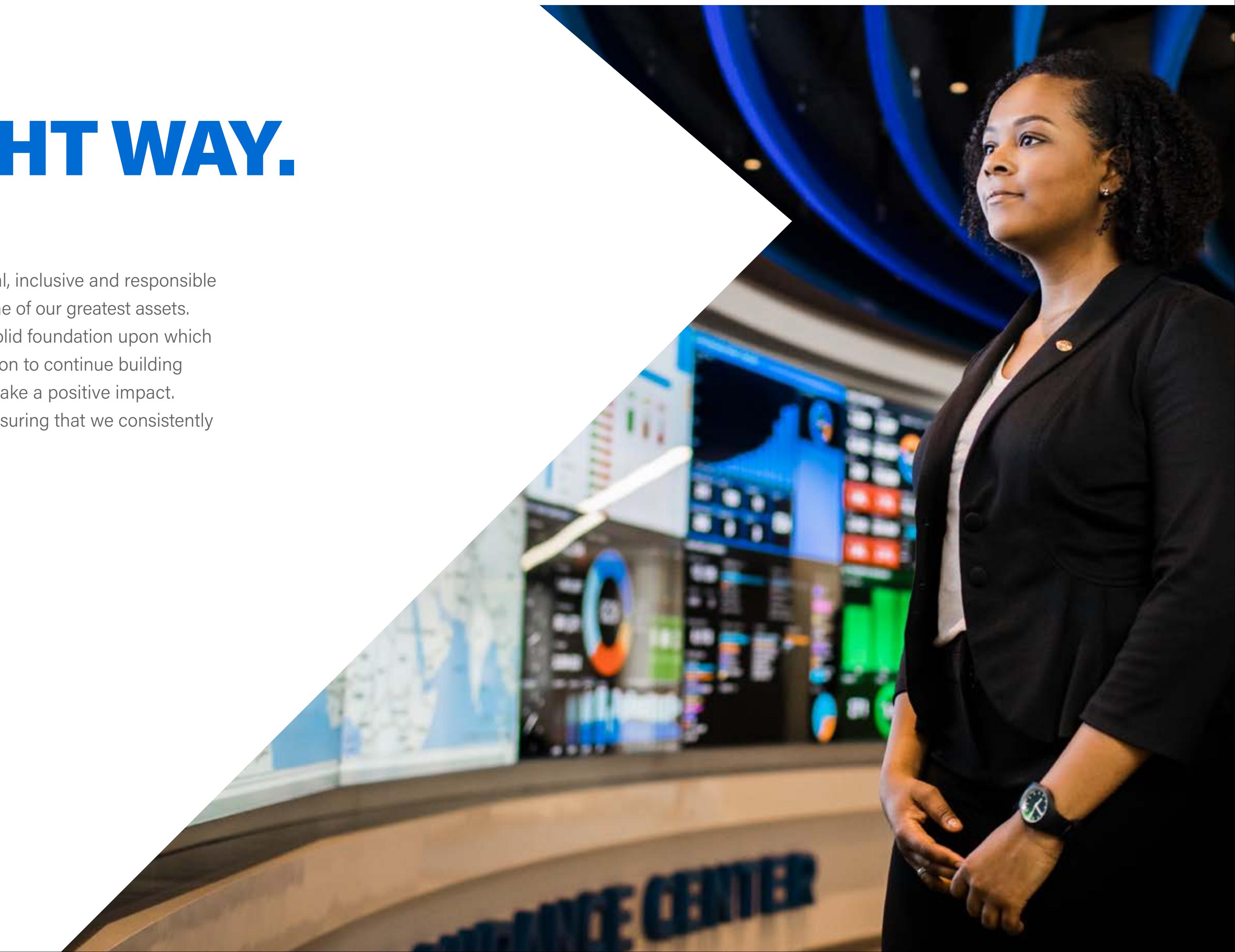
Findings from the most recent Impact Survey from the Ecolab Foundation



Corporate governance | Business ethics | Anti-corruption | Human rights | Supplier relations | Political action | Data privacy, tax and compliance

GROWING THE RIGHT WAY.

Ecolab wins the right way by maintaining our core values and upholding ethical, inclusive and responsible policies and practices wherever we operate. Our ethical reputation stands as one of our greatest assets. Alongside robust governance structures, policies and practices, it provides a solid foundation upon which we build and maintain trust with our stakeholders. We are resolute in our mission to continue building on our legacy of doing great things for humanity in the right way, striving to make a positive impact. Our commitment to ethical governance is not just a principle but a promise, ensuring that we consistently act with integrity and responsibility in all our endeavors.



Corporate governance

Ecolab's Board of Directors (Board) is committed to maintaining a corporate governance structure that promotes long-term stockholder value and supports Ecolab's policies and programs that affect, or could affect, our employees, customers, stockholders and neighboring communities.

Director independence and qualifications

All of our directors, other than our Chairman, are independent as determined under the New York Stock Exchange Rules and our [Corporate Governance Principles](#). Under our existing Board leadership framework, we have a Lead Independent Director with robust responsibilities. Our fully independent Governance Committee is responsible for recommending all director candidates, committee chairs and committee members for approval by the Board. The Committee leaders and Lead Independent Director role are rotated periodically as set forth in our Corporate Governance Principles.

Our Board continually seeks to improve its performance. A formal evaluation of the Board and its committees is conducted on an annual basis and is led by the Governance Committee. Each committee's results are discussed by the respective committee, and the Board reviews the results of the Board and committee evaluations.

Our Governance Committee also leads all efforts related to Board refreshment. It assesses the composition of the Board to ensure that the Board includes directors who possess the necessary backgrounds, experiences and knowledge, offer a range of perspectives and demonstrate independent judgment. The Governance Committee seeks to ensure that directors have a wide range of professional and personal skills and experiences, to provide a better understanding of our customers and the business environments in which they operate, our end markets and our associate experiences in the global workforce.

Board's role in risk management and sustainability matters

The company's growth is tied to its mission to enable the best outcomes for people, planet and business health. Risk management is an important part of protecting the company's mission. The Board has various processes and procedures for oversight of risk management and directors are actively involved in the risk oversight function. The Board has had a separate standing Safety, Health and Environment (SHE) Committee since 2011. The SHE Committee is responsible for oversight of many of the company's sustainability policies,

programs and practices that affect, or could affect, Ecolab employees, customers, stockholders and neighboring communities. These topics include overall climate-related risks and progress towards the company's climate target approved by the Science Based Targets initiative (SBTi) aligned to a 1.5°C pathway to achieve net zero emissions by 2050, and actions to implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The SHE Committee also receives reports on safety topics, waste management and environmental topics. The Chief Sustainability Officer reports to the SHE Committee on the activities of the Sustainability Executive Advisory Team at least annually.

The Audit Committee, Compensation & Human Capital Management Committee and Governance Committees of the Board of Directors also address various social and sustainability topics, including disclosures regarding climate change, compliance matters, pay equity, review of labor force (with the goal of avoiding child and forced labor), political and trade association support, and engagement and inclusion. In addition to reports from these committees, the Board receives an annual presentation on the

company's progress against its sustainability goals and implementation of projects and related activities. Cybersecurity risk is monitored by the Audit Committee and the Board through risk assessments and management presentations, typically semi-annually. Cybersecurity is also considered in the detailed enterprise risk assessment presented to the Board each year.

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



13

board members

7.8

years of average tenure

92%

of directors are independent

54%

of directors are diverse based on gender, race, ethnicity, LGBTQ+ and/or veteran status

61

years average age of directors

Business ethics

Our approach

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

Available in 26 languages, our [Code of Conduct](#) (Code) is the foundation of our integrity and ethics principles and applies to all Ecolab Directors, officers and employees and serves as a guide for how to act and make ethical decisions in compliance with the Code and the laws of the countries where we do business.

Training

New employees participate in training sessions on the Code of Conduct and are required to read the Code and acknowledge compliance with it. On an annual basis, all Ecolab employees and almost all contingent workers are required to complete an online or in-person training refresher course and certify compliance with the Code. All governance body members are required to certify compliance with the Code every year. Our annual goal is to have 100% of global employees, including all senior managers, complete a training course and certify compliance. In 2024, we had a 99% global completion rate.

Security of Ecolab facilities is performed by Ecolab employees and third-party personnel. All Ecolab employees serving as security personnel are required to complete Ecolab's Code of Conduct training yearly and in the U.S., 100% completed the training in 2024. The Code of Conduct training does not apply to third-party organizations providing security personnel to Ecolab facilities.

The Code of Conduct training includes education on relevant laws and regulations to our employee base. The training coursework includes topics encompassed by the Code, including anti-corruption, anti-discrimination, health, safety

and environment, data and information security, human rights and more. In addition, targeted specialized training for those employees in certain areas or functions is also provided. For example, employees in accounting and finance roles receive training specific to that function, and certain employees are required to take anti-bribery and anti-corruption training based on relevant business responsibilities or interactions.

Conflicts of interest

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



Business ethics

Business security

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

Advisory services

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

Records and data accuracy

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

Reporting mechanisms

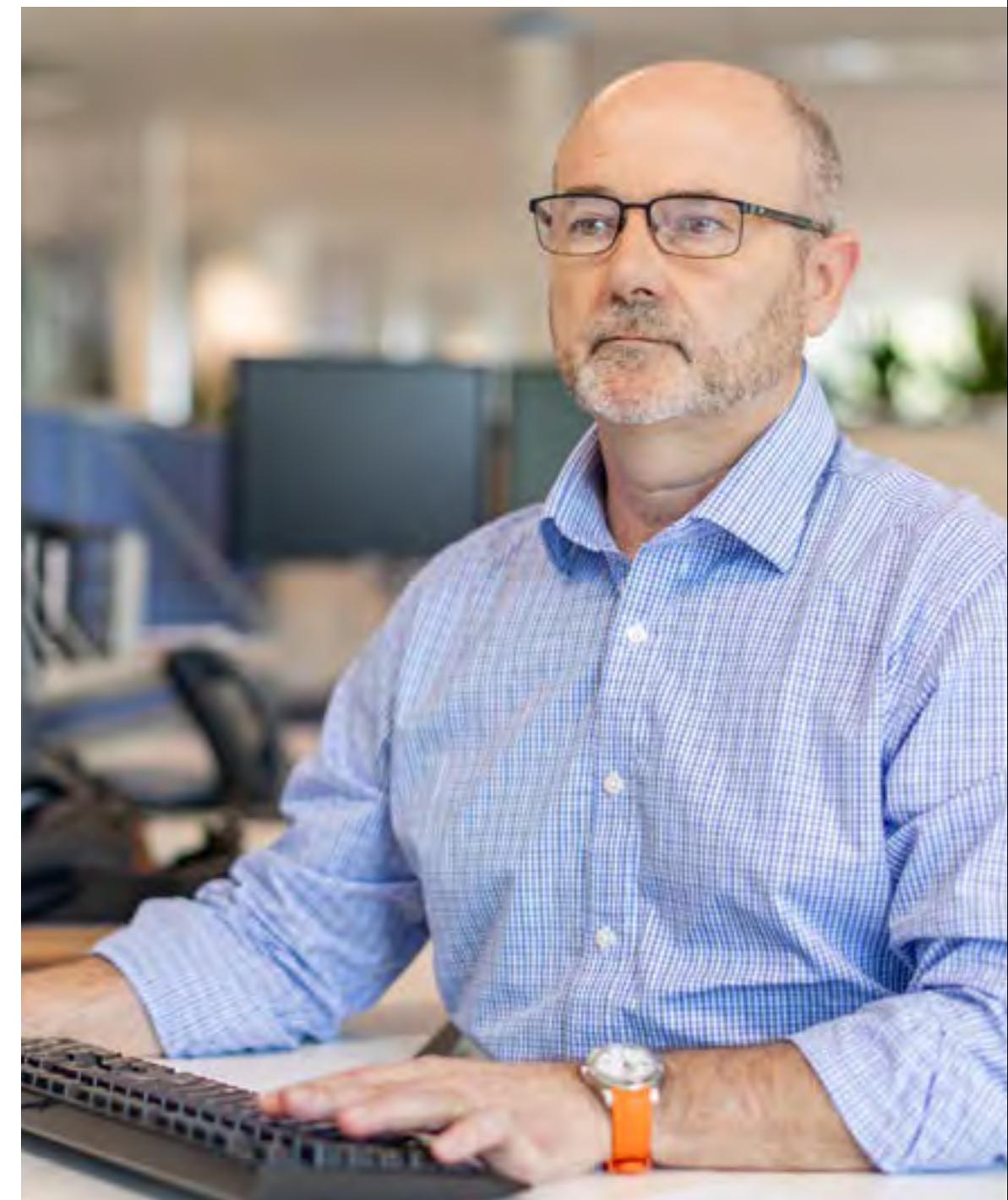
Employees have the option to report or seek advice regarding a Code concern to their manager, Human Resources, Compliance or Law departments, or Ecolab's third-party Code of Conduct helpline or web reporting service which are utilized by internal and external reporters to convey concerns and is available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

termination. Recommended appropriate action and certain remediation plans are documented and tracked in the Global Compliance department's investigation management and tracking systems. [Ecolab's Global Non-Retaliation Policy](#) prohibits retaliation based on reports, concerns or Code investigations, and if a retaliation Code violation is found, appropriate action, up to termination, is taken.

Ecolab follows defined investigation procedures for internal investigations to ensure each investigation is thorough, fair, accurate and timely. If certain legal concerns arise, Ecolab may engage outside counsel. Ecolab has a worldwide whistleblower program managed by the Global Compliance department which ensures that reports are investigated in a timely manner and consistent action is taken based on the results of the investigation. The Global Compliance department will recommend appropriate action based on the circumstances of each matter but also aligning with action taken in other similar cases. Investigation data and key case details are reported to the Audit Committee of the Board of Directors by the Chief Compliance Officer on a quarterly basis. Ecolab also continues to operate a separate whistleblower reporting program in compliance with the Europe Whistleblower Directive.

Compliance

Ecolab's compliance and ethics assessment methodology is based on the need to assess risks that have the greatest potential for legal, financial, operational or reputational damage. We conduct annual audits to monitor compliance with the Code of Conduct and global governance and ethics regulations. Our annual compliance assessment is led by the Global Compliance department and is designed to identify legal and regulatory compliance risks in 16 risk areas, including the assessment of human rights issues. The assessment is aligned and reported to the internal Audit Services team as a part of their reporting process. Our annual Code of Conduct audit is completed by the Internal Audit Services team. Results from the assessment and audit are reported to the Audit Committee of the Board of Directors on an annual basis by Ecolab's Chief Compliance Officer.



Anti-corruption

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

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

Policy and procedures

Ecolab's [Anti-Corruption Policy](#) is designed for compliance with applicable anti-corruption laws in the countries in which we do business. Ecolab's Anti-Corruption Policy is available in 24 languages and requires all intermediaries operating or exporting outside the United States to sign and

maintain current anti-corruption undertakings in line with our policies.

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

The purpose of the procedures is to obtain the necessary information for our evaluation and review of a third-party's business, skill, capabilities and ability to comply with our legal and ethical standards. Ecolab is then able to determine whether a third party shares our values, in the following ways:

- Companies that have good anti-corruption programs and openly report on them have a competitive advantage beyond meeting any compliance obligation. They benefit from risk reduction, cost savings and sustainable growth.

- Companies can demonstrate their response to the legal obligation and responsibility to reduce the risk of corruption that represents the company's commitment to operate an ethical business.

Ecolab's Anti-Corruption Policy requires all intermediaries to execute anti-corruption undertakings. If a third party refuses to comply with Ecolab's Anti-Corruption Policy, this raises a significant risk and can lead to the termination of the relationship. We also require a third party to certify that they have not, and will not, violate basic anti-corruption laws, and this is a condition to do business on Ecolab's behalf. Finally, Ecolab's Anti-Corruption Policy requires continuous monitoring of third-party compliance with our values. We require our existing third parties to undergo a rigorous renewal process every three to four years, depending on certain risk-based factors. Based on these risk factors, Ecolab will perform an internal audit, and if necessary, audit the third parties to ensure they are in compliance with our Anti-Corruption Policy.

Training

Ecolab's Anti-Corruption Policies and Procedures are communicated through the annual Code of Conduct training, which is mandatory for all employees and almost all contingent workers

globally. In addition, annual online anti-corruption training is mandatory for all employees that may have relevant business responsibilities or interactions. Overall, there was a 99% completion rate of anti-corruption training in 2024. More detailed anti-corruption training is provided to senior leaders in all markets and in high-risk locations.

Audit program

As part of the company's internal audit program, approximately 30 audits are completed each year focusing on internal/financial controls and operational processes, out of approximately 110 auditable units including countries, divisions and departments. Of these units, approximately 50 are individual country operating locations which are audited over a four- to five-year cycle. In these operational audits, procedures include testing controls relevant to Ecolab's anti-corruption program. In addition, four anti-corruption specific audits were completed in 2024 as part of Ecolab's anti-corruption program. The Global Compliance department also completes various assessments for all markets and business units, including recently acquired operations. Few significant risks were identified and risks relating to the use of intermediaries were the highest risk area identified.



2024 Anti-corruption training completion rates

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

Human rights

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

Policy

Our [Human Rights Policy](#) outlines our commitment to upholding human rights globally. We believe in enhancing the well-being of people and communities around the world. The human rights of our associates and those we do business with are respected across Ecolab's global operations. We are committed to respecting international human rights standards, as defined by the UN Guiding Principles on Business and Human Rights which include the UN Universal Declaration of Human Rights and the International Labor Organization (ILO) 1998 Declaration on Fundamental Principles and Rights at Work.

We operate in alignment with the policies and procedures outlined in the SA8000 Standard which seek to protect basic human rights of workers. We are committed to creating an inclusive and respectful work environment, upholding proper working conditions and working to eliminate all forms of child and forced labor, discrimination, 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 vendors and business partners our expectations on human rights and ethics and our standards for operation, including addressing implications of the UK Modern Slavery Act and the California Transparency in Supply Chains Act.
- Our [Supplier Code of Conduct](#) sets out expectations for suppliers in the areas of integrity, ethical and legal standards and compliance, among other topics.
- Our [Anti-Human Trafficking Policy](#) communicates our expectations around slavery and human trafficking.
- Our [Conflict Minerals Policy](#) supports human rights organizations to end violence and atrocities in Central Africa, specifically the Democratic Republic of the Congo (DRC) and nine adjoining countries.

Training

Our employees are trained on human rights policies and procedures through our Code of

Conduct annual training. In 2024, 99% of our employees and applicable contingent workers completed the Code training and certified compliance to it. About 24,000 hours in total were devoted to that training.

Due diligence processes

Human rights due diligence is a key component of risk identification in our own operations, in new business relations and within our value chain. We conduct annual audits led by the Global Compliance department to identify legal and regulatory compliance risks in 16 risk areas, including assessing risks and potential human rights impacts associated with Ecolab's business activities.

Recommendations from the assessment process result in the creation of action plans and corrective actions or remediation, if deemed appropriate. Effectiveness of these actions are tracked through supplier audit results, legal review results, work-related accident results, operation audit results and Code of Conduct data. Reports are provided to top management and the Board of Directors.

To evaluate and address the risk of human rights in supply chains, Ecolab has developed a detailed supplier ethical assessment that top suppliers in parts of Ecolab's business where there is an elevated risk of slavery and human trafficking must complete to verify compliance



with Ecolab's ethical sourcing requirements. Suppliers must also agree to Ecolab's [Supplier Code of Conduct](#).

Ecolab participates in the Supplier Ethical Data Exchange (SEDEX), which is a non-profit membership organization dedicated to driving improvements in ethical and responsible business practices in global supply chains. SEDEX is a web-based platform for sharing information and audit results on four pillars: labor standards, health and safety, environment and business integrity. As a member, Ecolab is committed

to conducting audits annually and sharing these results within SEDEX.

Disclosure

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

Supplier relations

To meet our customers' world-class expectations, Ecolab has established appropriate policies and standards to ensure the quality of our products and the integrity of our operations. Suppliers are expected to continually increase the value to Ecolab in the areas of cost, quality, delivery, innovation, compliance and continuous improvement. Ecolab's business relationship with its suppliers is based on supplier policies as well as contracts or purchase order terms and conditions that are specific to supplier transactions with Ecolab.

Policies

Ecolab's [Supplier Code of Conduct](#) includes expectations around integrity, ethical and legal standards, compliance, confidentiality, gifts, gratuities and business meals, labor rights and employment law, health and safety, environment, anti-bribery and corruption, fair competition and supplied materials.

Potential suppliers are evaluated to ensure operational systems and controls are compatible with and complimentary to Ecolab policies prior to approval. All suppliers are required to comply with the Ecolab Supplier Code of Conduct. The Supplier Code of Conduct is incorporated into all supplier contracts. It is also a requirement that suppliers apply the same guidelines contained in the Ecolab Supplier Code of Conduct with their own suppliers.

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

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

The Safety, Health and Environment (SHE) Committee of the Board of Directors has oversight of many sustainability matters, including Ecolab's sustainability procurement program and related topics, as they fall within the scope of

environmental matters that are part of the principal responsibilities and duties of the Committee.

Screening processes

Our suppliers go through a methodical screening process before being added to our portfolio, which includes detailed legal, financial, operational, quality and reputational risk assessments. For high-risk suppliers and suppliers deemed critical to Ecolab's business, we may also conduct on-site assessments. In total, approximately 800 suppliers are deemed critical to Ecolab's business, representing 15.4% of total procured goods and services.

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

An additional screening process was initiated in 2024 to support responsible sourcing of bio-based goods including, but not limited to, palm, coconut, soy or flowers derivatives and paper-based packaging products. Expectations for suppliers of these goods align with No Deforestation,



No Peat, No Exploitation (NDPE) guidelines. In 2024, we confirmed that suppliers accounting for >80% of palm derivatives and >96% of paper-based packaging apply, and require their suppliers to apply, NDPE sourcing practices.

Performance assessments

Suppliers are subject to performance monitoring on an ongoing basis. Key performance indicators for suppliers are updated monthly, using data from our quality management system. Suppliers are then segmented into actionable categories and reviewed based upon their risk classification and performance by Procurement, Research Development and Engineering and Supply Chain teams monthly.

Supplier performance and risk determines further assessment and/or on-site audit requirements.

Audits are based on the International Organization for Standardization (ISO) 13485 standard. Supplier audits are designed to cover a supplier's quality management system, process controls, incoming and outgoing quality assurance and safety.

All critical and major audit findings require a supplier corrective action request to track implementation of corrective actions. Critical findings require a supplier to be audited again in the following year. Any minor findings and observations are reviewed in subsequent audits or review meetings with the supplier. Supplier audit scores and key findings are reported to corporate quality and procurement leadership. In 2024, 181 unique suppliers were audited.

Supplier relations

Risk assessments

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

In parts of Ecolab's business where there is an elevated risk of slavery and human trafficking, suppliers complete an additional assessment to verify compliance with Ecolab's Ethical Sourcing Standards and related requirements. Ecolab has required such suppliers in the chemical, packaging, equipment and contract manufacturing categories to respond to questions about their policies, management practices and specific performance related to protection of employees' human rights and prevention and elimination

of trafficking and slavery. Additionally, contract manufacturing suppliers are required to undergo an on-site audit at least every three years.

The U.S. Department of Labor issues an annual List of Goods Produced by Child Labor or Forced Labor, which is generally consistent with lists issued by organizations such as Walk Free Foundation. Goods on the List that are, or may be, in Ecolab's global supply chain include palm oil, silica-based products, abaca pulp used in labels/paper products and electrical components/electronics.

Ecolab's Procurement team monitors multiple sources of data provided by the U.S. Customs & Border Patrol, the International Labor Organization (ILO), Walk Free Foundation or other organizations to identify industries and countries that present high risk. Of the twenty countries with the highest estimated prevalence of modern slavery, based on the Walk Free Global Slavery Index, Ecolab does business in five countries, including Nicaragua, Russia, China, Malaysia and Vietnam representing approximately 6% of Ecolab's global procurement spend and 798 suppliers. In light of Russia's invasion of Ukraine in 2022, and the sanctions against Russia by the United States and other countries, Ecolab has limited its Russian business to operations that are essential to life, providing minimal support for its healthcare, pharmaceutical, food and beverage and certain water businesses.

In 2024, we continued our forced labor survey and review of Tier-1 suppliers that are at higher risk based on location, commodity and spend. We screened 610 suppliers, representing 47% of high-risk spend, or 18.6% of total global direct spend. In this evaluation, suppliers are questioned on internal policies, management practices and specific performance related to protection of employees' human rights and prevention and elimination of human trafficking and slavery. Suppliers that indicated they did not have a human rights policy addressing forced and/or child labor indicated they were willing to provide a contractual guarantee that the products sourced from them were not produced using forced labor.

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

Training

To reinforce supplier expectations internally, we conduct an online, annual training for Supply Chain, Research, Development and Engineering (RDE), and Regulatory Affairs teams and enables associates to better identify risks in Ecolab's supply chain. In 2024, we continued to train and promote our supplier sustainability and diversity programs internally with our Procurement teams and externally through publication of supplier requirements and disclosure resources.



forced labor training to Procurement associates to better identify risks in Ecolab's supply chain. This was delivered to employees that work with suppliers including Procurement, Supply Chain, and select RDE and Regulatory Affairs teams and enables associates to better identify risks in Ecolab's supply chain. In 2024, we continued to train and promote our supplier sustainability and diversity programs internally with our Procurement teams and externally through publication of supplier requirements and disclosure resources.

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

Supplier relations

Sustainability procurement program

Our suppliers are an integral part of our sustainability strategy and our sustainability procurement program continues to evolve to align with the latest science, stakeholder expectations and the values we hold as an organization.

We require direct and indirect suppliers to have systems in place to prevent and mitigate pollution, avoid the use of hazardous materials where possible, engage in reusing and recycling activities and avoid adverse impacts on human health or the environment. We also require suppliers to have systems in place to conserve and optimize the use of natural resources such as energy, water and feedstocks. These principles are incorporated into our Supplier Code of Conduct, which suppliers are required to comply with in the course of doing business with Ecolab. The [Supplier Code of Conduct](#) is referenced in all supplier contracts and purchase orders, and it is our expectation that suppliers apply the same guidelines to their own suppliers.

Supplier engagement on decarbonization

As part of our commitment to delivering 2030 Positive Impact, Ecolab aims to reduce absolute Scope 3 greenhouse gas (GHG) emissions by 25% from a 2022 base year, across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and downstream leased assets.¹ This Scope 3 target was approved by the Science Based Targets initiative (SBTi) in 2024. We work closely with supply partners to identify opportunities to reduce our supply chain GHG emissions, expecting them to institute decarbonization initiatives in their own operations and disclose progress through supplier surveying mechanisms.

In 2024, we conducted more than 30 in-depth interviews with suppliers that have a high impact on Ecolab's Scope 3 purchased goods and services emissions. Findings from these sessions confirmed that our business partners are responsibly taking action to reduce GHG emissions. Some examples include:

- Progressively introducing bio-based alternatives and/or recycled materials through circularity initiatives in the production of chemicals historically reliant on fossil-based feedstocks

- Electrifying processes and transitioning to renewable electricity sources for goods requiring large amounts of energy in the manufacturing process

We are collaborating with these suppliers to jointly develop emissions reduction glidepaths associated with Ecolab's portfolio of purchased goods and services.

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

We continue to partner with the CDP to source carbon-related information, including allocated emissions, and invite our top suppliers to disclose progress and data through this platform.²

In 2024, we sourced carbon-related information, including allocated emissions, from over 250 suppliers. As recognition of our efforts, we are included on [CDP's Supplier Engagement Assessment Leaderboard](#). CDP surveys will

continue to be used to track suppliers' performance, while additional engagement and reporting mechanisms, including surveys, will be utilized with suppliers having high impact on Ecolab's Scope 3 emissions inventory.

Supporting local suppliers

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

As such, more than 90% of our purchases are from local suppliers within our markets. Local community is defined as the major markets in which we operate, including Asia Pacific, Europe, Greater China, India, Middle East and Africa, Latin America and North America. Significant locations of operations are defined as our manufacturing facilities and operation centers within the markets in which we operate.



¹ Ecolab's Scope 3 target includes a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and downstream leased assets.

² Top suppliers determined by emissions impact on Ecolab.

Supplier relations

Supplier diversity

Ecolab is committed to hiring the most qualified suppliers within our supplier network to build a resilient and innovative supply chain. We believe solving complex problems requires vendors with diverse perspectives and experiences. By encouraging our partner marketplace to reflect inclusive practices, we enhance our business's appeal to customers, employees and investors, while also generating economic stimulus in the communities where we live, work and serve.

Given these values, Ecolab is committed to developing suppliers through education, training and networking opportunities that help them hone the knowledge and skills needed to succeed in a corporate arena, further accelerating economic growth, including within historically underrepresented business communities.

Our procurement policy prioritizes inclusive and competitive strategies, promotes relationships with selected underrepresented suppliers by actively seeking and encouraging their participation in our procurement processes and fosters long-term partnerships through development and mentorship of suppliers. Additionally, we aim to identify and promote subcontracting opportunities with our strategic suppliers, creating an ecosystem of supply chain inclusivity.

At Ecolab, a diverse supplier is a U.S.-based company that is at least 51% owned and operated by a person, or group of persons, who is a citizen or lawful permanent resident of the U.S. and has received certification from a third-party agency. Certified diverse suppliers may include companies owned by disabled individuals, veterans, service-disabled veteran, and women, among others, as well as certified small businesses, HUBZone, 8(a) and disadvantaged business enterprises.

In 2024, Ecolab spent \$463 million with certified suppliers through a network of over 600 suppliers.¹

We engaged in a variety of activities to enhance supplier engagement and inclusivity, including, but not limited to:

- Introduction of new tools and capabilities to assist procurement teams in developing data-driven strategies
- Increased visibility and access to underserved suppliers through expanded partnerships and investments
- Partnered with nine councils to promote certified supplier initiatives and provide development opportunities²

Economic impacts of Ecolab's supplier diversity initiatives in 2024³

\$601.8M

revenues earned by suppliers and businesses

**2,283
jobs**

supported through purchases made with certified suppliers

\$181.2M

cumulative income earned (wages, salaries and benefits) in the jobs supported through our initiatives



Building resilient supply chains through supplier engagement and inclusion

A resilient supply chain is achieved through strong business relationships, effective teams and deep partnerships. In service of this vision, Ecolab has advanced initiatives to support suppliers, potential providers and the people across industries in which we work. Two leading examples of our commitment to supporting value chain resilience are our sponsorship of the Women's Business Enterprise National Council (WBENC) Chemical Industry Accelerator and our deepening relationship with Disability:IN.

Ecolab is a title sponsor of the WBENC Chemical Industry Accelerator, a premier acceleration program that fosters growth for the next generation of women-owned businesses in the chemical industry. Over the eight-month-long program, sponsors mentor three women-owned businesses, providing their organizations with valuable insights, sharing market-specific knowledge and offering guidance to achieve growth.

In 2024, Ecolab hosted a session for the entire cohort, presenting on sustainability and regulatory changes to help participants understand how to navigate and succeed in an evolving landscape. Through these efforts, we aim to create new business opportunities while supporting the development of women-owned businesses.

Our partnership with Disability:IN, a nonprofit championing disability inclusion in business, highlights Ecolab's commitment to promoting growth through a robust and high-performing supply chain. Earlier this year, we attended the Disability:IN Global Conference, where Ecolab was honored as a Best Place to Work for Disability Inclusion. We continue to strengthen connections with Disability:IN through engagement with Ecolab's Disability, Ability & Wellbeing Network (DAWN) Employee Resource Group with the aim to support the participation of disability-owned businesses in Ecolab's supply chain, enhance training and awareness initiatives, and unlock benefits for our associates and communities in which we operate. By partnering with disability-owned businesses with the support of Disability:IN's resources, we can continue to drive innovation, achieve strong business outcomes and create a workplace where everyone can succeed.

Through Ecolab's unwavering commitment to fostering strong business relationships and partnering with engaged suppliers, we are not only enhancing supply chain resilience but also increasing opportunities for accelerated performance and growth for all.

¹ Tier 1 and Tier 2 certified supplier spend

² Councils representing third-party certifying agencies and other community-facing organizations aimed at promoting inclusive supply chains

³ Economic Impact analysis was conducted through a third party. Impact numbers are derived using the [IMPLAN input-output model](#), which is used to examine inter-industry relationships in local, regional and national economies. Figures include direct, indirect and induced impacts.

Political action

Public policy

Engaging with policymakers is one means of furthering Ecolab's business and sustainability objectives. We communicate with policymakers in proactive policy discussions, bringing our market segment and scientific expertise to the table on water, waste, food safety and customer health issues to ensure public policy decisions are grounded in principles of sound science.

Ecolab engages with federal and state legislative and regulatory bodies, industry and customer trade associations and non-governmental organizations that provide a forum for environmental policy discussion relevant to our industry. These include a diverse set of stakeholders which focus on water-related issues and climate mitigation and adaptation issues to influence climate policy aligned with the Paris Agreement through advocacy efforts.

We maintain a formal process to manage all direct and indirect engagement with policymakers and related organizations to ensure we have a common approach consistent with our business strategy. This process covers the scope and business impact of specific policy issues and is integrated into the annual business continuity and risk management assessment process so 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 2024, Ecolab Inc. contributed \$80,000 to the Democratic Governors Association and \$40,000 to the Republican Governors Association.

Ecolab associates can also support the company's political action committee, the Ecolab Inc. Political Action Committee (ECOPAC). ECOPAC, which is funded by voluntary contributions from Ecolab associates, is a nonpartisan committee that supports candidates for U.S. Congress who share our basic philosophies and values. It contributes to legislators from across the country where the company transacts business.

Contributions are determined by a board of Ecolab executives based on criteria including representation of Ecolab facilities and/or significant base of employees, committee membership, committee leadership, positions on issues and partisan balance.

ECOPAC does not support candidates for local or presidential office. A list of all political contributions by ECOPAC and Ecolab is posted semi-annually to the Ecolab website under [Political Contribution Reporting](#).



Political action

Involvement in trade associations

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

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

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



Ecolab takes appropriate actions to comply with these laws.

In 2024, Ecolab engaged with entities like CERES in lobbying efforts in support of provisions related to the clean energy transition contained within the U.S. Inflation Reduction Act.

Trade association governance

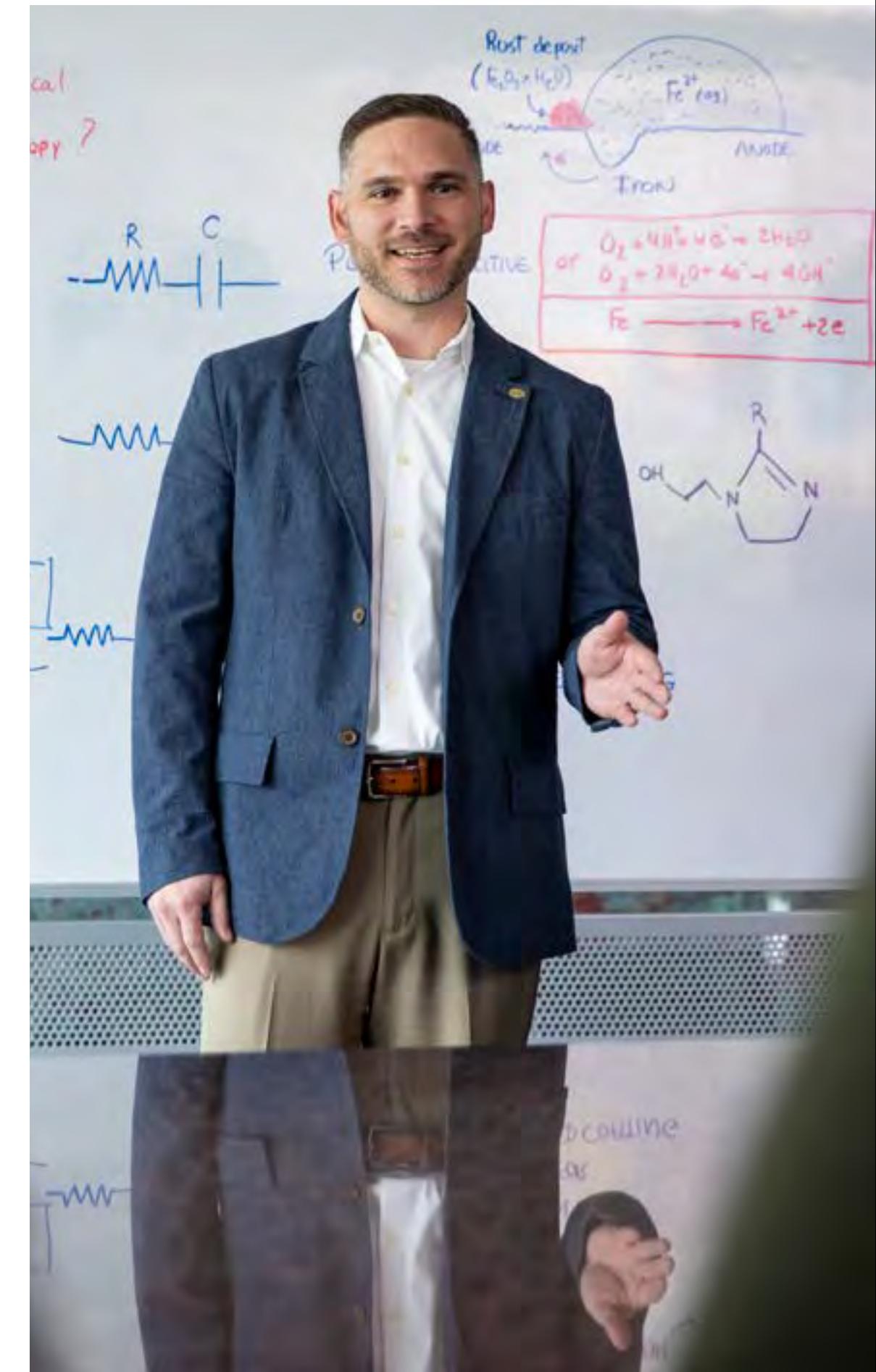
A committee of management consisting of the Senior Vice President of Government Relations, the Assistant Secretary or Secretary, the Chief Operating Officer, the Senior Vice President of Regulatory Affairs and the Executive Vice President for Global Markets reviews proposed and existing

significant trade association memberships at least semi-annually to assess their effectiveness and to determine if continued membership is appropriate. The committee escalates membership decisions to the CEO in situations in which the committee believes membership in a trade association could be materially misaligned with Ecolab's stated values. The Governance Committee of the Board of Directors reviews Ecolab's significant trade association memberships, as well as Ecolab's policies and practices relating to trade association memberships on an annual basis.

Membership of associations

Ecolab engages with a broad range of industry groups, sharing expertise and insights to help these membership organizations enhance sustainability leadership across their respective industries.

In 2024, Ecolab actively participated in sustainability-related work groups within the following, among others: A.I.S.E. (International Association for Soaps, Detergents and Maintenance Products); American Chemistry Council; American Cleaning Institute; American Hotel & Lodging Association; Beverage Industry Environmental Roundtable; Chemical Footprint Project; Corporate Eco Forum; Consumer Goods Forum; Council of Great Lakes Industries; Food Marketing Institute; Global Food Safety Initiative; International Organization for Standardization; National Association for Environmental Management; National Association of Manufacturers; National Restaurant Association; The Conference Board; The Consumer Brands Association; The Household and Commercial Products Association; Steel Manufacturers Association; United States Council for International Business; and World Travel and Tourism Council.



Data privacy and security

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

Senior management provides cybersecurity reviews to our Board of Directors and Audit Committee to enable oversight of cybersecurity risk. Cybersecurity is also integrated into the annual enterprise risk assessment presented to the Board as part of their oversight of our enterprise risk management program.

Ecolab's cybersecurity framework is built on policies, standards, processes and practices aligned with recognized standards, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) and the International Organization for Standards (ISO). An independent third-party regularly assesses our compliance with these standards and conducts peer benchmarking.

We deliver periodic cybersecurity training, global awareness communications and threat simulations to employees and contractors, equipping them with the knowledge and tools to recognize and report potential threats. Our multi-layer security controls are continuously evaluated and enhanced through audits, assessments, internal testing and third-party threat intelligence.

Our Security Operations Center operates 24 hours a day, seven days a week, 365 days of the year to monitor and respond to potential threats.

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

Additional information on Ecolab's cybersecurity program is provided in our [Annual Report and Form 10-K](#).



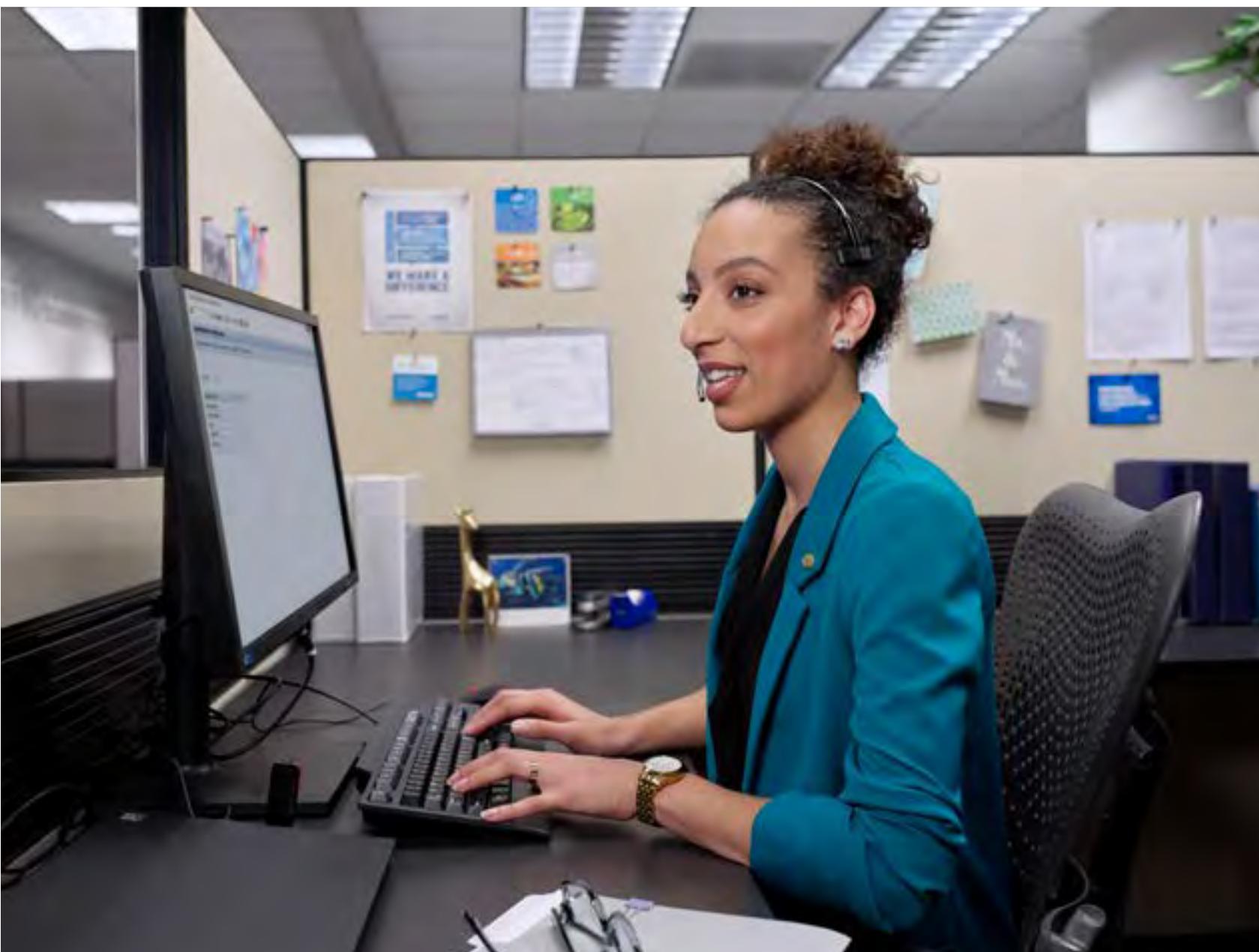
Tax

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

In 2024, Ecolab received nominal monetary support, awards, tax reliefs or subsidies directly from governments. We received federal and state credits in the United States to support our research and development initiatives totaling approximately \$24.5 million based on estimates for the 2024 tax return year.

Ecolab also received a U.S. federal tax credit for qualifying electric vehicle purchases of approximately \$4.2 million, a U.S. federal family medical leave credit totaling an estimated \$740,000, a U.S. nonconventional source fuels credit of approximately \$140,000 and a U.S. work opportunity credit of an estimated \$400,000.

Ecolab received a Dominican Republic tax holiday of \$2.7 million in 2024 (valued benefit equals the difference in the statutory tax rate applied to



Ecolab's income for 2024 compared to the zero-tax paid). Anticipated tax deductions or credits for research and development expenditures in Australia will total approximately \$130,000 for 2024. A similar benefit will be

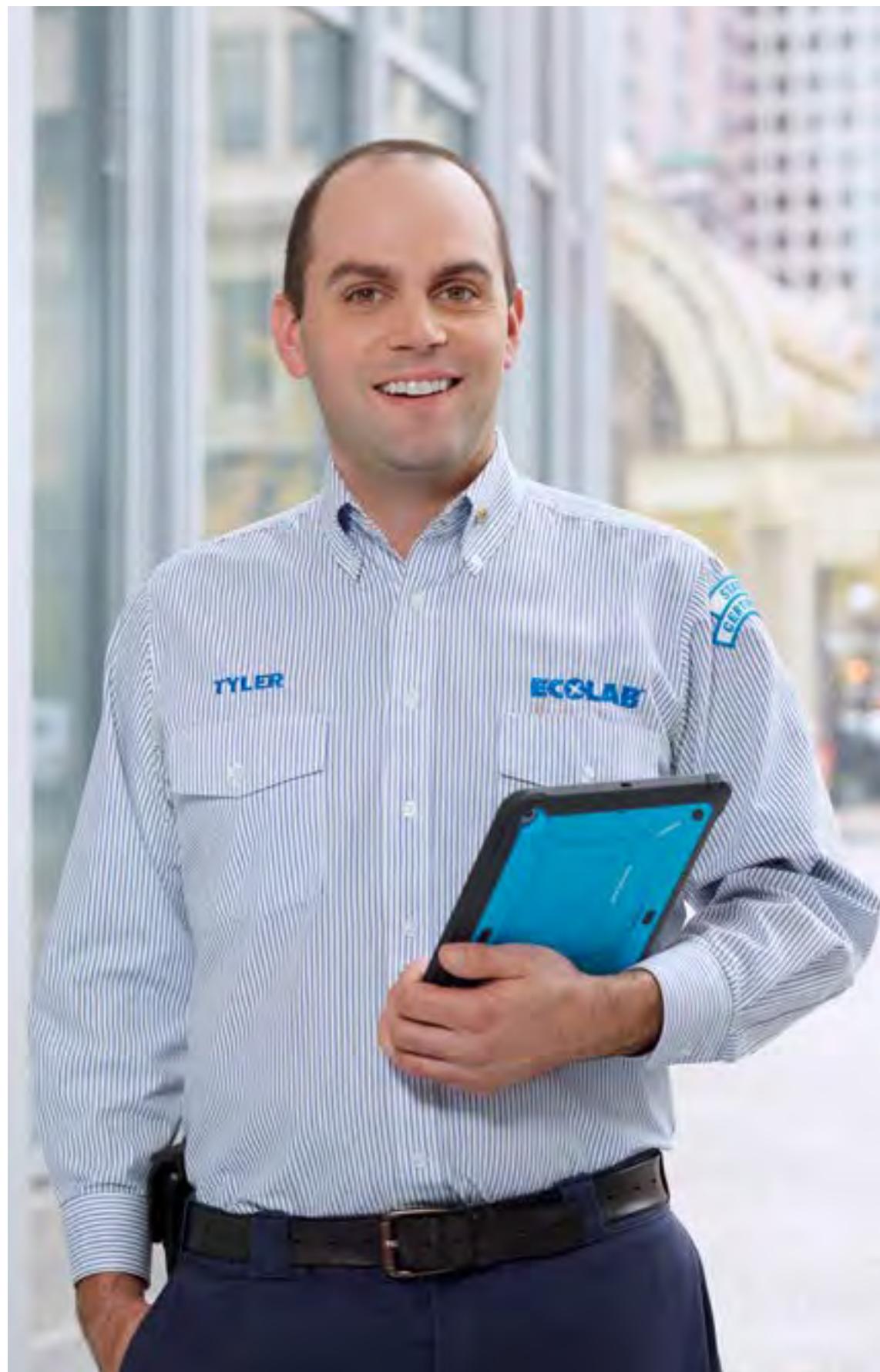
realized in Brazil of approximately \$567,000 and Spain of approximately \$232,000. Anticipated tax deductions in the United Kingdom for research and development expenditures in the UK will total approximately \$160,000 for 2024.

Compliance

In 2024, there were no new incidents of non-compliance that resulted in material financial penalties related to environmental, health and safety, product and service information and labeling or marketing communications impacts filed through formal grievance mechanisms.¹

In 2024, our operations did not experience significant instances of non-compliance, including spills of material significance to our company or the communities in which we operate. Ecolab received four non-material instances of non-compliance with environmental laws and/or regulations, including two incidents with fines over \$10,000 totaling \$198,990, with no environmental liability accrual at the end of the fiscal year. We have a proactive and robust compliance program to address these issues promptly and completely, and neither of these instances resulted in material fines or penalties to the company under applicable reporting requirements.

There were no facilities identified or reported that may significantly impact water bodies from discharges of water and runoff. None of the river basins and water sources where Ecolab has operations are designated as protected areas (nationally or internationally).



Additional information is provided in [Ecolab's Form 10-K](#) for the fiscal year ending in December 31, 2024 in Part 1, Item 1, under Environmental Remediation and Proceedings.

¹ Material grievances defined as over one million USD consistent with SEC reporting requirements of Ecolab's Form 10-K



GROWING WITH TRANSPARENCY.

Ecolab is committed to furthering our growth and supporting our stakeholders and business strategy, while aligning with respected global frameworks. As stakeholders and regulation necessitate increasing disclosure, Ecolab is prepared to rise to the rigorous opportunity. Reporting publicly and consistently on our performance demonstrates our dedication to transparency and we are committed to obtaining third-party assurance of non-financial data to improve accountability and enhance stakeholder confidence in our reporting.





Performance data

This appendix summarizes key environmental and social performance metrics and indicators identified in our most recent materiality assessment. Ecolab's global Scope 1, 2 and 3 (business travel only) greenhouse gas (GHG) emissions are verified by a third party, Apex Companies LLC, using the ISO 14064-3: Greenhouse Gases - Part 3 specification standard. Our NOx emissions, SOx emissions, volatile organic compounds emissions, hazardous air pollutants emissions, water withdrawal volume, water replenishment volume and hazardous waste volume are verified through Apex Companies LLC using the International Standard on Assurance Engagement (ISAE) 3000 Revised. For more information, access our [Verification Opinion Declaration on Greenhouse Gas Emissions](#) and [Assurance Statement on Environmental Metrics](#).

Emissions

		2018 ¹	2022	2023	2024
Direct (Scope 1) GHG emissions (MT CO ₂ e)	Direct (Scope 1) emissions	331,261	301,563	328,901	270,090
	Biogenic emissions	125	376	1	0
	Total	331,386	301,939	328,902	270,090
Indirect (Scope 2) GHG emissions (MT CO ₂ e)	Market-based indirect (Scope 2) emissions	179,199	68,404	78,526	70,826
	Location-based indirect (Scope 2) emissions	188,458	175,767	165,985	158,536
GHG emissions intensities (MT CO ₂ e / MT)	Direct (Scope 1) emissions intensity	0.10	0.09	0.12	0.09
	Market-based indirect (Scope 2) emissions intensity	0.06	0.02	0.03	0.02
	Other indirect (Scope 3) emissions intensity	N/A	2.44	2.44	2.67
	Direct and indirect GHG emissions intensity (Scope 1, 2 and 3)	N/A	2.55	2.58	2.79
Reduction of GHG emissions (MT CO ₂ e)	Asia Pacific	317	-	54	70
	Europe	670	11,022	279	169
	Greater China	-	-	-	605
	India, Middle East, Africa	-	14	-	194
	Latin America	-	-	15	115
	North America	159	2	350	508
	Total	1,146	11,038	698	1,661

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

Direct (Scope 1) GHG emissions

Scope 1 emissions include all direct greenhouse gas (GHG) emissions associated with sources owned or controlled by Ecolab, including emissions from on-site fuel burning equipment and fugitive emissions from process equipment. The consolidation approach for direct emissions is operational control. Scope 1 emissions reported are independent of 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 as Ecolab does not use these compounds. Biogenic emissions include biodiesel and ethanol (E85) fuel use.

GHG emissions are calculated using emission quantification methodologies from the Greenhouse Gas Protocol (GHGP) and guidance from the United States (US) Environmental Protection Agency's (EPA) Climate Leaders. Emissions factors used for fuels are subregion-, country- or region-specific where applicable, using databases from governmental sources i.e. US EPA Emissions Factors for Greenhouse Gas Inventories, United Kingdom (UK) Department for Environment Food and Rural Affairs (DEFRA) Emission Conversion Factors. All emissions of non-CO₂ greenhouse gases are converted to CO₂-equivalent emissions by multiplying by the global warming potential from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (2007).

Indirect (Scope 2) GHG emissions

Scope 2 emissions include purchases of electricity, hot water, steam and chilled water. The consolidation approach for indirect emissions is operational control. Scope 2 emissions reported are independent of greenhouse gas (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.

GHG emissions are calculated using emission quantification methodologies from the Greenhouse Gas Protocol (GHGP) and guidance from the United States (US) Environmental Protection Agency's (EPA) Climate Leaders. Location-based emissions factors used for electricity consumption are subregion-, country- or region-specific where applicable, using databases from governmental sources i.e. US EPA eGRID, International Energy Association "World CO₂ Emissions from Fuel Combustion", Australia Department of Climate Change, Energy, the Environment and Water National Greenhouse Accounts Factors, Environment Canada Emissions Factors. Market-based emissions factors used for electricity consumption are subregion-, country- or region-specific where applicable, using databases from non-governmental sources i.e., Association of Issuing Bodies European Residual Mixes, Green-e® Residual Mix Emission Rates. Emission factors used for purchased steam and hot water consumption are subregion-, country- or region-specific where applicable, using databases from governmental sources i.e. US EPA Emissions Factors for Greenhouse Gas Inventories, United Kingdom (UK) Department for Environment Food and Rural Affairs (DEFRA) Emission Conversion Factors. Emission factor used for purchased chilled water consumption is from ecoinvent v3.8. All emissions of non-CO₂ greenhouse gases are converted to CO₂-equivalent emissions by multiplying by the global warming potential from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (2007).

GHG emissions intensities

The inventory includes CO₂, CH₄ and N₂O emissions. Intensity unit is MT of emissions per MT of product produced.

Reduction of GHG emissions

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



Performance data

Emissions

	2022 ¹	2023	2024
Purchased goods and services	4,996,607	4,387,027	5,137,830
Upstream transportation and distribution	1,365,699	1,316,378	1,207,116
Downstream leased assets	863,988	662,388	821,360
Downstream transportation	195,159	195,008	215,258
Processing of sold products	193,687	160,197	155,731
Fuel- and energy-related activities	120,828	90,658	76,646
Employee commuting	61,700	63,013	62,942
Business travel	30,735	39,143	53,902
Capital goods	34,200	33,314	42,997
Waste generated in operations	42,209	35,474	27,979
Investments	3,770	4,390	4,842
Total upstream	6,651,978	5,965,007	6,609,412
Total downstream	1,256,604	1,021,983	1,197,191
Total	7,908,582	6,986,900	7,806,603

Other indirect (Scope 3) GHG emissions

(MT CO₂e)

- GHG emissions are calculated using emission quantification guidance and methodologies from the Greenhouse Gas Protocol (GHGP) and the United States (US) Environmental Protection Agency's (EPA) Climate Leaders.
- For a portion of our purchased goods and services footprint associated with raw chemicals (2022 = 47%, 2023 = 49%, 2024 = 69%), we utilize a secondary life cycle analysis (LCA) approach, multiplying chemical volume against secondary LCA factors from ecoinvent v3.11 to estimate emissions. For the remaining portion, we use an environmentally extended input-output (EEIO) analysis for annual procurement spend data. This is a categorization model to convert USD spend, based on relevant NAICS sector categories, into carbon emissions associated with the production of purchased goods and services using US EPA Supply Chain GHG Emission Factors for US Commodities and Industries and USEEIO v2.0. Purchased goods and services emissions are calculated for those which we have tonnage data available.
- Upstream transportation and distribution emissions represent inbound and outbound shipping and warehousing services purchased by Ecolab. In 2024, Ecolab revised its current and historical reporting on upstream transportation and distribution to reflect a switch from a primary spend-based accounting method to a primary activity-based model, incorporating shipment-level details such as country of origin, country of destination, and—in many cases—postal code information. Activity-based emission factors from ecoinvent v3.10 are used.
- Processing of sold products includes emissions that occur after a product is sold, during its industrial or commercial processing by third parties. For Ecolab, this category focuses on colloidal silica products sold to various industries

such as country of origin, country of destination, and—in many cases—postal code information. Activity-based emission factors from ecoinvent v3.10 are used. Where activity-based data is not available, a spend-based approach is utilized, using EEIO v2.0 emissions factors.

- The scope of downstream leased assets is limited to Ecolab's leased dishmachine portfolio in major participating markets (Brazil, Canada, Chile, China, Europe, Mexico and the US). Use-phase emissions are estimated as: machine count × estimated annual electricity consumption × region-specific electricity emission factor (ecoinvent v3.10).
- Emissions reported under downstream transportation and distribution represent the estimated emissions from the transportation and distribution of products sold in vehicles not owned or controlled by Ecolab. In 2024, Ecolab revised its current and historical reporting on downstream transportation and distribution to reflect a switch from a primary spend-based accounting method to a primary activity-based model, incorporating shipment-level details such as country of origin, country of destination, and—in many cases—postal code information. Activity-based emission factors from ecoinvent v3.10 are used.
- Processing of sold products includes emissions that occur after a product is sold, during its industrial or commercial processing by third parties. For Ecolab, this category focuses on colloidal silica products sold to various industries

for further transformation. Emissions are estimated using an activity-based approach for downstream colloidal silica investment casting processing; this is believed to be a conservative approach. Electricity emission factors from ecoinvent v3.10 were used to estimate emissions.

- Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and transmission and distribution emissions, and any other losses in this category. Upstream emissions of purchased electricity are calculated by multiplying electricity activity data by country or region-specific emission factors from UK Defra 2022 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, and hot and chilled water are calculated using emissions factors from UK Defra 2022 Guidelines for GHG Reporting. Emissions associated with losses are calculated on a country-basis by multiplying the energy use by type by emission factors from UK Defra 2022 Guidelines for GHG Reporting. All GWP_s are from the IPCC Fifth Assessment Report.
- Employee commuting covers emissions from the transportation activities of employees between their homes and regular worksites using commuting modes not owned or controlled by Ecolab. Estimates are based on total Ecolab employees globally, assuming 270 working days per year per employee to represent a standard full-time annual work schedule. Estimates of transportation mode splits (public v. private transport) are determined based on national

averages by country, drawn from available commuting data. Emissions factors are sourced from ecoinvent v3.10.

- The scope of business travel emissions is global. Procurement spend data is assessed using an EEIO analysis, applying factors from US EPA Supply Chain GHG Emission Factors for US Commodities and Industries and USEEIO v2.0.
- For emissions resulting from procurement of capital goods, we use an EEIO analysis for annual procurement spend data, applying factors from US EPA Supply Chain GHG Emission Factors for US Commodities and Industries and USEEIO v2.0.
- Waste generated in operations represents global waste emissions from waste disposed via landfill, incineration, recycling, anaerobic digestion and composting based on actual destination sources for Ecolab's hazardous and nonhazardous waste streams. Emissions from waste are calculated using methodologies and emission factors from the EPA's Waste Reduction Model (WARM). GWP_s 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.
- Investments emissions represent emissions associated with Ecolab joint ventures which are not already captured in the Scope 1 and Scope 2 inventory. Emissions are estimated following an equity share approach assuming GHG in-

¹ 2022 is the base year for Ecolab's Scope 3 GHG emissions data



Performance data

Emissions		2022	2023	2024
Ozone depleting substances (ODS) (MT CFC-11 equivalents)	Total	0.148	0.020	0.038
NOx emissions (MT)	Total	317.1	283.6	270.5
SOx emissions (MT)	Total	6.19	5.66	5.44
NOx and SOx emissions intensities (MT / MT)	NOx emissions intensity SOx emissions intensity	0.000118 0.000002	0.000099 0.000002	0.000093 0.000002

Ozone-depleting substances (ODS) emissions

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

NOx and SOx emissions

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



Performance data

Energy

		2018	2022	2023	2024
Total energy use (MWh)	Total energy use	1,983,867	1,855,467	1,992,456	1,687,596
	Total electricity use	377,971	400,938	385,910	375,525
	Total renewable electricity use	48,898	244,540	248,314	266,164
	Total renewable electricity use (%)	12.9%	61.0%	64.3%	70.9%
	Total self-generated energy	18,420	17,157	25,317	20,301
Energy intensity (MWh/MT)	Energy use intensity	0.615	0.573	0.697	0.576
	Electricity use intensity	0.117	0.124	0.135	0.127
Electricity sold (MWh)	Electricity sold	1,736	2,043	3,188	5,618
Direct energy consumed by source (MWh)	Natural gas	872,403	800,983	867,340	639,717
	Gasoline	520,473	438,807	467,081	469,763
	Diesel	138,939	142,726	190,115	114,952
	LPG	3,565	4,002	10,029	14,224
	Ethanol	6,481	1,613	2,922	2,023
	Distillate fuel oil (#1, 2, 4)	507	2,731	2,528	2,773
	Residual fuel oil (#5, 6)	702	359	253	269
Total		1,543,070	1,391,222	1,540,268	1,243,721
Indirect energy consumed by source (MWh)	Purchased electricity (renewable)	48,715	243,911	247,304	261,784
	Purchased electricity (nonrenewable)	329,073	156,398	137,596	109,361
	Steam	60,807	61,312	64,077	66,222
	Solar	183	629	1,010	4,380
	Purchased chilled water	2,019	1,995	2,201	2,128
	Total	440,797	464,245	452,188	443,875
Reduction of energy consumption resulting from conservation and efficiency initiatives (kWh)	Asia Pacific		–	118,473	160,000
	Europe		6,227,364	706,278	843,311
	Greater China		–	–	989,252
	India, Middle East, Africa		54,195	–	299,100
	Latin America		–	12,980	567,906
	North America		3,226	733,384	1,132,265
Total		6,284,785	1,671,115	3,991,834	

Energy intensity

All energy and electricity use within the organization is included. Intensity unit is MWh of energy used per MT of product produced.

Electricity sold

Our facility in Naperville, Illinois, has an onsite tri-generation facility that produces most of the electricity used by the facility and all the chilled water and steam used for cooling and heating the building. Any unused electricity is sold back to the grid.

Reduction of energy consumption resulting from conservation and energy efficiency initiatives

The scope of energy consumption reductions includes global supply chain manufacturing facilities that reported energy efficiency projects. Energy savings represent a combination of direct measurements and estimations using best-practices methodologies, as reported. This is a voluntarily reported metric and therefore may not represent all projects completed in reported years. Data unavailable for 2018.

Performance data

Water

		2018 ¹	2022	2023	2024
Water withdrawal by source (Cubic meters)	Municipal water or other water utility	9,421,505	8,521,183	8,199,602	7,765,686
	Groundwater	1,114,809	1,284,702	839,367	823,780
	Surface water	1,248,413	758,506	744,319	739,349
	Rainwater	4,463	30,772	34,326	27,175
	Total	11,789,190	10,595,163	9,817,614	9,355,990
Water withdrawal intensity (Cubic meters / MT)	Water withdrawal intensity	3.84	3.64	3.42	3.21
Water withdrawal by source from water-stressed areas (Cubic meters)	Municipal water or other utility	4,887,998	4,649,390	4,907,139	4,222,936
	Surface water	517,323	346,151	303,001	28,221
	Groundwater	42,488	22,319	26,872	35,242
	Rainwater	–	29,685	33,214	20,957
	Total	5,447,809	5,047,545	5,270,226	4,307,356
Total water recycled and reused	Total water recycled and reused (cubic meters)	270,740	286,875	300,324	234,186
	Total water recycled and reused as a percent of total withdrawal	2.3%	2.7%	3.1%	2.5%
Total water replenished (Cubic meters)	Total water replenished	–	866,481	1,158,336	1,459,829
Water discharge by destination (Cubic meters)	Sewer to treatment facility	8,165,726	7,164,684	4,676,654	4,204,791
	Over land / surface water	995,822	1,317,625	2,445,538	1,956,766
	Hauled off-site	89,869	251,116	109,510	36,491
	Solidification	12,224	4,354	4,957	2,374
	Deep well injection	30	–	–	–
	Total	9,263,671	8,737,779	7,236,659	6,200,421
Water discharge intensity (Cubic meters / MT)	Water discharge intensity	3.02	3.00	2.37	2.08
Water discharge by quality (MT)	Biological oxygen demand (BOD)	1,633	1,258	1,918	227
	Chemical oxygen demand (COD)	28	2,481	6,463	797
	Total suspended solids (TSS)	2,887	1,628	417	460
Water consumption (Cubic meters)	Total water consumed within the organization	2,525,519	1,857,384	2,580,955	3,155,570
	Total water consumed in water-stressed areas	747,571	858,108	2,010,256	1,760,123

¹ 2018 is the base year for Ecolab's water data

Water withdrawal

All water withdrawal within the organization is included. Intensity unit is cubic meters of water per MT of product produced.

Water withdrawal by source from water-stressed areas

In alignment with GRI standards, Ecolab defines water-stressed areas as areas designated as having "high" or "extremely high" baseline water stress according to WRI's Aqueduct Water Risk Atlas tool. Data is based on Aqueduct 4.0, the latest version of the Aqueduct tool. Included in the scope of this metric is all water withdrawal from sites owned or controlled by Ecolab, which for 2024 represents 46% of Ecolab's global water footprint.

Total water recycled and reused

The scope of water recycled and reused data includes global supply chain manufacturing facilities that reported water recycling projects. Figures represent a combination of direct measurements and estimations using best-practices methodologies, as reported. This is a voluntarily reported metric and therefore may not represent all projects completed in reported years.

Total water replenished

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

Water discharge

All water discharge within the organization is included. Intensity unit is cubic meters of water per MT of product produced.

Water discharge by quality

- The scope of water quality data is global supply chain manufacturing facilities.
- In 2018, 44%, 15% and 54% of water discharge is represented in BOD, COD and TSS volumes, respectively.
- In 2022, 55%, 38% and 49% of water discharge is represented in BOD, COD and TSS volumes, respectively.
- In 2023, 59%, 57% and 52% of water discharge is represented in BOD, COD and TSS volumes, respectively.
- In 2024, 46% of water discharge is represented in BOD, COD and TSS volumes.



Performance data

Waste		2022	2023	2024
Material use	Raw material used (nonrenewable) (MT)	2,722,292	2,402,816	2,933,149
	Plastic material used in packaging (MT)	52,074	34,181	46,532
	Percentage of recycled plastic packaging material	4.3%	8%	6.9%
	Post-consumer resin (PCR) used in packaging (MT)	2,269	2,758	3,209
	Reconditioned drums purchased	1,531	1,521	1,485
	Reconditioned intermediate bulk containers (IBC) purchased	725	744	868
	Asset containers returned for reuse	1,576	1,529	1,678
Nonhazardous solid waste by destination (MT)	Landfill	18,903	21,811	20,702
	Recycling / reuse	2,962	5,625	12,056
	Incineration	1,370	4,993	4,149
	Deep well injection	–	240	2,921
	Energy recovery	1,448	6,707	1,275
	Fuel blending	–	–	269
	Compost / land farm	3,790	182	83
Total		28,473	39,558	41,455
Hazardous solid waste by destination (MT)	Landfill	29,517	12,033	17,815
	Recycling / reuse	2,127	3,834	12,181
	Incineration	9,418	12,259	9,803
	Energy recovery	4,158	16,949	7,080
	Fuel blending	–	–	730
	Compost / land farm	169	2	11
	Deep well injection	2,598	1,969	–
Total		47,987	47,046	47,620
Waste intensities (MT / MT)				
Nonhazardous solid waste intensity		0.009	0.014	0.014
Hazardous waste intensity		0.015	0.016	0.016

Material use

The scope of raw material data is limited to Ecolab's final product packaging from global supply chain manufacturing facilities. Ecolab purchases reconditioned drums and uses reusable containers to avoid the use of virgin plastic. The scope of reconditioned and reusable packaging is North America and Europe.

Nonhazardous solid waste by destination

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

Hazardous solid waste by destination

All waste is disposed of directly by the organization or otherwise directly confirmed by the waste disposal contractor. The primary type of hazardous waste that Ecolab produces is process waste from vessel washouts, equipment cleaning, etc. Generally, this waste is corrosive or flammable, which is why it is deemed hazardous. The scope of hazardous waste by destination is global manufacturing facilities and headquarters/ RD&E facilities.

Total waste and waste intensities

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

Performance data

Employment data is reported in head count at the end of reporting period (31 December 2024). Contingent workers are not included in employment data. The most common type of contingent workers performs routine, regular work of Ecolab employees. The number of global active contingent workers in 2024 was 4,079. Employment data does not include temporary employees, interns or co-ops, which account for less than 1.4% of our total workforce.

Global employee information by employment type

Employment type	Female	Male	Unspecified	Total
Full time	11,860	34,481	386	46,727
Part time	417	197	36	650
Total	12,277	34,678	422	47,377

Global employee information by market and gender

Region	Female	Male	Unspecified	Total
Asia Pacific	1,037	2,679	25	3,741
Europe	3,068	6,477	187	9,732
Greater China	718	2,792	1	3,511
India, Middle East, Africa	1,040	2,599	23	3,662
Latin America	1,581	4,368	15	5,964
North America	4,833	15,763	171	20,767
Total	12,277	34,678	422	47,377

Global employee demographics by job level, gender and age

37,259 Individual contributors

Gender as a percent of total	Female	25.1%
	Male	73.8%
	Unspecified	1.1%

Age group as a percent of total	<30 years old	18.7%
	30–50 years old	58.6%
	>50 years old	22.7%

8,253 Junior management employees

Gender as a percent of total	Female	29.1%
	Male	70.7%
	Unspecified	0.2%

Age group as a percent of total	<30 years old	3.1%
	30–50 years old	67.0%
	>50 years old	29.9%

1,846 Management employees

Gender as a percent of total	Female	27.7%
	Male	72.0%
	Unspecified	0.3%

Age group as a percent of total	<30 years old	0.7%
	30–50 years old	55.2%
	>50 years old	44.1%

19 Top management employees

Gender as a percent of total	Female	52.6%
	Male	47.4%
	Unspecified	0%

Age group as a percent of total	<30 years old	21.1%
	30–50 years old	
	>50 years old	78.9%

Ethnic/racial diversity of U.S. employees

15,186 Individual contributors

Diverse	37.6%
Non-diverse	60.0%
Unspecified	2.4%

3,405 Junior management employees

Diverse	21.8%
Non-diverse	76.3%
Unspecified	1.9%

1,222 Management employees

Diverse	20.2%
Non-diverse	78.5%
Unspecified	1.3%

18 Top management employees

Diverse	22.2%
Non-diverse	77.8%
Unspecified	0%

Board of Directors

13 Members of the Board of Directors

Gender as a percent of total	Female	38.5%
	Male	61.5%
	Unspecified	0%

Age group as a percent of total	<30 years old	0%
	30–50 years old	0%
	>50 years old	100%

Ethnic/racial diversity (aggregate self-disclosure)

Diverse	30.8%
Non-diverse	69.2%
Unspecified	0%



Performance data

Based on the average number of employees in each market, our global combined turnover rate in 2024 was 14.7%, of which 10.1% was voluntary and 4.6% was involuntary.

Global new employee hire rates ¹				Global voluntary turnover rates ¹				Global involuntary turnover rates ¹			
Based on 8,702 hires				Based on 4,840 voluntary terminations				Based on 2,201 involuntary terminations			
Region	Female	Male	Total	Region	Female	Male	Total	Region	Female	Male	Total
Asia Pacific				Asia Pacific				Asia Pacific			
<30 years old	42.1%	33.4%	40.6%	<30 years old	12.0%	19.8%	17.1%	<30 years old	0.7%	0.7%	0.7%
30–50 years old	18.3%	12.3%	14.1%	30–50 years old	10.5%	8.7%	9.2%	30–50 years old	1.3%	1.3%	1.3%
>50 years old	5.7%	7.4%	7.2%	>50 years old	8.0%	9.5%	9.2%	>50 years old	3.4%	1.6%	2.0%
Total	19.7%	13.2%	15.6%	Total	10.3%	10.0%	10.1%	Total	1.6%	1.4%	1.4%
Europe				Europe				Europe			
<30 years old	31.4%	39.0%	36.9%	<30 years old	14.3%	13.5%	14.1%	<30 years old	1.4%	4.8%	3.4%
30–50 years old	10.0%	9.8%	9.8%	30–50 years old	6.7%	6.1%	6.5%	30–50 years old	2.7%	2.2%	2.4%
>50 years old	3.8%	3.7%	3.7%	>50 years old	6.1%	6.8%	6.8%	>50 years old	5.7%	3.6%	4.1%
Total	11.4%	10.2%	10.7%	Total	7.6%	7.0%	7.4%	Total	3.3%	2.9%	3%
Greater China				Greater China				Greater China			
<30 years old	31.2%	21.5%	23.2%	<30 years old	8.5%	14.1%	13.3%	<30 years old	1.4%	2.0%	1.9%
30–50 years old	8.6%	7.2%	7.5%	30–50 years old	5.9%	4.2%	4.6%	30–50 years old	2.9%	3.1%	3.0%
>50 years old	1.9%	2.2%	2.2%	>50 years old	11.4%	7.4%	7.9%	>50 years old	1.9%	1.9%	1.9%
Total	10.3%	8.6%	9.0%	Total	6.6%	6.1%	6.2%	Total	2.7%	2.8%	2.7%
India, Middle East, Africa				India, Middle East, Africa				India, Middle East, Africa			
<30 years old	53.6%	54.0%	55.2%	<30 years old	12.7%	11.0%	11.6%	<30 years old	0.7%	2.4%	1.7%
30–50 years old	13.5%	14.7%	14.4%	30–50 years old	12.5%	9.8%	10.4%	30–50 years old	1.5%	1.8%	1.7%
>50 years old	3.1%	0.5%	0.9%	>50 years old	15.4%	4.6%	6.1%	>50 years old	3.1%	3.6%	3.5%
Total	32.4%	25.6%	28.0%	Total	12.7%	9.8%	10.6%	Total	1.2%	2.1%	1.9%
Latin America				Latin America				Latin America			
<30 years old	58.2%	56.1%	57.5%	<30 years old	20.3%	19.9%	20.3%	<30 years old	2.5%	7.9%	5.9%
30–50 years old	24.5%	20.7%	21.5%	30–50 years old	12.0%	8.9%	9.6%	30–50 years old	8.1%	8.2%	8.2%
>50 years old	10.6%	8.9%	9.1%	>50 years old	5.8%	8.1%	7.7%	>50 years old	6.7%	9.4%	9.1%
Total	34.3%	25.2%	27.7%	Total	14.2%	10.7%	11.6%	Total	6.2%	8.3%	7.8%
North America				North America				North America			
<30 years old	44.9%	44.3%	44.4%	<30 years old	20.2%	19.7%	19.9%	<30 years old	9.6%	9.8%	9.7%
30–50 years old	17.9%	18.4%	18.2%	30–50 years old	10.5%	10.1%	10.3%	30–50 years old	6.4%	5.3%	5.6%
>50 years old	7.4%	8.7%	8.4%	>50 years old	9.5%	9.1%	9.3%	>50 years old	4.6%	3.6%	3.9%
Total	21.3%	18.6%	19.3%	Total	12.4%	11%	11.4%	Total	6.7%	5.3%	5.7%

¹ New hires or terminations divided by average end-of-period headcount



Performance data

Learning adoption rates¹

Employee level	Completed	Total	%
Individual contributor	36,507	37,259	98.0%
Junior management	8,218	8,253	99.6%
Management	1,834	1,846	99.3%
Top management	18	19	94.7%
Total	46,577	47,377	98.3%
Gender	Completed	Total	%
Female	12,025	12,777	94.1%
Male	34,188	34,678	98.6%
Not specified	364	422	86.3%
Total	46,577	47,377	98.3%

Performance review completion rates

Region	2022	2023	2024
Asia Pacific	100%	99%	100%
Europe	100%	100%	100%
Greater China	100%	100%	100%
India, Middle East and Africa	100%	100%	100%
Latin America	100%	100%	100%
North America	99%	100%	100%
Total	99%	99%	100%
Gender	2022	2023	2024
Female	99%	99%	100%
Male	99%	100%	100%
Not specified	100%	100%	100%

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



Performance data

Ecolab global operations conform to the Occupational Safety and Health Administration (OSHA) injury reporting standards. The data provided cannot be broken down by gender and does not include independent contractors, except where stated otherwise.

Total recordable injury rate (TRIR) Number of injuries and illnesses per 200,000 working hours

Region	2023	2024	% Change vs. 2023
Europe	0.59	0.49	-17%
Greater China	0.02	0.05	150%
International markets	0.46	0.20	-57%
North America	1.32	1.39	5%
Total	0.85	0.75	-12%

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

Region	2023	2024	% Change vs. 2023
Europe	2.69	2.59	-4%
Greater China	0.38	0.32	-16%
International markets	1.85	1.83	-1%
North America	1.92	2.18	14%
Total	1.97	2.09	6%

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

LTIR	2023	2024	% Change vs. 2023
North America	0.62	0.63	2%

Severe vehicle accident rate (SVAR)¹ Number of severe vehicular accidents per million miles driven

LTIR	2023	2024	% Change vs. 2023
Global	0.075	0.079	5%

Occupational illness frequency rate (OIFR)

Number of occupational illnesses per 200,000 working hours

Region	2023	2024	% Change vs. 2023
Europe	0.00	0.04	100%
Greater China	0.00	0.00	-
International markets	0.04	0.03	-25%
North America	0.09	0.08	-11%
Total	0.05	0.05	-

Fatalities

LTIR	2023	2024	% Change vs. 2023
Ecolab employees	1	2	100%
Contract employees	0	0	-

Near miss frequency rate (NMFR) Number of near misses per 200,000 working hours

Global	2024
19.95	

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

About this report

The Ecolab Growth & Impact Report documents Ecolab's sustainability and environmental, social and governance performance on an annual, calendar year basis. This report includes Ecolab's performance from 1 January – 31 December 2024, unless otherwise stated and covers all of Ecolab's global entities of which we have operational control, including our global offices, manufacturing plants and research, development and engineering facilities.

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

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

Information in this report is current as of 9 September 2025. Ecolab assumes no obligation and does not intend to update this report to reflect any changes to Ecolab's business or strategy. All references to dollars are to U.S. dollars.

Cautionary note regarding forward-looking statements and risk factors

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

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

Forward-looking statements may represent challenging goals for us. These statements, which represent our expectations or beliefs concerning

various future events, are based on current expectations that involve a number of risks and uncertainties that could cause actual results to differ materially from those of such forward-looking statements. We caution that undue reliance should not be placed on such forward-looking statements, which speak only as of the date made.

Forward-looking and other statements in this document may also address our sustainability initiatives, goals, targets and progress, and the inclusion of such statements is not an indication that these contents are necessarily material to investors or required to be disclosed in our filings with the United States Securities and Exchange Commission (SEC). In addition, historical, current, and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future and performance against our goals and targets may differ from such forward-looking statements in such event. For a further discussion, please refer to the Company's disclosures entitled "Forward-Looking Statements and Risk Factors," which begins on page 16 of the Form 10-K contained within the [2024 Annual Report](#) and our other public filings with the U.S. SEC.



About this report

Reporting changes and restatements

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

We continue to implement new data-management collection processes for energy and water invoices for all owned and operationally controlled fixed facilities. Globally, Ecolab had an 85% invoice compliance rate in 2024, meaning that 85% of all energy and water invoices from owned and operationally controlled fixed facilities included in our invoice collection system were used to compile 2024 data.

Environmental inventory changes

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

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

In 2024, we continued to make progress toward decoupling Scope 3 emissions reporting from business growth by transitioning accounting of the majority of purchased goods and services and upstream and downstream transportation and distribution categories to activity-based data. The inventories for these categories for 2024 and prior years have been adjusted using updated methodologies.

In 2024, Ecolab recategorized emissions previously reported under Scope 3 use of sold products to Scope 3 downstream leased assets, due to the nature of Ecolab's leased dishmachine business model. These emissions were reclassified accordingly for current and historical years.

Emissions resulting from the end-of-life treatment of sold products were excluded

starting in 2024 and this change was applied to previous years. Reporting of emissions related to processing of sold products was additional in 2024 and applied to historical years. These updates were made due to the evolving nature of accounting methodological improvements, alongside enhanced insights from Ecolab's procurement and commercial data systems.

Reporting of emissions related to investments historically included an equity-share of an investment entity's upstream Scope 3 GHG intensity per revenue (USD). For 2024 and previous years, this component was excluded from further accounting of emissions related to Ecolab's investments, to better align with technical guidance from the GHG Protocol.

Third-party assurance

Apex Companies, LLC provided third-party assurance for Ecolab's publicly reported 2024 Growth & Impact Report. This is the tenth year in a row they have provided assurance for Ecolab's report.

Apex completed its Limited Assurance evaluation 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 and against the principles of the Global Reporting Initiative (GRI) Reporting Framework as defined in the GRI Standards Sustainability Reporting Guidelines.

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

[Click to access Ecolab's 2024 Growth & Impact Report Assurance Statement](#)



Reporting reference tables and indexes

Global Reporting Initiative (GRI) Content Index

The Global Reporting Initiative (GRI) Index provides an overview of the material sustainability-related disclosures contained in the 2024 Ecolab Growth & Impact Report, 2024 Ecolab Annual Report and Form 10-K and other sources according to GRI 1: Foundation 2021 Standard.

[Click to access Ecolab's GRI Index](#)

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

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

[Click to access Ecolab's TCFD Index](#)

Sustainability Accounting Standards Board (SASB) Reference Table

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

[Click to access Ecolab's SASB Reference Table](#)

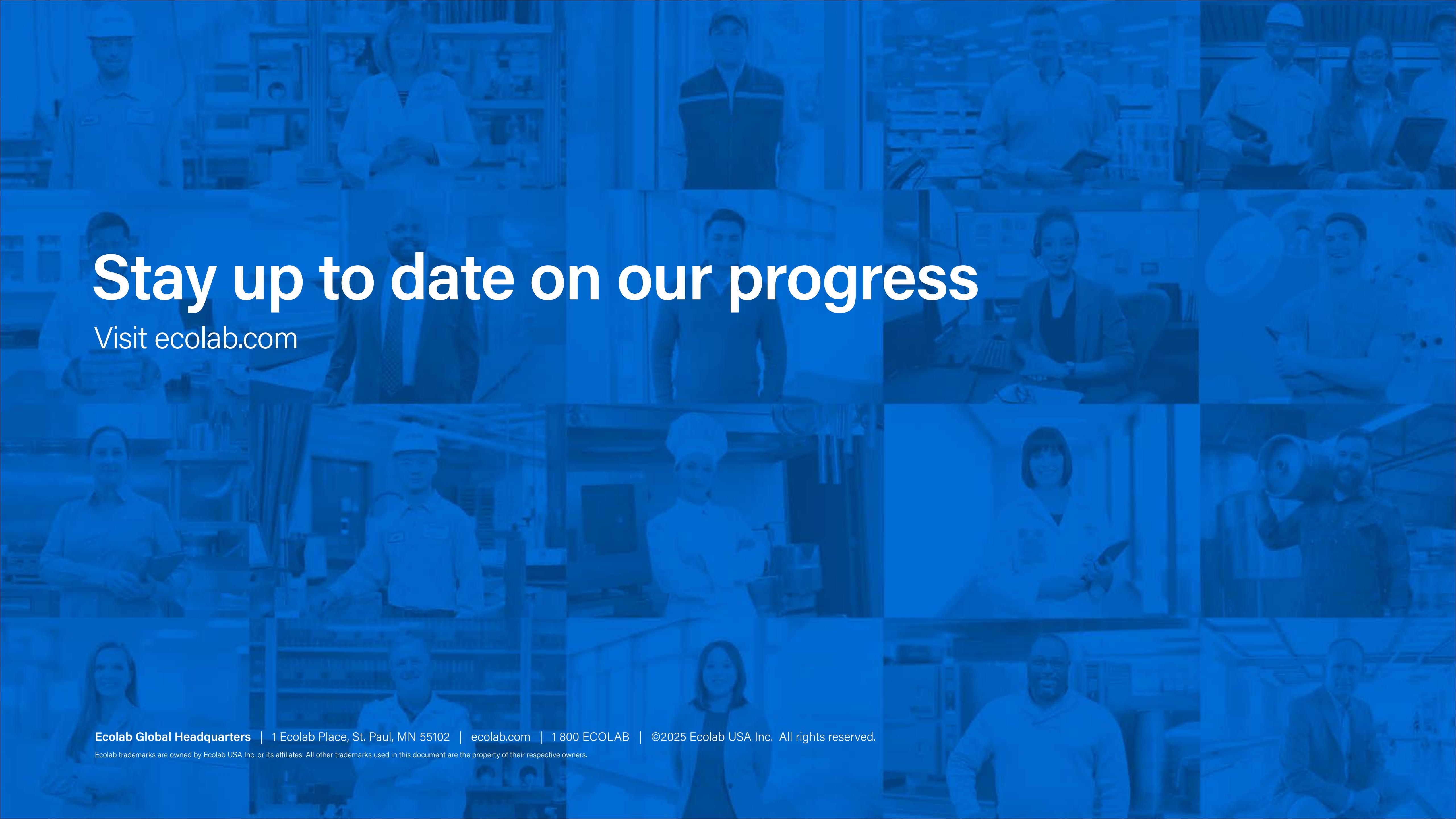
World Economic Forum (WEF) Stakeholder Capitalism Metrics Reference Table

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

[Click to access Ecolab's WEF Reference Table](#)



 [For more information](#)



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