

ECOLAB[®]

Everywhere It Matters.™

Corporate Responsibility GRI Report



2019



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Welcome

ABOUT THIS REPORT

The Ecolab 2019 Corporate Responsibility GRI Report documents Ecolab's environmental, social and governance (ESG) performance on an annual, calendar year basis. This report includes Ecolab's performance from 1 January - 31 December 2019, unless stated otherwise 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. Our last Corporate Responsibility GRI Report was titled [2018 Corporate Sustainability Report GRI Index](#).

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, and report content was defined based on the GRI Reporting Principles: stakeholder inclusiveness, sustainability context, materiality and completeness. This report also includes material Sustainability Disclosure Topics and Accounting Metrics from the Sustainability Accounting Standards Board (SASB) Chemicals Standard (see [SASB Index](#) at the back of this report) and addresses the 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 also reports ESG performance data to the annual S&P Global SAM Corporate Sustainability Assessment (CSA) and CDP's Climate Change, Water Security and Supply Chain surveys. In addition, we are a signatory of the United Nations Global Compact and CEO Water Mandate and file an annual Communication of Progress as part of those commitments.

Information in this report is current as of December 16, 2020. The report has not been updated to reflect any changes since that date, including any changes to Ecolab's business or strategy. Ecolab assumes no obligation and does not intend to update this report to reflect any such changes. All references to dollars are to U.S. dollars.

FOR MORE INFORMATION

Our 2019 Corporate Responsibility GRI Report is part of a comprehensive suite of reports that provide information to stakeholders. Our [Sustainability Report](#) features case studies demonstrating how Ecolab's solutions have helped our customers minimize their environmental impact while achieving exceptional business results. Our [ESG Overview](#) highlights management approaches and progress related to key environmental, social and governance (ESG) topics identified in our most recent materiality assessment. The [Annual Report](#) provides detailed information for investors on our corporate governance, management and financial statements, including Form 10-K. Our [CDP Climate Change and Water Security reports](#) include detailed information on our climate and water governance, strategy, risks and opportunities, targets and performance. In addition, more information can be found on our [website](#).



2019 ESG Overview



2019 Sustainability Report



2019 Annual Report



This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option.



This report includes material topics and metrics from the Sustainability Accounting Standards Board (SASB) Chemicals Standard.



This report addresses the recommendations and supporting disclosures of the Task Force on Climate-related Financial Disclosures (TCFD).



Ecolab is a signatory of the United Nations Global Compact and adheres to its Ten Principles. We are also a signatory to the CEO Water Mandate.

Welcome

WITH A COMPELLING BUSINESS CASE FOR SUSTAINABILITY, GOOD THINGS HAPPEN

At Ecolab, sustainability is core to our purpose. We operate at the intersection of resource efficiency and the profit motive, helping customers in virtually every industry around the world save water and energy, while reducing greenhouse gas emissions and waste, in ways that make business sense.

With our mix of technology, innovative chemistries and 24/7 expert service and monitoring, we empower customers at nearly three million locations, across every industry to make a positive impact in the world. The combined value that Ecolab delivers in partnership with our customers exponentially increases the value our services and solutions.

But we also set high standards for our own operations. Since the mid-2000s, we have adopted increasingly ambitious internal targets for water, energy, product sustainability and safety, and we have always met or exceeded them.

The decisions we make in this decade are crucial to contributing towards a healthier world. To satisfy the food, water, energy and health needs of a growing global population, we must collectively tackle the challenges of water scarcity and climate change - and build a circular economy that allows consistent responsible growth within the limits of what the planet can support.

While we don't have all the solutions yet, we do have unprecedented technological means at our disposal, as well as a growing sense of urgency across the ranks of global business. By working together, we can meet the challenges of this decade and lay the groundwork for an economy that works for all. That's what inspires us as we begin a new decade, grounded in our purpose: to make the world cleaner, safer and healthier - helping businesses succeed while protecting people and vital resources.

SINCERELY,

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



ESG IS IN OUR DNA

Ecolab's sustainability strategy has always been two-pronged: help our customers reduce their impact on the environment while fostering responsible growth in our own operations. In both instances, we focus relentlessly on finding untapped efficiencies, reducing resource use and improving the bottom line.

In 2019 alone, we helped our customers save 206 billion gallons of water, equivalent to the drinking water needs of 712 million people, and 28 trillion BTUs of energy, while avoiding 1.5 million metric tonnes of carbon emissions and 113 million pounds of waste. We are on track to achieve our 2030 goal of saving 300 billion gallons of water - enough for one billion people - by 2030.

In our own operations, we are approaching our 2020 goal of reducing water withdrawals by 25%. Thanks to accelerated renewable energy adoption, we will significantly exceed our target of a 10% reduction in greenhouse gas emission intensity.

At the end of 2019, we joined the UN Business Ambition for 1.5°C, pledging to reduce our greenhouse gas emissions by 50 percent by 2030 and to net-zero by 2050. This is part of our next generation of bolder, sustainability goals for 2030.

We have set ambitious 2030 Impact Goals that aim to increase our sustainability impact with customers in the areas of water, food, climate and health as well as in our own operations. We have committed to achieving a positive water impact, supporting a diverse, inclusive workforce, tackling carbon emissions through the UN Business Ambition for 1.5°C initiative and prioritizing safety everywhere we work.

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

SINCERELY,

Emilio Tenuta
SVP AND CHIEF
SUSTAINABILITY
OFFICER



ABOUT ECOLAB

ECOLAB IS EVERYWHERE IT MATTERS

Founded in 1923 and headquartered in St. Paul, Minnesota, Ecolab Inc. (NYSE: ECL) is the global leader in water, hygiene and energy technologies and services that protect people and vital resources. Ecolab delivers comprehensive solutions, data-driven insights and on-site service from the industry's largest and best-trained direct sales-and-service force to protect safe food, maintain clean environments, optimize water and energy use and improve operational efficiencies. We serve many of the world's most recognizable brands in the food, healthcare, energy, hospitality and industrial markets.

ECOLAB AT A GLANCE

FOOTPRINT

Nearly
3 million
customer locations in more than
170 countries

HISTORY

97
years of growth and innovation

SCALE

50,000
associates
20,000+
suppliers

RESEARCH

19
global technology and innovation centers

INNOVATION

10,000+
patents
31,000+ SKUs
for chemical finished goods, cleaning tools & equipment

STEWARDSHIP

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

Diluted Earnings

\$5.33 per share reported
\$5.82 per share adjusted

+11% adjusted

Net Sales

\$14.9 billion

+2%

Year-End Share Price

\$192.99

+31%

Research & Development

\$209 million

invested, or 1.5% of sales

OUR BUSINESSES

Global Industrial

Our Global Industrial business provides water treatment, process applications and cleaning and sanitizing solutions primarily to industrial customers within the manufacturing, food and beverage processing, chemical primary metals, power generation, pulp and paper, mining and commercial laundry industries. Operating units within the Global Industrial reportable segment include [Water](#), [Food & Beverage](#), [Paper](#), [Textile Care](#) and [Life Sciences](#). Primary brands and services include: [Reverse Osmosis](#), [Clean-In-Place](#), and [FillerTEK](#).

Global Institutional

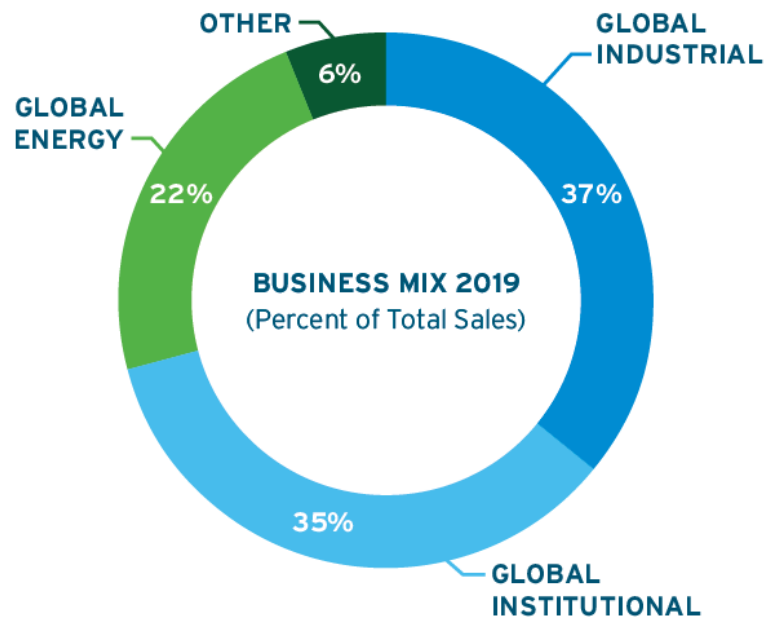
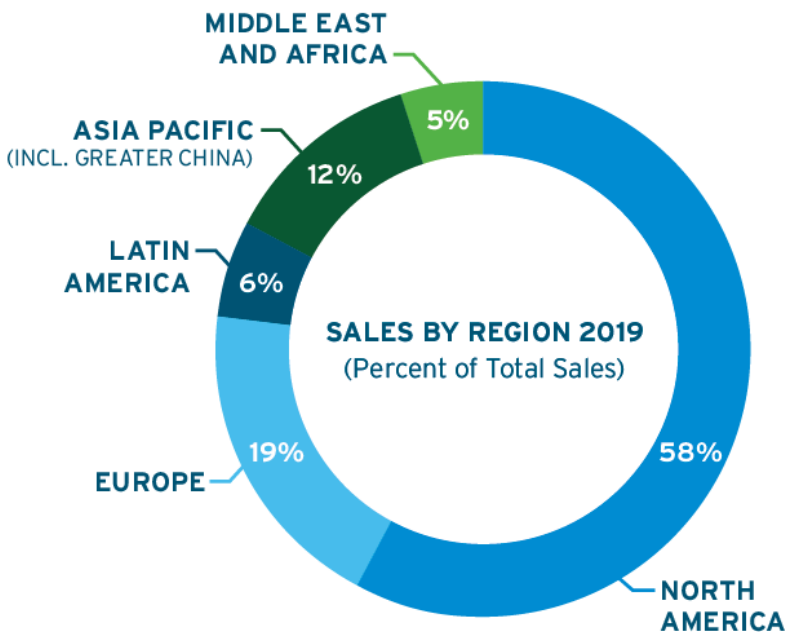
Our Global Institutional business provides specialized cleaning and sanitizing products to the foodservice, hospitality, lodging, healthcare, government, education and food retail industries. Operating units within the Global Institutional reportable segment include [Institutional](#), [Specialty](#) and [Healthcare](#). Primary brands and services include [SMARTPOWER™](#) and [Aquanomic™](#).

Global Energy

Operating under the Nalco Champion name, our Global Energy business serves the process chemical and water treatment needs of the global petroleum and petrochemical industries in both upstream and downstream applications. Primary services include oil field production and flow maximization and asset integrity. This business was divested in March 2020.

Other

We have additional businesses that provide products and services for quick service restaurants and food retail services. Our primary pest elimination services support restaurants, educational and healthcare facilities, hotels, quick-service restaurants and grocery operations through the [Pest Elimination](#) business unit. We also produce and sell colloidal silica for binding and polishing applications across various industries, including semiconductor manufacturing and aerospace component manufacturing through our [Colloidal Technologies](#) Group.



OUR OPERATIONS

Ecolab operates an extensive, integrated global supply chain, which comprises more than 300 manufacturing plants, distribution centers and other facilities owned and operated by Ecolab to support the company's direct sales, marketing and distribution activities. In addition, we have 1,300 offices and R&D centers globally. We are located in 105 countries with operations in North America, Latin America, Europe, Asia Pacific (including Greater China) and the Middle East and Africa. For more information on our locations, please visit our [website](#).

We have more than 20,000 supply chain partners, and we procure more than \$4.4 billion of direct raw material, contract manufacturing and equipment from more than 12,000 suppliers worldwide and manage distribution through various channels to external customers.

We are a trusted partner at more than 3 million customer locations; working with more than 40 industries across more than 170 countries to help promote safety, ensure operational efficiency, sustainability, product quality and guest satisfaction.

OUR BUSINESS EXPERTISE

Our work is crucial for the health of our changing world. We are well positioned to help customers solve their operational and sustainability goals while meeting the growing demand around water, climate, food and health. Organizations face increasing challenges due to climate change and natural resource availability. Ecolab solutions help our customers adopt processes to reduce water and energy use, which helps increase operational efficiency, reduce environmental impact and protect our world's vital resources. Our solutions and expertise around food safety is critical to the reputations of businesses that manufacture, sell or serve food and beverages and helps protect the health and well-being of people everywhere. Finally, we know that clean environments are key to both business success and daily health whether in the hospitality industry or in hospitals. Ecolab's innovative cleaning, laundry, ware washing and hygiene solutions play an important role in ensuring everyone - from employees to guests - stays safe.

ACQUISITIONS

We continue to invest in and build our business through various acquisitions that complement our strategic vision. Below is a summary of some of our significant acquisitions that took place in 2019. We did not have any significant divestments in 2019.

Bioquell PLC

With 2017 sales of approximately \$37M, Bioquell is a leading provider of hydrogen peroxide vapor bio-decontamination systems and services for the life sciences and healthcare industries headquartered in Andover, U.K.

Chemstar Corporation

With 2018 sales of approximately \$40 million, Chemstar Corporation, is a U.S.-based supplier of food safety and cleaning and sanitizing solutions focused on the grocery and food retail markets. Chemstar's food safety solutions align well with our existing offerings and will enhance and broaden our ability to meet the needs of our food retail customers.

Gallay Medical & Scientific

With 2019 sales of approximately \$28 million, Gallay Medical & Scientific is a leading distributor of endoscopy, central sterile department, dental and pharmaceutical solutions in Australia and New Zealand.

Lobster Inc.

With sales of approximately \$24 million in 2018, Lobster Inc. strengthens the training opportunities and learning experiences we offer, including online learning that can be accessed by customers at any time on any connected handheld device to help ensure proper hygiene, food safety procedures and other critical processes are followed

SUSTAINABILITY IS CORE TO OUR BUSINESS STRATEGY

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

THE WORK WE DO MATTERS

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

HOW WE WORK MATTERS, TOO

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

Our Principles



ECONOMIC

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



ENVIRONMENTAL

Promote stewardship of natural resources and protect the environment



SAFETY

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



SOCIAL

Enhance the well-being of people and communities

SUSTAINABILITY GOVERNANCE AND APPROACH

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

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



Incentives

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

To promote sustained company success, strategic sustainability indicators are part of how we measure performance which is used to determine compensation for senior leaders and employees. Certain functional leaders and facilities managers have their goals aligned with our corporate environmental, social and governance (ESG) goals, including our 2020 greenhouse gas (GHG) emissions and water reduction goals. In addition, bonus components for select employees are tied to continuous improvement efforts, including in water and energy efficiency (carbon emissions reductions) leading to achievement of targets at the facility and regional level.

STAKEHOLDER ENGAGEMENT

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

Employees

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

Investment Community

As a publicly traded company, we place a priority on the opinions of our shareholders. We engage with stakeholders in the investment community each year through our annual shareholder meeting, investor-led surveys and reports, direct dialogue and interviews.

Communities

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

Customers

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

Non-Governmental Organizations (NGOs)

Our ability to provide and protect clean water, safe food, abundant energy and healthy environments through our products and services is strengthened through our partnerships with reputable global NGOs. In 2019, our NGO partnerships included the UN Global Compact and CEO Water Mandate, Alliance for Water Stewardship, The Nature Conservancy, the Project WET Foundation and the World Resources Institute. Our active engagements with these and other NGO groups through events, interviews and other direct communications strengthens our understanding of global trends impacting our business, customers and communities, and influences our assessment of societal risks and opportunities relevant to Ecolab's business.

CLEAN REVENUE

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

For 2019, our clean revenue total includes:

1. Revenue from water-saving technologies within our Global Industrial and Global Institutional divisions. Our water-saving technologies deliver meaningful improvements in use-phase resource efficiency as defined by the Sustainability Accounting Standards Board (SASB) Chemicals Standard. Approximately 50% of this revenue comes from our patented 3D TRASAR™ Technology, the world's most advanced and comprehensive water performance system. 3D TRASAR provides real-time monitoring and chemical management of cooling water, leveraging machine learning to optimize performance and deliver 15 to 25 percent water savings relative to alternative products on the market.
2. 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 58% of our 2019 revenue can be considered clean. We believe this is a conservative estimate. As we continue to improve our clean revenue methodology and data collection systems to capture the full breadth of environmental and social value that our products and services deliver across our key impact areas of water, climate, food and health, we expect our clean revenue figure to increase in future years.

SUSTAINABILITY MATERIALITY ASSESSMENT

The parameters of our 2019 Corporate Responsibility GRI Report have been established based on a strategic assessment of the issues that our stakeholders care most about, are of greatest relevance to our business strategy and align with our purpose to make the world cleaner, safer and healthier.

Process

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

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

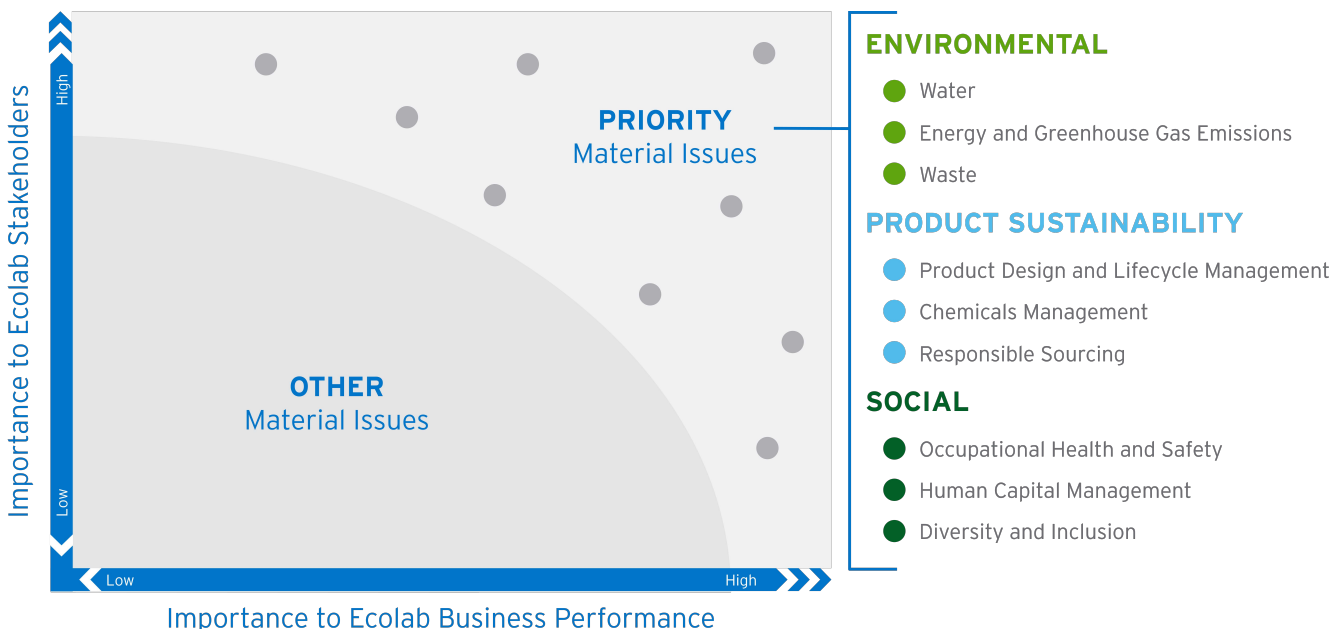
A biannual sustainability materiality assessment informs our corporate sustainability strategy and reporting activities. This process involves a detailed review of industry trends and best practices, peer benchmarking and internal and external stakeholder engagement with

employees, investors, customers, community groups and non-governmental organizations. It also leverages the results of our enterprise Assessment of Significant Business Risks to align the materiality of sustainability topics with key business drivers. Topics are ranked and prioritized according to significance of impact and importance to stakeholders to ensure we focus on the most strategic and impactful issues and maintain Ecolab's sustainability leadership in the marketplace. Outputs of this assessment are also integrated into the annual Assessment of Significant Business Risks to ensure critical sustainability risks and opportunities are further evaluated and linked to our core business strategy.

2019 Assessment

Guided by the Global Reporting Initiative's (GRI) Reporting Principles, we conducted a sustainability materiality refresh in 2019 that built upon previous assessments conducted in 2017 and 2015. We used GRI's definition of material topics to identify relevant and material topics to include in the analysis. Through this process, we identified priority material topics that are important to stakeholders and significant to our business (see graphic below).

These results were reviewed by our Chairman and CEO and Sustainability Executive Advisory Team (SEAT) and further evaluated against the same set of criteria that are used in our Enterprise Risk Management process and annual Assessment of Significant Business Risks (i.e. magnitude of risk or opportunity, current performance and management within each topic area, etc.) to identify the topics most critical for the global business and align with our core values, goals and competencies. This final analysis informed our 2030 Impact Goals and the continued integration of sustainability into our corporate strategy, business operations, culture and communications.



Translating Material Topics into Action

We reviewed the results of our sustainability materiality assessment against our corporate sustainability strategy to ensure we are optimally addressing some of the world's most pressing and complex challenges through our own operations and the solutions we provide to customers. Material topics addressed by our key strategy pillars and performance areas are outlined below. Click on the material topic in each section to learn more.

PRODUCT SUSTAINABILITY AND INNOVATION

Ecolab's Research, Development and Engineering (RD&E) scientists are at the front line of customer applications, developing solutions that improve water and energy management, increase operational efficiency, enhance safety and preserve natural resources. Our product systems and services are designed with intention across sourcing, manufacturing, use and post-use and around the core product sustainability principles of performance, health and safety, environment and cost.

- Water
- Energy and Greenhouse Gas Emissions
- Waste
- Product Design and Lifecycle Management
- Chemicals Management
- Responsible Sourcing
- Occupational Health and Safety

CUSTOMER VALUE CREATION USING ECOLAB SERVICES

Every day more than 27,000 Ecolab sales-and-service representatives around the world provide advisory services and solutions to help our customers achieve ambitious business performance while reducing their reliance on finite resources and achieving the best results at the lowest total cost. Our proprietary eROI approach measures and quantifies customers' exponential return on investment (eROI) from improved economic, operational and environmental performance as a result of Ecolab solutions and services.

- Water
- Energy and Greenhouse Gas Emissions
- Waste

HUMAN CAPITAL MANAGEMENT

We are committed to fostering a company culture that fully leverages our employees' talents by promoting an environment where all people can make a difference and be heard, supported, developed and rewarded for their contributions. We value the energy, ideas and ultimate success that diversity brings to our industry, our company and the global community we serve. Ecolab takes our responsibility to our employees very seriously. We believe in compensating our employees fairly and in compliance with local laws. We promote the well-being of our employees, our customers and our customers' customers by contributing to programs and initiatives that enhance the quality of life in the communities where they work and live.

- Occupational Health and Safety
- Human Capital Management
- Diversity and Inclusion

eROI: CREATING AND MEASURING VALUE

Our solutions help customers achieve ambitious business and environmental goals. With an unparalleled combination of science and service, we deliver exponential outcomes that benefit customers and communities. We call this our **eROI value**: the exponential return on investment, or eROI, from customers' improved performance, operational efficiency and sustainable impact.

Measurement is a critical component of our process. Using our proprietary eROI methodology, we measure our sustainable impact and quantify customers' return on investment. By helping to measure value, Ecolab supports our customers in tracking and enhancing the value they create in the world.

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

In 2019, a subset of eROI projects across industrial sectors delivered more than \$275 million alone in annualized savings.

In 2019, we also helped our customers:



Conserve more than **206 BILLION** gallons of water



Conserve more than **28 TRILLION** BTUs of energy



Avoid more than **1.5 MILLION** metric tonnes of CO2 emissions



Avoid more than **113 MILLION** pounds of waste

From the Executive Director of Anthesis LLC

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



AIR



ASSETS



BRAND PROTECTION



COSTS



ENERGY



ENVIRONMENTAL RESPONSIBILITY



FOOD SAFETY



GREENHOUSE GASES



HUMAN HEALTH & SAFETY



PRODUCTIVITY



PRODUCT QUALITY



PROFITABILITY



TOTAL VALUE DELIVERED



WASTE



WATER

OUR 2030 SUSTAINABILITY GOALS

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

Working Together for a Healthier World

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

WATER

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

We will measure our progress based on:

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

FOOD

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

We will measure our progress based on:

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

CLIMATE

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

We will measure our progress based on:

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

HEALTH

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

We will measure our progress based on:

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

In Our Operations

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



Achieving A Positive Water Impact

Global water challenges are the new normal. The UN projects that our world will experience a 40% freshwater deficit by 2030 if nothing changes. That's why Ecolab aims to expand our positive water impact

across the world by working with our customers to conserve 300 billion gallons of water by 2030. In addition to working with our customers, we will continue to reduce our own operational water impacts. To do so, we will:

Restore greater than 50% of our water withdrawal and achieve Alliance for Water Stewardship Standard certification in high-risk watersheds¹. We will accomplish this by reducing our water withdrawal intensity and implementing water replenishment projects.

Reduce net water withdrawal by 40% per unit of production across our enterprise. We will do so through a combination of withdrawal intensity improvements and water restored through replenishment projects.



Supporting a Diverse, Inclusive Workforce

We know that a sustainable future goes beyond environmental goals. Recent events have reinforced for us the need to drive faster, deeper progress inside Ecolab

and within society. We that a diverse, inclusive and purpose-driven team is critical to the success of our individual associates, our company, our customers and our communities. These goals are an initial step to drive significant change to advance racial and social justice within our organization. We will focus on:

Committing to the UN Sustainable Development Goal 5: Gender Equality for Women and Girls

Committing to maintain Ecolab's pay equity in the U.S. and expanding globally

Increasing management level gender diversity to 35%, with the ultimate goal of gender parity

Increasing management level ethnic/racial diversity to 25% as we seek to meet or surpass full representation of the U.S. workforce



Ecolab is committed to partnerships and programs that fulfill the United Nations Sustainable Development Goals.



Tackling Carbon Emissions

Joining the fight against climate change is no longer optional. Science-based targets provide companies with a clearly defined pathway to future-proof growth. In 2019, Ecolab announced that it would align its

operations and supply chain to the UN Global Compact's Business Ambition for 1.5°C. To meet this commitment, we will:

Halve carbon emissions by 2030 and achieve net-zero carbon emissions by 2050 for our Scope 1 and 2 emissions by expanding energy efficiency projects at Ecolab sites, and electrifying our fleet of service vehicles

Achieve 100% renewable electricity by 2030

Work with suppliers representing 70% of Scope 3 emissions² to set science-based targets by 2024

Prioritizing Safety Everywhere We Work Through Goal Zero

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

Train and educate 100% of our associates to work safely 100% of the time

¹ Ecolab defines high-risk watershed as areas with "High" or "Extremely High" baseline water stress according to the World Resources Institute's [Aqueduct Water Risk Atlas](#) tool.

² Covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution.

Partnering to Meet the UN Sustainable Development Goals

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



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

Joining the UN Global Compact's Business Ambition for 1.5°C

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

To help meet its commitment, Ecolab will:

- Move to 100 percent renewable energy in its global operations:
 - Today, 51 percent of Ecolab's electricity use in Europe comes from renewable sources
 - Our virtual power purchasing agreement (VPPA) with renewable energy producer Clearway will cover 100% of Ecolab's annual electricity use in the United States
- Expand energy efficiency projects at Ecolab sites
- Move to electrify its fleet of service vehicles
- Work with supply chain partners to adopt similarly ambitious climate goals
- Help customers across the world become more resilient by helping them conserve water, which in turn, helps reduce energy and carbon emissions required to heat, treat, move and cool it



SDG 6 calls for ensuring access to water and sanitation for all by 2030. Our expertise in managing a trillion gallons of water for customers each year means we are uniquely positioned to contribute to this goal. Some actions we are taking to promote responsible water use in support of SDG 6 include:

Goals

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

Collective Action

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

Partnerships

Partnering with organizations that provide resources and education about water resilience and conservation:

- [The Nature Conservancy](#) - Mississippi Headwaters protection - Solutions for Life
- [Project WET Foundation](#) - Educating global youth about water conservation

Publicly Available Online Tools

- [Ecolab's Water Risk Monetizer](#) helps businesses quantify water-related risks in financial terms to inform decisions in a water-stressed world
- [The Smart Water Navigator](#) helps companies bridge the gap between water reduction goals and action at the facility level

Our 2019 Carbon Net Impact

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

Our 2019 Water Net Impact

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

EXTERNAL INITIATIVES

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

Alliance for Water Stewardship (AWS)

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

UN Business Ambition for 1.5°C

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

California Water Action Collaborative

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

CDP

Ecolab has participated in and reported to CDP since 2006 to transparently disclose our environmental impacts. In 2019, Ecolab scored an A on our CDP Water Security response and A- on our CDP Climate Change response.

Science Based Targets Initiative

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

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

The Nature Conservancy

In 2015, the Ecolab Foundation made a \$2 million pledge to support The Nature Conservancy's Securing and Restoring Water Sources Around the Globe initiative. Ecolab continued to support its partnership with The Nature Conservancy in 2019.

UN Global Compact and CEO Water Mandate

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

WaterReuse Association

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

World Resources Institute's (WRI) Aqueduct Alliance

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



AWARDS AND RECOGNITION

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

Business Recognition



A WORLD'S MOST ETHICAL COMPANY
14th Consecutive Year



A WORLD'S MOST ADMIRER COMPANY
Ranked #2 in Chemicals Industry



A BEST COMPANY TO SELL FOR
Ranked #30

Sustainability Recognition



CDP LEADERSHIP LEVEL
Water Security A List and Climate Change A- Score



A MOST SUSTAINABLE COMPANY
Ranked #26



A LEADING ESG COMPANY
Fifth Consecutive Year



A BEST CORPORATE CITIZEN
Ranked #8



A MOST SUSTAINABLE CORPORATION
Ranked #32



A LEADING SUSTAINABLE COMPANY
2019 North America Index



A MOST SUSTAINABLE COMPANY
Top 1%



A LEADING ESG COMPANY
Fifth Consecutive Year



WORLD'S MOST RESPONSIBLE COMPANIES
Newsweek's First Ranking

Workplace Recognition



A BEST EMPLOYER FOR WOMEN
Second Consecutive Year



A BEST EMPLOYER FOR DIVERSITY
Second Consecutive Year



A BEST PLACE TO WORK
100% Corporate Equality Index



AN INCLUSIVE COMPANY
Ranked in Top 10%



BLOOMBERG GENDER-EQUALITY INDEX
One of 325 Index Companies Across 50 Industries



A TOP COMPANY FOR DIVERSITY
Ranked #39

CORPORATE GOVERNANCE

A LEADER IN CORPORATE RESPONSIBILITY

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

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

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



BOARD OF DIRECTORS

12

Board members, annually elected to serve a one-year term

92%

of Board members are independent

42%

of Board members are women

17%

of Board members belong to an ethnic minority

42%

of the Board is represented on our Safety, Health and Environment (SHE) Board Committee

INTEGRITY AND ETHICS

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 further our commitment to respect human rights across our global operations and supply chain.

- Our commitment to respect human rights exists within the framework of the United Nations (UN) Guiding Principles on Business and Human Rights. [Our Human Rights Policy](#) covers our commitment to create an inclusive and respectful work environment, establish decent working conditions and work to eliminate all forms of child and forced labor, discrimination and anti-corruption and bribery. 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 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.
- 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 [Supplier Code of Conduct](#) and [Ethical Sourcing Standards](#) communicate to our vendors and business partners our expectations on human rights and ethics and our standards for operation.
- Our [Anti-Human Trafficking Policy](#) communicates our expectations around Slavery and Human Trafficking. This policy is published in ten languages.
- Our [California Transparency in Supply Chains Policy](#) addresses the implications of the UK Modern Slavery Act and the California Transparency in Supply Chain Act.
- 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.

Ecolab Code of Conduct

We are committed to upholding the highest legal and ethical standards, regardless of when and where we conduct business. Available in 27 languages, our [Code of Conduct](#) applies to all Ecolab officers, directors and employees and serves as a guide for how to act and make ethical decisions in compliance with the Code and the laws of the countries where we do business. Ecolab adopted its initial Code of Conduct policy in 1976. The policy was last amended on November 29, 2012 and approved by the Chief Compliance Officer.

All new employees participate in a facilitated two-hour training session on the Code of Conduct and are required to read the Code and acknowledge compliance with it. On an annual basis, Ecolab employees are required to participate in an online or in-person training refresher course and provide a signature of completion and compliance. In addition, all governance body members are annually required to certify compliance with the Code. Our annual goal is to have 100 percent of global employees, including all senior managers, provide a signature to certify completion and compliance. In 2019, we had a 99 percent global online completion rate. The Code of Conduct does not apply to third-party organizations providing security personnel to Ecolab facilities.

Employees can report a Code concern to their manager; the Human Resources, Compliance or Law Departments; or Ecolab's third-party Code of Conduct hotline which is utilized by internal and external callers to report sourcing related concerns. Web reporting of concerns is also available through Ecolab's third-party Code service. All reports of potential Code violations are thoroughly investigated and mitigation steps are put in place. The whistleblower program is managed by the Global Compliance Department which ensures that reports are investigated in a timely manner and consistent action is taken based on the results of the investigation. Investigation data and key case details are reported to the Audit Committee of the Board of Directors by the Chief Compliance Officer on a quarterly basis.

We conduct annual audits to monitor compliance with the Code of Conduct and global governance and ethics regulations. Our Annual Compliance Assessment is led by the Global Compliance Department and is designed to identify legal and regulatory compliance risks in 14 risk areas, including the assessment of human rights issues. Our Annual Code of Conduct Audit is completed by the Audit Department. Results from both assessments are reported to the Audit Committee of the Board of Directors.

Anti-Corruption

Ecolab's anti-corruption policies and procedures are communicated through the annual Code of Conduct training, which is mandatory for all employees and contingent workers globally. In addition, annual online anti-corruption training and certification is also mandatory for leaders in divisional and functional key roles, and with market, regional or global responsibilities. More detailed in-person anti-corruption training is provided to senior leaders in all regions. And, certain global business-unit managers receive anti-corruption training, including managers in the Healthcare and Energy Services business units.

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

As part of the company's Internal Audit program, approximately 40 audits are completed each year focusing on internal/financial controls and operational processes, out of approximately 140 auditable units (including countries, divisions and departments). Of these units, approximately 60 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, eight anti-corruption specific audits were completed in 2019 as part of Ecolab's anti-corruption program. The Global Compliance department also completes various assessments for all regions and business units, including recently acquired operations. Few significant risks were identified; risks relating to the use of intermediaries were the highest risk area identified.

Fair Pay

At Ecolab we require a variety of high demand, unique vocational and technical skills in entry level roles. Consequently, our entry level wages are on average two to three times higher than minimum wage regardless of gender across our significant locations of operation, which are defined as our manufacturing facilities and operation centers.

This higher wage average is confirmed in the results of our published CEO Pay Ratio that can be found on page 61 in our annual [Proxy Statement](#) each year. 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 us validate that we are paying competitively in each state.

Supplier Relations

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

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

Suppliers are expected to comply with all applicable country labor, employment and environmental laws and regulations, and meet our [Ethical Sourcing Standards](#) regarding forced labor, child labor, health and safety in the workplace, fair pay, harassment, diversity, ethics and environmental policies. Although our Ethical Sourcing Standards are our own, in their development we looked to a variety of international standards including the UN Universal Declaration of Human Rights, the UN Convention on the Rights of the Child and the International Labor Organization (ILO) 1998 Declaration on Fundamental Principles and Right at Work. In addition, we expect our suppliers have systems in place to prevent and mitigate pollution, avoid the use of hazardous materials where possible, engage in reuse and recycling activities, avoid environmental impacts with the potential to adversely impact human health or the environment and have systems in place to conserve and optimize the use of natural resources sustainably, such as energy, water and materials.

Ecolab's Supplier Code of Conduct and Ethical Sourcing Standards are used to screen 100 percent of new suppliers for social and environmental criteria. In addition, we have published an Anti-Human Trafficking Policy, California Transparency in Supply Chains Policy and Conflict Minerals Policy which communicate additional details on our expectations for suppliers. For more information on these policies, please see the [Human Rights](#) section of this report.

To ensure compliance with our [Conflict Minerals Policy](#), new suppliers are asked about their conflict mineral status upon set-up. While our data for the 2019 reporting year was incomplete, the response rate increased significantly from previous years and the data we received indicated that none of the conflict minerals (3TG) contained in our in-scope products directly or indirectly financed or benefited armed groups in the Democratic Republic of Congo or an adjoining country. We will continue to refine our supplier responses and work to increase response rates.

In 2014, we expanded the scope of our sourcing requirements to consider the carbon emissions footprint of our individual suppliers, as well as the total carbon impact in the supply chain. Our supply chain carbon impact analysis applies to 100 percent of our global suppliers by spend, covering over 24,000 direct and indirect suppliers. Through this analysis, we found that our supply chain carbon footprint is ten times larger than our own Scope 1 and 2 combined footprint. As part of Ecolab's science-based emissions reduction target, Ecolab has committed that 70 percent of its suppliers by emissions will set science-based targets by 2024, aligning its supply chain to the UN Global Compact's Business Ambition for 1.5°C. By working with our supply chain partners to adopt ambitious climate goals, Ecolab is accelerating meaningful action to mitigate climate change.

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

Ongoing Supplier Assessments

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

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

The last Ethical Sourcing Survey was conducted in 2018. At that time, Ecolab did not identify any operations or suppliers with actual or potential negative impacts related to human rights, including child labor or forced labor.

Supporting Local and Diverse Suppliers

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

Ecolab has also expanded its efforts to engage small and diverse local companies via their membership in diversity organizations such as the National Minority Supplier Development Council (NMSDC). Ecolab's corporate headquarters in St. Paul has engaged in supplier diversity events, participated in supplier fairs and coordinated efforts with other large corporations via a Twin Cities Diversity Corporate Round Table. Ecolab utilizes a similar approach in our larger regional markets as well. Indirect procurement, the non-customer goods and services required to run Ecolab, are largely locally sourced, often within the local community.

Local community is defined as the major regions in which we operate, including Asia Pacific, Europe, Greater China, Latin America, Middle East and Africa and North America. Significant locations of operations are defined as our manufacturing facilities and operation centers within the regions in which we operate.

CUSTOMER DATA PRIVACY AND SECURITY

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

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

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

In 2019, Ecolab had zero substantiated complaints concerning breaches of customer privacy or losses of customer data.

GLOBAL TAX

Tax Responsibility

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

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

Financial Support Received

In 2019, Ecolab received nominal monetary support, awards, tax reliefs or subsidies directly from governments. We received federal and state tax credits in the United States to support our research and development initiatives totaling approximately \$24.2 million received in 2019 related to 2018 tax returns. Ecolab also received a U.S. federal family medical leave credit totaling approximately \$1.3 million. Ecolab received a Dominican Republic tax holiday of \$9.7 million in 2019 (valued benefit equals the difference in the statutory tax rate applied to Ecolab's income for 2019 compared to the zero-tax paid). Additionally, the Singapore government allows a reduced income tax rate on certain income for which Ecolab anticipates a tax reduction of \$20.1 million in 2019. Anticipated tax deductions by the Australian government for research and development expenditures in Australia will total approximately \$251,000 for 2019.

POLITICAL ACTION

Public Policy

Engaging with policymakers is one means of furthering our sustainability objectives. We communicate with policymakers in proactive policy discussions, bringing our market segment and scientific expertise to the table on energy, water, waste, food safety and customer health issues to ensure public policy decisions are grounded in principles of sound science. Ecolab engages with federal and state legislative and regulatory bodies, industry and customer trade associations and non-government organizations that provide a forum for environmental policy discussion relevant to our industry. These include a diverse set of stakeholders which focus on water-related issues and climate mitigation and adaptation issues such as product design for energy efficiency and material safety, energy management in business and manufacturing operations and industry collaboration to influence climate policy.

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

Political Contributions

[Ecolab's Political Contribution Policy](#) provides an approval process for corporate political contributions by a committee of executives, as well as an annual review of the policy and political contributions by the Governance Committee of the Ecolab Board of Directors. In 2019, Ecolab Inc. contributed \$5,000 to the Democratic Governors Association and \$5,000 to the Republican Governors Association.

Ecolab associates also have the opportunity to support the company's political action committee, the Ecolab Inc. Political Action Committee (ECOPAC). ECOPAC, which is funded by voluntary contributions from Ecolab associates, is a nonpartisan committee that supports candidates for Congress who share our basic philosophies and values. It contributes to legislators from across the country where the company transacts business. Contributions are determined by a board of Ecolab executives based on criteria including representation of Ecolab facilities and/or significant base of employees, committee membership, committee leadership, positions on issues and partisan balance. ECOPAC does not support candidates for state,

local or presidential office. A list of all political contributions by ECOPAC and Ecolab is posted semiannually to the Ecolab website under [Political Contribution Reporting](#).

Membership of Associations

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

In 2019, Ecolab actively participated in sustainability-related work groups within the following: A.I.S.E. (International Association for Soaps, Detergents and Maintenance Products); American Chemistry Council; American Cleaning Institute; American Hotel & Lodging Association; Beverage Industry Environmental Roundtable; Chemical Footprint Project; Consumer Goods Forum; Household and Commercial Products Association; Corporate Eco Forum; Council of Great Lakes Industries; Food Marketing Institute; Global Food Safety Initiative; Grocery Manufacturers Association; International Organization for Standardization; National Association for Environmental Management; National Association of Manufacturers; National Restaurant Association; Steel Manufacturers Association; Sustainable Purchasing Leadership Council; United States Council for International Business; and World Travel and Tourism Council.

COMPLIANCE

In 2019, there were no new material grievances about environmental impacts filed through formal grievance mechanisms. We are aware of a relatively small number of noncompliance issues and have a proactive and robust compliance program to address them promptly and completely. None of these issues resulted in material fines or penalties to the company under applicable reporting requirements. Additional information is provided in Ecolab's [Form 10-K](#) for the fiscal year ending December 31, 2019 in Part 1, Item 1, under Environmental Remediation and Proceedings and in Note 15 ("Litigation and Environmental Matters"). In 2019, Ecolab was not subject to any fines, enforcement orders, or other penalties for water-related regulatory violations.

In 2019, our operations did not experience spills of material significance to our company or the communities in which we operate. There were no facilities identified or reported that may significantly impact water bodies from discharges of water and runoff. None of the river basins and water sources where Ecolab has operations are designated as protected areas (nationally or internationally).

ENVIRONMENTAL IMPACT

WE'RE PARTNERS FOR A GREATER PURPOSE

We live in challenging times – and face a future that's already testing us in new ways. Continued population growth, rising consumption, changing diets and other dynamics are placing increased pressure on the world's natural resources and creating new and increasingly complex challenges for businesses. Ecolab is in a unique position to help address the global trends shaping the future of business, particularly the growing demand for clean water, safe food, abundant energy and healthy environments.

Building a flourishing, sustainable future that offers uncompromised quality of life for all certainly won't be easy, but we're driven to create value and empower businesses around the world do more and be better. There's a lot riding on the ability of businesses to be resilient – meeting people's needs while protecting and preserving natural resources. The decisions we make in this decade are crucial to creating a sustainable way of life going forward. Our global team is dedicated to reducing our footprint in our own operations and helping our customers thrive and make a positive impact in the world.

Our Sustainable Impact

In 2019, we helped our customers save:



WATER

**206
BILLION**

GALLONS



ENERGY

**28
TRILLION**

BTUs



**GREENHOUSE
GASES**

**1.5
MILLION**

MT CO2e



WASTE

**113
MILLION**

POUNDS

To learn more about how we deliver exponential value for customers, please see the [eROI: Creating and Measuring Value](#) section of this report or visit the [eROI Customer Impact Counter](#) on our website.

ENVIRONMENTAL MANAGEMENT

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

Ecolab's [Global Safety Health & Environmental Position](#) formalizes our commitment to excellence in global safety, health and environmental (SHE) practices and performance. This commitment extends past our own operations to our suppliers and contractors and is foundational to our work with our customers. Our Board of Directors' SHE Committee has oversight responsibility for Ecolab's SHE programs and the SHE Position is executed through our global Safety, Health & Environmental Management System which is implemented at all of our global facilities. In addition to meeting the Ecolab SHE Management System requirements, 53 percent of our plants have achieved International Organization for Standardization (ISO) 14001 - Environmental Management Systems certification. Moreover, 28 percent of our sites are Occupational Health and Safety Assessment (OHSA) 18001 certified and 41 percent of our manufacturing sites have external certification to ISO 9001 standards.

Our 2020 Environmental Goals

In 2015, we reevaluated our footprint and set ambitious five-year goals to deliver improved energy and water efficiency throughout our operations while meeting increasing demand for our solutions and services. Using 2015 as our baseline, we aimed to achieve a 25 percent reduction in water impact by 2020 by reducing our total water withdrawals per million dollar sales and investing in nature-based solutions (NBS) to enhance water availability, improve water quality and reduce risks associated with water-related disasters and climate change. We also aimed to achieve a ten percent reduction in GHG emissions, measured by intensity per million dollars in sales.

In 2019, we reduced our water withdrawal intensity by ten percent from our 2015 baseline, implemented 447,300 cubic meters of water replenishment projects and ultimately reduced our total water impact intensity by 14 percent overall from our 2015 baseline. Ecolab's water fund projects were focused in water-stressed operational basins and supported by our non-governmental organization (NGO) environmental partner, [The Nature Conservancy](#) (TNC). We also engaged [Limnotech](#) to verify the volumetric water benefit claims at the completion of each project. We have identified further water-saving projects which we plan to complete by the end of 2020 to accelerate our progress towards our goal.

UNITS	Water Withdrawal	Replenishment	Water Impact Intensity
	Cubic meters	Cubic meters	(Withdrawal - Replenishment) / \$M
2015	9,219,994	-	681
2016	9,285,704	-	700
2017	9,417,404	61,600	673
2018	9,742,574	61,600	675
2019	9,074,080	447,300	585

WATER

2020 GOAL

-25% Water impact intensity

2019 PERFORMANCE

-14% Water impact intensity

PROGRESS

56% of the way toward reaching our 2020 water goal

CLIMATE

2020 GOAL

-10% Greenhouse gas emissions intensity

2019 PERFORMANCE

-15% Greenhouse gas emissions intensity

PROGRESS

Achieved 150% of 2020 greenhouse gas emissions goal

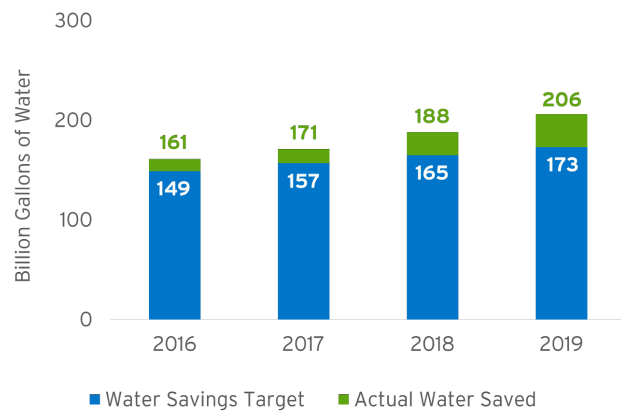
In 2019, we reduced our greenhouse gas emissions on an intensity basis by 15 percent from our 2015 baseline, exceeding our goal to achieve a ten percent reduction one year early. In 2018, we shifted our reporting from a location-based method to a market-based one to report Scope 2 emissions, aligned with best practice standards, so we could account for our growing renewable electricity purchases and on-site generation activity. The key drivers for our emissions reductions are renewable electricity purchases in Europe and increased overall water efficiency. Because we use less water in our operations, we also use less energy, reducing our greenhouse gas emissions.

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

In 2019, we completed process improvement projects that reduced total energy consumption by 1,895,530 kWh and saved 264 million gallons of water across our global footprint. For example, our plant in Pilar, Argentina installed more efficient internal and external LED lighting resulting in an annual savings of 150,000 kWh of electricity. At our plant in Clearing, Illinois, we installed a top-of-the line water reclaim system in 2018, which was improved in 2019, to allow for additional water reuse. When that system is fully operational, the plant, which is Ecolab's largest water using site, will save 112 million gallons of water per year. And, our plant in Garyville, Louisiana began recycling its sand filter backwash, resulting in a savings of 32.8 million gallons of water per year.

Alongside our 2020 sustainability goals, we set a customer impact goal in 2015 around water to measure the impact we deliver to our customers. By 2030, we aim to save our customers more than 300 billion gallons annually, equivalent to the annual drinking water needs of more than one billion people. Every year, we measure our progress against this goal using our [eROI Customer Impact Counter](#). The counter includes all technologies that track water, energy, greenhouse gas emissions and waste savings delivered to customers. We continue to evaluate opportunities to add new technologies to the counter on an annual basis. Our water savings target is based on the amount needed to reach our customer impact goal by 2030.

Progress Against 2030 Customer Impact Water Goal



Looking Forward

We are proud of the progress we made over the past year against our 2020 goals and are excited to continue on an intentional path that will further our leadership as a responsible global enterprise. In 2019, we embarked on a journey to develop our next generation of 2030 Impact Goals, which includes a commitment to the UN Global Compact's Business Ambition for 1.5°C and a goal to achieve positive water impact in our operations. For more information, please see [Our 2030 Sustainability Goals](#) in this report.

WATER

2030 AMBITION

We aim to save our customers more than **300 billion** gallons annually, equivalent to the annual drinking water needs of more than 1 billion people.

2019 GOAL

Help our customers conserve **173 billion** gallons of water.

2019 PERFORMANCE

In 2019, we helped our customers save **206 billion** gallons of water, equivalent to the annual drinking water needs of more than **712 million** people.

ENERGY & EMISSIONS

Management Approach

Governance

Ecolab's [Climate Change Position](#) formalizes our global commitment to reduce greenhouse gas (GHG) emissions by identifying opportunities for our company and our customers to reduce the use of resources that relate directly to aspects of climate change. We are committed to continuous efforts to reduce GHG emissions in our own operations and product innovation processes, and are a supporter of the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#).

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

For more information about Ecolab's sustainability governance, please see the [Sustainability Governance and Approach](#) section of this report.

Strategy and Risk Management

We are focused on continuous improvement within our own operations and to delivering sustainable solutions that help our customers solve some of the world's most pressing sustainability challenges, including climate change.

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

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

Various laws and regulations pertaining to climate change have been implemented, or are being considered for implementation, at the international, national, regional and state levels, particularly as they relate to the production of GHG emissions. None of these laws and regulations directly apply to Ecolab at the present time; however, as a matter of corporate policy, we support a balanced approach to reducing GHG emissions while sustaining economic growth.

Targets

Within our own operations, we set a goal to reduce GHG emissions by ten percent per million-dollar sales by 2020 from a 2015 baseline. Building on steady efficiency gains and renewable electricity purchases, we have already [surpassed our goal](#).

In 2018, Ecolab signed an agreement to support Clearway Energy Group's 419-MW wind farm, Mesquite Star, in Fisher County, Texas. Construction of the Mesquite Star wind farm began in the first half of 2019 and will begin generating renewable electricity in 2020. Through a virtual power purchase agreement (VPPA), we are supporting construction of 100 MW of new renewable electricity capacity within the Mesquite Star wind farm. The renewable electricity generated under Ecolab's 100-MW VPPA will cover 100 percent of our annual U.S. energy use and builds upon the 5 MW of community solar subscriptions in Minnesota that we signed with Clearway in 2015. We will continue to identify more opportunities for renewable energy applications, renewable energy certificates and renewable subscriptions.

In 2019, we joined the UN Global Compact's Business Ambition for 1.5°C committing to reduce our GHG emissions by 50 percent by 2030 and achieve net-zero by 2050. Since then, we have committed to achieving 100 percent renewable electricity by 2030, and have also set a science-based target (SBT) addressing our Scope 1, 2 and 3 emissions which was approved by the Science Based Targets Initiative (SBTi). Our SBT commits us to reduce absolute Scope 1 and Scope 2 GHG emissions by 50 percent by 2030 from a 2018 base year. In addition, we will work with suppliers representing 70 percent of our Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel and downstream transportation and distribution) to set science-based targets by 2024. For more information, please see [Our 2030 Sustainability Goals](#) in this report.

Energy-Saving Products and Services

Many of Ecolab's innovative products and services help our customers reduce their energy use. Examples of our energy-savings technologies and their positive impacts in 2019 are provided below. Estimated energy savings for each application are based on a comparison with the historic performance of the technology replaced in the year the product was launched. Methodologies are described separately for each application.

In addition to these example technologies, our [2019 Corporate Sustainability Report](#) showcases various real-life customer eROI case studies, demonstrating the value we delivered to our customers through technology, insights, service and training.

PARETO™ Mixing Technology

In 2019, we helped customers save an estimated 8.1 trillion BTUs globally using our PARETO Mixing Technology, which enhances chemical performance by optimizing the injection of chemical additives into industrial-process streams. By allowing reuse of warmer process water in papermaking, papermakers avoid the need to heat water from freshwater temperature to process. The methodology used to estimate reduced energy requirements is based on the quarterly calculated energy savings delivered by the technology based on historical and forecasted marketing and sales data.

HVAC Performance Services

In 2019, we helped customers in the United States and Canada save an estimated 205 billion BTUs through our HVAC Performance Services which maintain HVAC systems at peak performance. Dirty coils and inefficient filters can reduce cooling capacity, causing cooling-comfort or production-climate-control problems while wasting energy and increasing waste from filter disposal. Ecolab helps customers achieve emissions reductions by cleaning cooling and heating coils using an innovative process that recovers the heat-transfer capabilities of the coils. On average, cooling capacity of the system is improved by 50 percent (based on internal national energy data). This coil-cleaning service is supported by energy audits that document cooling capacity improvements, including energy savings and carbon-footprint reductions due to improved heat transfer and increased airflow/lower pressure drop across the cooling/heating coils. The methodology used to estimate these reduced energy requirements is based on quarterly calculated energy savings delivered by the technology based on historical and forecasted marketing and sales data.

APEX™

In 2019, we helped customers globally save an estimated 3.3 trillion BTUs using our APEX warewashing program, which enables restaurant owners to minimize rewash while maintaining cleaning performance and operating at a lower wash temperature. The methodology used to estimate energy savings is based on annual sales data and the assumption that a full-service casual dining restaurant open 364 days per year runs 127,400 racks per year. With the implementation of the APEX system, restaurants see a ten percent rack reduction of washes.

Aquanomic™

In 2019, we helped customers globally save an estimated 1.9 trillion BTUs. By using the Aquanomic program, lodging owners can reduce the number of laundry rinse cycles while maintaining cleaning performance and operating at a lower wash temperature. The methodology used to estimate these reduced energy requirements is based on annual sales data for Aquanomic, water savings documented from field trials and third-party studies and the assumption that a load consists of 100 pounds of linen.

3D TRASAR™ Solid Cooling Water

In 2019, we helped customers in North America save an estimated 1.1 billion BTUs through the use of our 3D TRASAR Solid Cooling Water program. The web-based data management platform allows our customers to efficiently optimize operation and maximize performance. The methodology used to estimate these reduced energy requirements is based on annual sales volume and the solids packaging and transportation benefits compared to traditional technology.

NALCO Boiler Treatment Technology

In 2019, we helped customers globally save an estimated 13.4 trillion BTUs through the use of our Nalco Boiler Treatment Technology. Through the use of Nalco Boiler Treatment Technology, customers are able to improve boiler safety and reliability while achieving significant energy savings by reducing scale deposits in firetube boilers, optimizing boiler blowdown and improving condensate return to the boiler feedwater. The methodology used to estimate the reduced energy requirements is based on annual sales data for NexGuard boiler treatment programs and the number of Nalco accounts using Nalco boiler treatment programs and services and 3D TRASAR Boiler Automation.

Sanitizing Wash 'N Walk

In 2019, we helped customers globally save an estimated 393 billion BTUs using our Sanitizing Wash 'N Walk platform. Sanitizing Wash 'N Walk No-Rinse Drain and Floor Cleaner/Sanitizer is an EPA-registered cleaner and sanitizer that provides total management of floors and drains in a single product. The enzyme-based floor cleaner formula provides immediate cleaning of all soil types and extended cleaning of organic grease, fats and oils, thereby reducing risks of slips and falls, while the cold-water application saves energy. The methodology used to estimate the reduced energy requirements is based on annual sales data and energy avoided based on a 50 percent energy reduction product factor.

Exelerate CIP Plus Technology

In 2019, we helped customers in the United States save an estimated 73.1 billion BTUs using our Exelerate CIP Plus Technology. These energy savings are based on calculations and testing compared to traditional alkaline cleaners.

3D TRASAR™ Technology for Membranes

In 2019, we helped customers globally save an estimated 15.9 billion BTUs globally using our 3D TRASAR Technology for Membranes. Our 3D TRASAR technology detects and monitors critical operating parameters in real time, allowing customers instant access to system information anytime, anywhere and determines and executes the correct response to dynamic system changes as they occur. Energy is saved by maximizing throughput and minimizing downtime. Energy savings are based on the difference in kilowatt hours of reject flow at 80 percent recovery and reject flow at 75 percent recovery.

Pure Comfort™ Mineral Program

In 2019, we helped customers in the United States save an estimated 199 billion BTUs using our Pure Comfort Mineral Program. The Pure Comfort Mineral Program generates chlorine sanitizer necessary to maintain a safe and balanced pool. Energy savings are based on heating replacement water.

SMARTPOWER™

In 2019, we helped customers globally save an estimated 286 billion BTUs globally using our SMARTPOWER technology. SMARTPOWER combines insights, innovative chemistry and personal service to deliver sustainability savings and better control across warewashing operations. Energy savings are based on annual sales data and water savings documented from market tests with our customers where SMARTPOWER reduced the amount of racks that required rewashing, thus saving water, energy and labor.

Advantis™ FC Program

In 2019, we helped customers globally save an estimated 3.4 billion BTUs of energy globally using our Advantis FC program. This program is a high foaming, chlorinated alkaline cleaner specially formulated for use with reduced temperature water. Advantis FC provides food and protein processing facilities with excellent cleaning performance against protein and fat soils on stainless steel processing equipment and plant environmental surfaces. Energy savings are based on the water temperature reduction of sanitation water.

OxyGuard™ 40

In 2019, we helped customers in North America save an estimated 146 billion BTUs. By using the Oxyguard program, commercial laundries can reduce water and energy consumption while delivering superior cleaning performance. The methodology used to estimate the reduced utility requirements is based on annual sales data for Oxyguard and documented field trials.



ENERGY PERFORMANCE

Total Energy Use	UNITS	2019
Total Energy Use	GJ	8,785,417
Total Electricity Use	GJ	1,623,384
Total Renewable Electricity Use	GJ	112,645
Total Renewable Electricity Use	%	7%
Total Self-Generated Energy	GJ	214,694

Direct Energy Consumed by Source	UNITS	2015	2016	2017	2018	2019
Biodiesel	GJ	1.1	-	5.0	106	-
Diesel	GJ	957,633	871,370	882,241	871,901	888,301
Distillate Fuel Oil (#1, 2, 4)	GJ	97,039	79,424	78,921	42,473	47,548
Electric	GJ	-	-	-	281	201
Ethanol	GJ	23,735	1,493	1,098	2,150	2,681
Gasoline	GJ	2,080,079	2,082,351	2,000,790	2,035,794	2,092,121
LNG	GJ	1.2	1.5	-	-	-
LPG	GJ	44,117	37,880	40,369	45,165	44,565
Natural Gas	GJ	3,318,043	3,415,452	3,590,303	3,825,802	3,788,017
Residual Fuel Oil (#5, 6)	GJ	3,908	3,086	3,335	2,737	2,490
Towngas	GJ	17.8	35.1	20.5	-	-
Total	GJ	6,524,574	6,491,093	6,597,083	6,826,409	6,865,924

Indirect Energy Consumed by Source	UNITS	2015	2016	2017	2018	2019
Electricity	GJ	1,664,665	1,654,423	1,656,228	1,710,981	1,622,702
Purchased Chilled Water	GJ	12,156	14,116	11,705	8,975	8,736
Purchased Hot Water	GJ	52,235	56,035	58,529	60,382	55,783
Steam	GJ	352,078	389,032	382,612	245,658	231,590
Solar	GJ	-	714	716	659	682
Total	GJ	2,081,134	2,114,320	2,109,790	2,026,655	1,919,493

Electricity Sold	UNITS	2015	2016	2017	2018	2019
Electricity Sold	GJ	3,041	5,122	12,508	1,736	1,695

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

Energy Consumption Outside of the Organization	UNITS	2019
Fuel and Energy-Related Activities (Scope 3)	MWh	481,920

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

Energy Use by Region	UNITS	2015	2016	2017	2018	2019
Asia Pacific	GJ	806,556	796,893	815,437	671,561	644,634
Europe, Middle East and Africa	GJ	6,316,514	6,263,915	6,276,791	6,519,013	6,468,023
Latin America	GJ	1,228,331	1,235,935	1,313,433	1,309,121	1,324,812
North America	GJ	254,315	308,667	301,211	353,368	347,948
Total	GJ	8,605,716	8,605,410	8,706,872	8,853,063	8,785,417

Electricity Use by Region	UNITS	2015	2016	2017	2018	2019
Asia Pacific	GJ	242,686	218,997	215,002	209,322	191,476
Europe, Middle East and Africa	GJ	1,030,086	1,028,228	1,031,900	1,075,137	1,019,427
Latin America	GJ	282,955	287,077	289,620	279,309	272,886
North America	GJ	108,938	120,835	120,422	147,871	139,595
Total	GJ	1,664,665	1,655,137	1,656,944	1,711,639	1,623,384

Energy Intensity	UNITS	2015	2016	2017	2018	2019
Ratio Denominator - Global Sales	\$M	13,545	13,272	13,894	14,335	14,745
Energy Use Intensity	GJ / \$M	635	648	627	618	596
Electricity Use Intensity	GJ / \$M	123	125	119	119	110

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

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

	UNITS	2019
Asia Pacific	kWh	12,000
Europe, Middle East and Africa	kWh	1,431,610
Latin America	kWh	420,190
North America	kWh	31,730
Total	kWh	1,895,530

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 2019.



EMISSIONS PERFORMANCE

Direct (Scope 1) GHG Emissions	UNITS	2015	2016	2017	2018	2019
Direct (Scope 1) Emissions	MT CO ₂ e	396,916	394,352	398,822	410,533	411,079
Biogenic Emissions	MT CO ₂ e	1,219	76.7	56.7	118	138

- Scope 1 emissions reported are independent of any GHG trades, such as purchases, sales or transfers of offsets or allowances.
- The inventory includes CO₂, CH₄ and N₂O emissions from fuel consumption and HFC emissions from refrigerant use.
- PFCs, NF₃ and SF₆ are not included since Ecolab does not use these compounds.
- Emissions factors used for electricity and other fuels are subregion-, country- or region-specific where applicable, using the latest databases from governmental sources (i.e. United States Environmental Protection Agency's eGRID, UK's Defra and the International Energy Association).
- Biogenic emissions include biodiesel and ethanol (E85) fuel use.
- Chosen base year for GHG emissions is 2015.
- United States Environmental Protection Agency's Climate Leaders Emissions factors were used to calculate direct emissions.
- Chosen consolidation approach for emissions is operational control.

Indirect (Scope 2) GHG Emissions	UNITS	2015	2016	2017	2018	2019
Market-based Indirect (Scope 2) Emissions	MT CO ₂ e	289,712	271,583	268,889	242,922	224,146
Location-based Indirect (Scope 2) Emissions	MT CO ₂ e	270,195	262,391	246,652	242,020	218,376

- Scope 2 emissions reported are independent of any GHG trades, such as purchases, sales or transfers of offsets or allowances.
- The inventory includes CO₂, CH₄ and N₂O emissions from electricity, heating and cooling consumption.
- Emissions factors used for electricity and other fuels are subregion-, country- or region-specific where applicable, using the latest databases from governmental sources (i.e. United States Environmental Protection Agency's eGRID, UK's Defra and the International Energy Association).
- Chosen base year for GHG emissions is 2015.
- Chosen consolidation approach for emissions is operational control.

Other Indirect (Scope 3) GHG Emissions	UNITS	2015	2016	2017	2018	2019
Purchased Goods and Services	MT CO ₂ e	6,711,304	4,253,032	6,040,547	5,935,704	5,267,278
Capital Goods	MT CO ₂ e	-	-	-	76,690	42,539
Fuel and Energy Related Activities	MT CO ₂ e	126,231	127,518	140,580	141,783	130,259
Upstream Transport	MT CO ₂ e	-	-	-	249,308	257,631
Waste Generated in Operations	MT CO ₂ e	37,629	18,821	40,829	39,376	35,706
Business Travel	MT CO ₂ e	44,801	43,977	40,948	56,914	76,245
Employee Commuting	MT CO ₂ e	-	-	-	84,774	84,345
Upstream Leased Assets	MT CO ₂ e	N/A	N/A	N/A	N/A	N/A
Downstream Transportation	MT CO ₂ e	-	-	-	717,606	593,521
Processing of Sold Products	MT CO ₂ e	N/A	N/A	N/A	N/A	N/A
Use of Sold Products	MT CO ₂ e	-	-	-	538,087	538,087
End of Life of Sold Products	MT CO ₂ e	-	-	-	152	152
Downstream Leased Assets	MT CO ₂ e	N/A	N/A	N/A	N/A	N/A
Franchises	MT CO ₂ e	N/A	N/A	N/A	N/A	N/A
Investments	MT CO ₂ e	N/A	N/A	N/A	N/A	N/A
Total	MT CO₂e	6,919,965	4,443,348	6,262,904	7,840,394	7,025,763

- Ecolab's Scope 3 footprint in 2018 and 2019 is larger than in previous years as it includes additional Scope 3 categories not previously calculated.
- We used Environmentally Extended Economic Input Output (EEIO) analysis for our annual supplier and procurement spend data. This is a categorization model to convert \$USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.
- Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and T&D emissions, and any other losses in this category. Data quality is consistent with inputs from our global database on sustainability metrics. Upstream emissions of purchased electricity are calculated for the US and other countries by multiplying electricity activity data by country or region-specific emission factors from UK Defra 2017 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, hot and chilled water are calculated using emissions factors from UK Defra 2017 Guidelines for GHG Reporting. Emissions associated with losses were calculated for the US and other countries by multiplying the energy use by type by emission factors from UK Defra 2017 Guidelines for GHG Reporting. All GWPs are from the IPCC Fourth

Assessment Report (GWP for CH₄ = 25, GWP for N₂O = 298), consistent with reporting under the United Nations Framework Convention on Climate Change (UNFCCC).

- 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 2019 hazardous and non-hazardous waste streams. Data quality is consistent with inputs from our global database on sustainability metrics. Data on waste quantity are obtained and reported from global sites. Emissions from waste are calculated using methodologies and emission factors from the EPA's Waste Reduction Model (WARM), version 14, March 2016. Landfill emissions factors are used directly from WARM. This model bases its emissions calculations on a life-cycle analysis, including emissions from the long-term decomposition of waste in a landfill and upstream sources/sinks. GWPs are from the IPCC (2007) Fourth Assessment Report. For all categories except landfill, the WARM method has been adjusted to align with the GHG Protocol's Corporate Value Chain (Scope 3) Standard, based on emissions for transport to destination and processing of materials prior to reaching the end destination (be it recycling, incineration or other).
- The scope of business travel emissions is travel by North America-based and European-based employees only. Data availability for European business travel varies by country. It is estimated that 70 percent of all business travel emissions are represented. Defra 2018 emissions factors were used to calculate Scope 3 business-travel GHG emissions. Ecolab has also used Environmentally Extended Economic Input Output (EEIO) analysis for a portion of its annual supplier and procurement spend data. This is a categorization model to convert \$USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.
- We estimate that emissions associated with employee commuting constitute <5% of our total S3 footprint and are therefore not relevant. As of 2018, there were 49,000 Ecolab employees globally, with 27,000 sales-and-service associates. For a portion of the latter group, Ecolab provides company-owned vehicles for employees to get to and from work as a part of their customer service job functions. We have estimated that a quarter of these employees use company owned (e.g. Scope 1 emissions) vehicles for their commuting activity. The 2018 EPA emissions factor for Global -Passenger Vehicles is .000346 tCO₂e/mile. We assume each employee commutes 30.37 vehicle miles per day (U.S. average according to the 2009 U.S. National Household Travel Survey). Assuming 261 business days in a year, Ecolab's employee commute emissions total is less than 5% of our total S3 footprint.
- The scope for use of sold products is limited to Ecolab's Institutional Food & Beverage product categories and 3D TRASAR product portfolio. When calculating the lifetime CO₂e we used the following formula: Total emissions = new unit sales in the year * estimated annual electricity consumption * emissions factor * lifespan of product.
- Using the new sales data from the Use of Sold Products methodology and related calculations, Ecolab assigned product type categories with available secondary LCA studies to estimate the end-of-life emissions, and related recycling, landfill and/or energy recovery rates per product category. For some products where product weight is readily available, Ecolab multiplied the weights by the appropriate US EPA WARM emissions factors that is weighted by waste destination (based on US EPA research into waste destinations) to calculate tonnes of CO₂e per tonne of material disposed, by destination and material. GWPs are from the IPCC (2007) Fourth Assessment Report.
- Ecolab does not have any franchises.
- Ecolab is not aware of any investments that could be estimated with a carbon emissions impact.

GHG Emissions Intensity	UNITS	2015	2016	2017	2018	2019
Direct and Indirect GHG Emissions Intensity	MT CO ₂ e / \$M	53.9	53.5	51.0	48.6	46.0
Direct (Scope 1) Emissions	MT CO ₂ e / \$M	29.3	29.7	28.7	28.6	27.9
Market-Based Indirect (Scope 2) Emissions	MT CO ₂ e / \$M	21.4	20.5	19.4	16.9	15.2
Other Indirect (Scope 3) Emissions Intensity	MT CO ₂ e / \$M	3.3	3.3	3.0	3.1	2.9

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

Reduction of GHG Emissions	UNITS	2019
Asia Pacific	MT CO ₂ e	8.7
Europe, Middle East and Africa	MT CO ₂ e	173.8
Latin America	MT CO ₂ e	110.8
North America	MT CO ₂ e	7.2
Total	MT CO ₂ e	300.5

- The scope of reduction of emissions consumption data is global supply chain manufacturing facilities. The inventory includes CO₂, CH₄ and N₂O emissions from fuel consumption and HFC emissions from refrigerant use. This includes both Scope 1 and 2 emissions.
- PFCs, NF₃ and SF₆ are not included, since Ecolab does not use these compounds.
- This is a voluntarily reported metric and therefore may not represent all projects completed in 2019.

Ozone-Depleting Substances (ODS) Emissions	UNITS	2015	2016	2017	2018	2019
Asia Pacific	MT CFC-11 equivalents	0.0089	0.005	0.0001	0.0005	0.0002
Europe, Middle East and Africa	MT CFC-11 equivalents	-	-	-	-	-
Latin America	MT CFC-11 equivalents	0.0007	0.0004	-	-	-
North America	MT CFC-11 equivalents	0.1300	-	0.0010	-	-
Total	MT CFC-11 equivalents	0.1400	0.0054	0.0011	0.0005	0.0002

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

NOx Emissions by Region	UNITS	2015	2016	2017	2018	2019
Asia Pacific	MT	25	22	24	24	24
Europe, Middle East and Africa	MT	75	70	76	76	80
Latin America	MT	10	8	8	9	9
North America	MT	1,040	1,010	984	993	992
Total	MT	1,150	1,110	1,092	1,102	1,105

SOx Emissions by Region	UNITS	2015	2016	2017	2018	2019
Asia Pacific	MT	0.95	0.79	0.81	0.76	1.05
Europe, Middle East and Africa	MT	5.21	4.33	4.18	2.14	2.11
Latin America	MT	0.30	0.24	0.29	0.08	0.11
North America	MT	0.65	0.63	0.74	0.79	0.80
Total	MT	7.11	5.99	6.02	3.77	4.07

NOx and SOx Emissions Intensities	UNITS	2015	2016	2017	2018	2019
NOx Emissions Intensity	MT / \$M	0.0836	0.0836	0.0786	0.0768	0.0749
SOx Emissions Intensity	MT / \$M	0.0005	0.0005	0.0004	0.0003	0.0003

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



WATER

Management Approach

Governance

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

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

For more information about Ecolab’s sustainability governance, please see the [Sustainability Governance and Approach](#) section of this report.

Strategy and Risk Management

The UN projects that under a business-as-usual scenario, the world will face a 40 percent freshwater deficit by 2030, placing urgent pressure on businesses to rethink the way water resources are managed. As a company with deep expertise in water management, and in-depth understanding of the issues facing companies across industries, Ecolab helps businesses around the world achieve ambitious water conservation goals by doing more with less - improving the heating and cooling, industrial processing, wastewater treatment and cleaning and sanitizing processes. We employ innovative water technologies, real-time data and monitoring, water management software tools, water treatment services and chemistries to help customers implement industrial water conservation efforts to reduce fresh water use, re-use and recycle water to increase operational efficiency and reduce cost of operation, pretreat water to meet environmental discharge standards, treat water for public health and safety and to protect and prolong asset life.

We are committed to helping all water users better understand, evaluate and take action to mitigate their water-related risks in order to ensure the availability of the world’s fresh water supply for future generations. Although our direct operations are not water intensive, having sufficient amounts of quality freshwater is vital to our operations, products and services as we depend on the use of water to deliver our primary products and services to customers. Our [annual water risk assessment](#) assesses 100 percent of our operations and is used to identify facilities that may operate within water-stressed regions and determine whether we have substantive water-related risks. To date, we have not identified any inherent water-related operational risks with the potential to have a substantive financial or strategic impact on our business. For more information, please see our annual [CDP Water submission](#).

Targets

Within our own operations, we are aiming to achieve a 25 percent reduction in water impact by 2020 as compared to a 2015 baseline by reducing our total water withdrawals per million-dollar sales and investing in nature-based solutions (NBS). In 2019, we reduced our water withdrawal intensity by ten percent from our 2015 baseline, implemented 447,300 cubic meters of water replenishment projects and ultimately reduced our total water impact by 14 percent overall from our 2015 baseline.

We are also well on our way to surpass our 2030 water impact goal of conserving 300 billion gallons of water annually within our own and our customers’ operations, equivalent to the annual drinking water needs of more than 1 billion people.

Our aim is to further expand our positive water impact across the world and in our own operations. This year, we launched new 2030 operational water goals to:

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

For more information, please see [Our 2030 Sustainability Goals](#) in this report.

Water Stewardship

As part of our water stewardship work, we have developed two publicly available tools: The Water Risk Monetizer and The Smart Water Navigator.



Water Risk Monetizer

In 2014, Ecolab partnered with Trucost to develop the Water Risk Monetizer (WRM). The WRM is a publicly available global water risk

assessment tool that uses best-in-class local water basin datasets and scientific methodologies to monetize water-specific business risks. The tool provides a risk-adjusted water price that represents the full value of water to a business based on local level demands and scarcity. In addition, water quality is included in the risk equation providing a comprehensive risk assessment and a deeper level of business insights to drive more informed water management decisions. As more businesses and other water users begin to operationalize a risk-adjusted cost of water, they are more equipped to reduce their water use, especially in water-scarce areas where it's needed most. This, in turn, helps the communities where tool users operate by reducing demand for a scarce and critical resource. Our shared goal is to drive more businesses to use data to inform actionable plans to save, reduce and recycle water. By leveraging information provided by the Water Risk Monetizer tool, businesses can take action to reduce water use and factor water scarcity into decisions to support business growth. More than 5,200 unique users have used the tool. Ecolab continues to actively refresh the tool with updated data as available and evaluate opportunities to improve the WRM with enhancements and new features.



Smart Water Navigator

Many companies have corporate water targets, but all too often they don't know how to translate them into real water reductions. From a 2017 Ecolab and GreenBiz survey, we

know that 82 percent of companies lack the tools and expertise to achieve tangible results and according to S&P Trucost, corporate water use is increasing globally. To ensure continued growth in an increasingly water-scarce world, companies must decrease their water use and build smart, circular water management practices. The Ecolab Smart Water Navigator will help make that happen by bridging the gap between good intentions and effective action. To achieve that, the Smart Water Navigator focuses on providing solutions tailored to the individual facility level based on local factors such as weather patterns, geography and local soil conditions. Launched in March 2019, the Ecolab Smart Water Navigator is a free online tool that offers companies a practical roadmap for sustainable water management.

Water Risk Assessment

Overview

Ecolab conducts an annual water-risk assessment to identify facilities that may operate within water stressed regions, both in the near- and long-term. The analysis is based on combining our operational water withdrawal, effluent footprint and production metrics with water risk inputs and financial cost valuations from the Water Risk Monetizer (WRM) to inform decisions at an operational level. Rather than recreate existing assessment frameworks that address quantitative water risk, the WRM utilizes leading, publicly available datasets such as those developed by the World Resources Institute (WRI) and World Wildlife Fund to incorporate revenue at risk.

Methodology Detail

In 2019, our water risk assessment scope included 100 percent of our direct operations. To evaluate overall risk to the company, we removed facilities where production does not occur (this includes an estimated 15 percent of water withdrawal and effluent from Offices, Distribution, Warehouses, Flex/R&D and related facilities) and refined our assessment to focus on the remaining 97 manufacturing and campus/technology center facilities which represent 85 percent of our total global water withdrawal and effluent footprint. This list of facilities was further assessed using a variety of risk criteria inputs provided by the WRI Aqueduct Tool and insights available through the Water Risk Monetizer.

Results

Using GRI's definition of water stress¹, 17 percent of Ecolab's total water withdrawal is sourced from areas with "high" or "extremely high" current baseline water stress, as assessed using the [WRI's Aqueduct Water Risk Atlas](#). To further evaluate our water risk, we also assessed sites in these areas against the following risk criteria:

- Future baseline water stress is expected to remain the same or increase (based on IEA 450 climate scenario to 2030 in WRI's Aqueduct Water Risk Atlas)
- Ten-year potential Revenue at Risk is greater than ten percent (based on Water Risk Monetizer tool)¹
- Production intensity (i.e. the percentage of each sites' production out of total production) is greater than one percent

Based on these criteria, only three sites representing six percent of total production volume and three percent of total water withdrawal have been identified as operating in river basins where production may be affected by water risk. One of these sites will be sold as part of the Upstream energy business that was divested in March 2020. The other two sites are working hard to mitigate this risk. For example, our City of Industry plant in California received Alliance for Water Stewardship International Water Stewardship Standard certification in 2017.

¹ Revenue at risk compares the estimated amount of water a business requires to generate revenue (m3 per USD of revenue) to the business' share of water available in the water basin if water was allocated among water users based on economic activity (contribution to basin-level GDP).

Collective Action

Ecolab collaborates with nonprofits and nongovernmental organizations to advance new solutions and standards for responsible water management, and to build awareness of the environmental impacts of industry. As a founding partner of the Alliance for Water Stewardship (AWS), Ecolab is committed to collaboration with other businesses at the local level and sustainable water use in our facilities. 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.

Good water stewards understand their own water use, catchment context and shared concerns in terms of water governance, water balance, water quality, Important Water-Related Areas (IWRAs) and Water, Sanitation And Hygiene (WASH), and then engage in meaningful individual and collective actions that benefit people, the economy and nature. Members of the Alliance for Water Stewardship unite behind the organizational intention in developing the AWS Standard: to provide a common, credible, globally-applicable framework for major water users to understand their own water use and impacts, and work collaboratively and transparently with others for sustainable water management within the wider water catchment context.



The AWS International Water Stewardship Standard

The AWS standard is built around five steps:

1. Gather and understand
2. Commit and plan
3. Implement
4. Evaluate
5. Communicate and disclose

Implementation of the AWS standard is intended to achieve five outcomes:

1. Good water governance
2. Sustainable water balance
3. Good water quality status
4. Important water-related areas
5. Safe water, sanitation and hygiene for all (WASH)

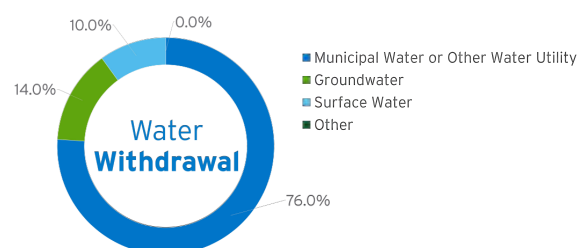
As a pilot site for the Standard, Ecolab partnered with the World Wildlife Fund (WWF) to address the unique challenges of the Taihu watershed area in China and designed the Ecolab Taicang, China plant for environmental sustainability. Ecolab engineers, plant operations managers and associates, along with the WWF, systematically worked through the AWS Standard's continual improvement framework to achieve responsible water stewardship status for the Taicang plant, which opened in 2012. In September 2015, our Taicang, China plant became the first facility in the world to be certified under the AWS Standard. At the end of 2017, we achieved our second and third AWS certifications for Ecolab's manufacturing facilities in City of Industry and Carson, both located in water-stressed southern California. In December of 2019, our Garyville, Louisiana plant became our fourth AWS certified site, and the first North American site certified to version 2.0 of the standard. Thanks to steps taken during the AWS certification process and Ecolab's own water-saving technologies, including 3D TRASAR™ Technology, these plants save a combined total of more than 40 million gallons of water annually, which is equivalent to the annual drinking water needs of more than 138,000 people.

The Alliance for Water Stewardship certification requires collaboration with other local businesses in the watershed. All Ecolab facilities that received certification worked with other users in the same watershed to drive collective action on water stewardship. For example, the [California Water Action Collaborative \(CWAC\)](#) allowed the City of Industry and Carson plants to share best practices and current projects with other large companies in the same local watershed.

WATER PERFORMANCE

Water Withdrawal by Source

	UNITS	2019
Municipal Water or Other Water Utility	Cubic meters	6,369,664
Groundwater	Cubic meters	1,211,050
Surface Water	Cubic meters	848,534
Rainwater	Cubic meters	45
Total	Cubic meters	8,249,293



Water Withdrawal by Source from Water Stressed Areas

	UNITS	2017	2018	2019
Municipal Water or Other Water Utility	Cubic meters	2,378,690	2,483,740	1,002,506
Groundwater	Cubic meters	1,876,870	1,794,111	209,669
Surface Water	Cubic meters	7,087	6,143	-
Rainwater	Cubic meters	-	-	-
Total	Cubic meters	4,262,647	4,283,994	1,212,175

In alignment with GRI standards, Ecolab defines water stressed areas as areas designated as having "extremely high" or "high" baseline water stress according to WRI's Aqueduct Water Risk Atlas tool. Data for 2019 is based on Aqueduct 3.0, the latest version of the Aqueduct tool. Data for 2017 and 2018 is based on Aqueduct 2.0. Included in the scope of this metric is all water withdrawal from Ecolab manufacturing and campus/technology center facilities where production occurs, which for 2019 represents 85% of Ecolab's global water footprint.

Water Withdrawal by Region

	UNITS	2015	2016	2017	2018	2019
Asia Pacific	Cubic meters	913,618	875,228	861,354	801,670	816,911
Europe, Middle East and Africa	Cubic meters	1,783,434	1,928,950	1,898,645	1,906,243	1,876,215
Latin America	Cubic meters	491,895	530,893	505,896	439,987	432,475
North America	Cubic meters	6,031,047	5,950,633	6,151,509	6,594,674	5,948,479
Total	Cubic meters	9,219,994	9,285,704	9,417,404	9,742,574	9,074,080

Water Withdrawal Intensity

	UNITS	2015	2016	2017	2018	2019
Intensity Within the Organization	Cubic meters / \$M	681	700	678	680	615

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

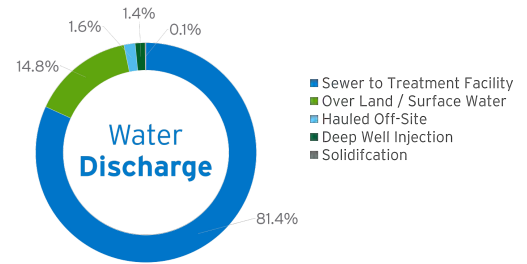
Total Water Recycled and Reused

	UNITS	2015	2016	2017	2018	2019
Total Water Recycled and Reused	Cubic meters	104,175	112,893	132,926	131,937	227,030
Total Water Recycled and Reused as a Percent of Total Water Withdrawal	%	1.13%	1.22%	1.48%	1.43%	2.69%

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

Water Discharge by Destination

	UNITS	2019
Sewer to Treatment Facility	Cubic meters	5,088,250
Over Land / Surface Water	Cubic meters	927,280
Hauled Off-Site	Cubic meters	102,203
Deep Well Injection	Cubic meters	89,251
Solidification	Cubic meters	8,654
Total	Cubic meters	6,251,638



Water Discharge by Region

	UNITS	2015	2016	2017	2018	2019
Asia Pacific	Cubic meters	625,308	551,079	537,860	526,557	497,823
Europe, Middle East and Africa	Cubic meters	4,403,559	4,793,767	4,605,803	4,959,089	4,684,725
Latin America	Cubic meters	1,294,099	1,362,556	1,332,569	1,369,392	1,359,569
North America	Cubic meters	292,580	316,383	301,590	294,986	285,584
Total	Cubic meters	6,615,546	7,023,785	6,777,822	7,150,024	6,827,701

Water Discharge Intensity

	UNITS	2015	2016	2017	2018	2019
Intensity Within the Organization	Cubic meters / \$M	488	529	488	499	463

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

Water Discharge by Quality

	UNITS	2015	2016	2017	2018	2019
Biological Oxygen Demand (BOD)	MT	1,680	2,579	1,579	1,736	1,484
Total Suspended Solids (TSS)	MT	2,363	2,428	2,960	2,900	1,457

- The scope of water quality data is global supply chain manufacturing facilities.
- In 2015, 91% and 93% of supply chain manufacturing water discharge is represented in BOD volume and TSS volume, respectively.
- In 2016, 78% and 70% of supply chain manufacturing water discharge is represented in BOD volume and TSS volume, respectively.
- In 2017, 64% of supply chain manufacturing water discharge is represented in BOD and TSS volume.
- In 2018, 68% and 61% of supply chain manufacturing water discharge is represented in BOD volume and TSS volume, respectively.
- In 2019, 67% and 60% of supply chain manufacturing water discharge is represented in BOD volume and TSS volume, respectively.



MATERIALS USE AND WASTE

Management Approach

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

In our operations, our European manufacturing plants have a Zero Waste to Landfill goal, and we are more than three quarters of the way to achieving this goal. We are evaluating materials and waste reduction and disposal strategies in other regions. Additionally, we are currently developing a global supply chain waste policy that will provide guidance and requirements for sites to minimize the creation of waste and reduce the impact of waste disposal. The strategy applies a waste disposal hierarchy, which describes an order of preferred disposal methods for all waste types.

Ecolab's ambition is to package all products in reusable or readily recyclable packaging designs by 2030. Although we've had great success reducing packaging waste through innovation, starting in 2019 we've placed additional focus on this area and appointed a lead for packaging sustainability. Our three key strategies to achieving our ambition are to:

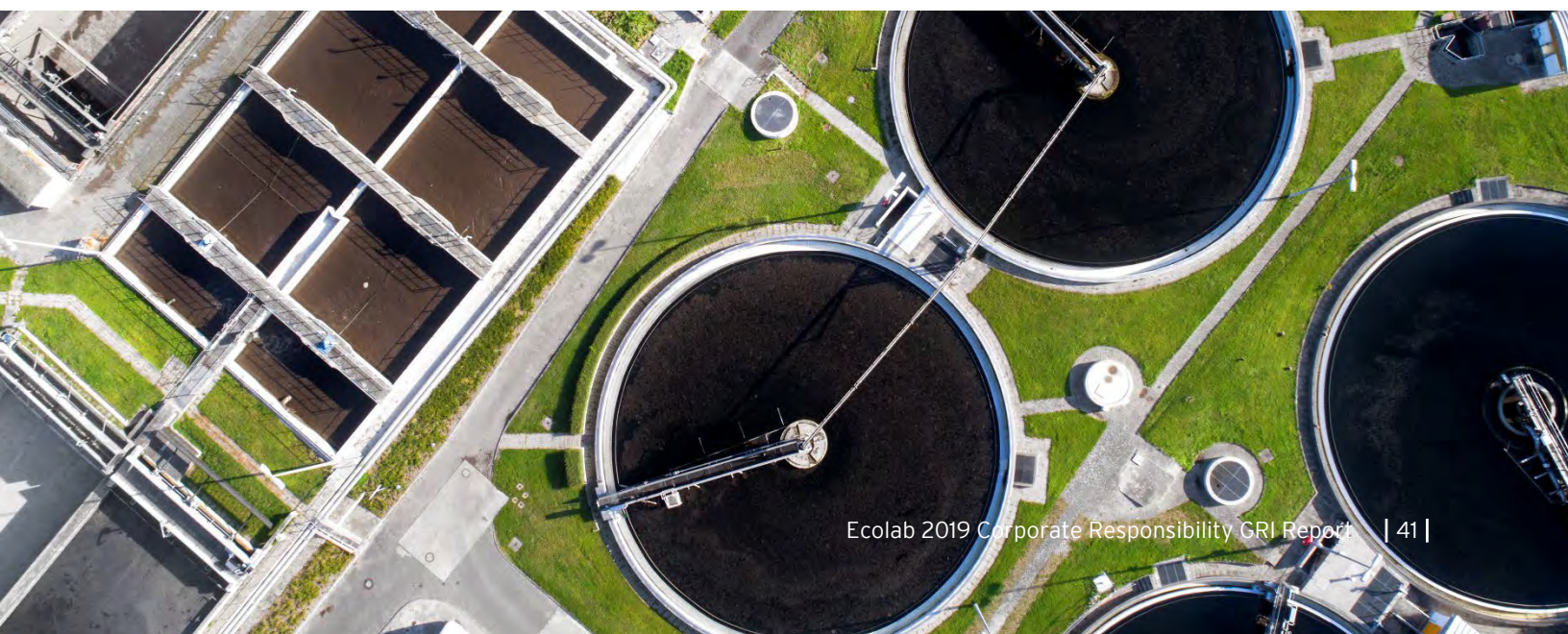
1. Accelerate and expand reusable packaging programs
2. Shift to readily recyclable packages where reuse is not feasible
3. Develop metrics and reporting systems

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

MATERIALS PERFORMANCE

Material Use Metric	UNITS	2015	2016	2017	2018	2019
Raw Material Used (Nonrenewable)	MT	2,404,401	2,308,129	2,359,056	2,384,020	2,235,666
Material Used in Packaging	MT	11,126	20,332	21,834	23,134	21,670
Recycled Material Used in Packaging	MT	1,530	3,023	3,405	3,367	3,311
Percentage of Recycled Packaging Material	%	13.8%	14.9%	15.6%	14.6%	15.3%
Reconditioned Drums Purchased	MT	1,189	1,770	1,412	1,098	1,238
Reconditioned Intermediate Bulk Containers (IBC) Purchased	MT	Unavailable	165	608	331	604
Containers Returned for Reuse	MT	Unavailable	Unavailable	6,005	5,238	4,621

- The scope of raw material data is limited to global supply-chain manufacturing facilities.
- The scope of 2016 data has been expanded to include Legacy Champion. Prior year data only included Legacy Nalco.
- Ecolab purchases reconditioned drums to avoid the use of virgin plastic. The scope of reconditioned drum and IBC data is North America Legacy Ecolab. We are unable to provide consistent reconditioned IBC purchase data prior to 2016 or returned containers for reuse data prior to 2017.



WASTE PERFORMANCE

Total Waste and Waste Intensities	UNITS	2015	2016	2017	2018	2019
Nonhazardous Solid Waste	MT	39,551	37,646	35,482	34,809	34,470
Hazardous Solid Waste	MT	49,603	46,811	48,958	58,401	61,277
Nonhazardous Solid Waste Intensity	MT / \$M	2.92	2.84	2.55	2.43	2.34
Hazardous Waste Intensity	MT / \$M	3.66	3.53	3.52	4.07	4.16

Nonhazardous Waste by Region	UNITS	2015	2016	2017	2018	2019
Asia Pacific	MT	3,430	2,438	2,110	2,208	2,405
Europe, Middle East and Africa	MT	6,354	5,574	5,768	6,901	6,676
Latin America	MT	1,383	1,644	2,972	2,928	3,489
North America	MT	28,383	27,990	24,632	22,772	21,900
Total	MT	39,551	37,646	35,482	34,809	34,470

Hazardous Waste by Region	UNITS	2015	2016	2017	2018	2019
Asia Pacific	MT	5,183	5,297	5,712	6,145	7,417
Europe, Middle East and Africa	MT	22,471	17,883	18,273	28,744	28,204
Latin America	MT	3,857	4,480	5,090	3,346	4,022
North America	MT	18,092	19,151	19,883	20,166	21,634
Total	MT	49,603	46,811	48,958	58,401	61,277

- All waste is disposed of directly by the organization or otherwise directly confirmed by the waste disposal contractor. The primary type of hazardous waste that Ecolab produces is process waste from vessel washouts, equipment cleaning, etc. Generally, this waste is corrosive or flammable, which is why it is deemed hazardous.
- The scope of hazardous and nonhazardous solid waste by region and intensity is globally owned and leased facilities.
- Nonhazardous solid waste metrics for prior years have been restated to include recycled waste (previously reported separately).

Nonhazardous Solid Waste by Destination	UNITS	2019
Landfill	MT	19,005
Recycling	MT	6,683
Land Farm	MT	4,525
Energy Recovery	MT	984
Treatment	MT	877
Incineration	MT	810
Reuse	MT	566
Compost	MT	252
Total	MT	33,702

Hazardous Solid Waste by Destination	UNITS	2019
Landfill	MT	15,077
Evaporation	MT	13,152
Treatment	MT	11,311
Incineration	MT	8,398
Fuel Blending	MT	4,726
Deep Well Injection	MT	3,972
Energy Recovery	MT	3,478
Reuse	MT	218
Sewer	MT	29
Compost	MT	2
Total	MT	60,363

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

CHEMICAL PORTFOLIO MANAGEMENT

Hazard and Risk Assessment

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

100 percent of Ecolab's raw materials and products are evaluated for strict compliance with applicable regulatory requirements and assessed by the Regulatory Affairs and business teams for human and environmental hazards using Globally Harmonized System of Classification and Labeling of Chemicals (GHS) and Organization of Economic Co-operation and Development (OECD) standards. To thoroughly assess ingredients, we review publicly available information from reputable sources such as the United States Environmental Protection Agency (EPA), United States Agency for Toxic Substance and Disease Registry (ATSDR), World Health Organization (WHO) and European Chemicals Agency (ECHA). We also require chemical ingredient suppliers to provide Safety Data Sheets (SDS) and technical datasheets to enable proper handling and classification of our materials and products. For select products, we conduct additional testing to validate any pertinent hazards identified in products or product ingredients and assess potential substitutions. When substitutions are not technically viable, engineering controls and appropriate personal protective equipment (PPE) are required for product use.

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

Participation in the Chemical Footprint Project

In 2019, we continued our participation in the [Chemical Footprint Project](#) (CFP), which measures and discloses data on business progress toward safer chemicals and provides a tool for benchmarking companies as they select safer alternatives and reduce their use of chemicals of high concern. Ecolab completed this comprehensive benchmarking survey globally, included all business units in the evaluation and reported our performance to the CFP. Through our participation, we established a defined process for assessing and proactively eliminating substances of concern from the Ecolab product and substance portfolio.

In 2019, we worked to further align our global business' processes to embed sustainability into product design, focusing on chemical products and their packaging, and improve our performance and the reporting of results to the CFP. We also continued to focus on reducing or eliminating the small number of Substances of Very High Concern as designated by the candidate European Union (EU SVHCs) within our portfolio (less than one percent).

Classification and Labeling of Chemicals

100 percent of Ecolab products are reviewed for appropriate ingredient disclosure and accurate use and application instructions. We follow the GHS criteria for classifying our chemical ingredients and products and communicating product safety information. Ecolab has implemented GHS globally with over 95 percent 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. In addition, safe-use and disposal instructions are included for all our products on the label and/or through our sales-and-service associates. 80 percent of Ecolab products have GHS category 1 and/or 2 warnings on the product due to our commitments to minimize our carbon footprint and packaging waste through the use of concentrated products. However, when used as directed, this percentage drops significantly, particularly across our Institutional North America portfolio, where over 73 percent of our products do not require any personal protective equipment.

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

PRODUCT DESIGN AND LIFECYCLE MANAGEMENT

Our Outcome Based Approach

Ecolab has developed policies and programs to prevent or reduce human and environmental exposure to hazards and risks in chemical products through a holistic engineering approach which includes chemistry composition, format, packaging, dispensing and digital control systems. Our Product Sustainability and Regulatory Affairs teams closely partner to implement programs such as our Ingredients Policy and [Impacts that Matter](#) Product Sustainability platforms across our businesses globally.

In 2016, we initiated a refresh of our approach to product sustainability and developed an outcome-based approach to ingredient responsibility, human health and environmental impact that focuses on the outcomes our products create for our customers and product users. During this development process we engaged our customers to understand their needs, along with government and third-party certifiers to define the key components of product sustainability. Based on this research and customer testing, we developed our [Impacts that Matter](#) framework for product responsibility. This platform was launched in 2019, with eight key criteria that are science-based and measurable. This standardized framework is a natural extension of our [Exponential Return on Investment \(eROI\)](#) value platform and allows our customers to make informed choices based on the outcomes each of these products has on their teams, customers and the environment.

Providing this information helps explain and measure the impacts of Ecolab solutions as they are used by our customers. The technical information supporting these attributes is supported by our enterprise chemical management database, and thus, is consistent with our Safety Data Sheet literature. As our [Impacts that Matter](#) platform evolved and gained support within the organization over the last three years, we pivoted away from completing Customer Impact Product Profile (CIPP) reviews and instead focused on completing product assessments against the new criteria. This platform has quickly gained popularity within our business and across our customers, with a 19 percent increase in the number of customer requests for information.

We have completed evaluations of our Institutional portfolio and are working across businesses to expand the number of product profiles available. We have integrated this process into our new product regulatory evaluation and will be formalizing this and other product sustainability tools into the formal innovation process in 2020.

Impacts That Matter

Our [Impacts that Matter](#) criteria and packaging principles ensure that Ecolab products are sustainable while never compromising safety and performance.

No Personal Protective Equipment (PPE) at Use Solution When Used as Directed

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

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

Product is Biodegradable as Used

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 as Used

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

Reduced Waste and Carbon Footprint

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

Low Phosphorus, or No Added Phosphorus

Minimizes nutrient pollution in aquatic environments from phosphorus.



Packaging Principles

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

In 2019, we saved more than 15 million pounds of newly produced plastic. Because of innovations in the way we formulate and package products for our customers, we have kept 86 million pounds of plastic out of circulation since 2014. In addition to reducing and reusing packaging materials, Ecolab was an early adopter of using post-consumer recycled content in our plastic packaging materials, and we continue to use it in many of our packages today.

Going forward, our ambition is to package all products in reusable or readily recyclable packages by 2030.

Integrating Our Commitment to the UN Business Ambition for 1.5°C into Product Sustainability

Ecolab's commitment to the UN Business Ambition for 1.5°C, pledging to reduce our greenhouse gas emissions by 50 percent by 2030 and to net-zero by 2050, has broad ranging implications for our business operations, product formulations and purchasing decisions. As the impacts and reduced emissions that our products and services create for customers are the single largest mechanism we have for reducing greenhouse gas (GHG) emissions, we have committed to expanding the current product development and purchasing tool kits to have visibility to the GHG and water footprints of each of our raw materials. The goal of integrating this data into product development is to be able to assess the water and GHG return on investment of a given technology and ensure that our products are positively contributing to reducing climate change. These metrics will be incorporated into the same systems which provide visibility to our [Impacts that Matter](#) attributes, which will enable our teams to make informed choices about the products they design and the raw materials which go into them.

CHEMICAL PORTFOLIO MANAGEMENT

GOALS FOR 2020 AND BEYOND

Focus on reducing or eliminating the small number of Substances of Very High Concern as designated by the candidate European Union (EU SVHCs) within our portfolio through the following:

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

PRODUCT DESIGN

By 2025

Develop and integrate tools to provide transparency to natural resource use (greenhouse gas emissions and water), biodegradability and aquatic toxicity into existing product development process.

By 2030

All Ecolab products to be packaged in reusable or readily recyclable materials (unless prohibited by public health or regulatory requirements).

BIODIVERSITY

Impact on Biodiversity and Habitats

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

Habitats Protected or Restored

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

Minnesota Headwaters Fund | United States

Ecolab was an initial funder of the work with TNC's Minnesota Headwaters Fund, that began in 2014, to support high-impact conservation projects to protect clean water in Minnesota's lake and rivers which has a ten-year goal to protect 200,000 acres, impacting 1.4 million people. Ecolab funding has helped directly protect 759 acres and influenced the protection on 11,870 acres in the Upper Mississippi River watershed. In addition, 123 acres and 7,750 feet of river have been restored. Ecolab employees helped with this restoration work on the Rum River in May of 2019 with a huge wetland plant and tree planting effort.

Monterrey Metropolitan Water Fund | Mexico

Over the past five years, the Ecolab Foundation and TNC have built a productive collaboration around water security and since 2014 have restored and conserved over 293 acres of land in the Cumbres de Monterrey National Park, which provides over 60 percent of the Monterrey

metropolitan area's water supply. These activities have been aimed at improving water infiltration, regulating water flow, reducing flood risk and strengthening water security and climate resilience for communities in and around Monterrey.

Furthermore, our collaboration has also produced a community tree nursery that supplies trees for restoring the landscape and contributes to the livelihoods of local farmers. The nursery, launched in 2018, is currently producing 60,000 plants per year. From its opening, around 120,000 plants have been produced. They have the potential to reforest between 296 to 370 acres of areas devoid of vegetation in the Cumbres de Monterrey National Park.

Volunteer events have been ongoing since 2016 and in 2019, we had an employee engagement activity which included the participation of over 100 volunteers (staff and their families) in Ciudad de México, where over 1,200 trees were planted.

China Urban Water Blueprint | China

With Ecolab's support, TNC made progress on groundbreaking work focused on sustainable water systems in China. This included making headway on the development of source water protection programs for the Dongjiang River Basin, the Qiandao Lake Basin and the exploration of a "sponge city" program in Shanghai. These projects use nature to create a more resilient water system in regions across the globe and will serve as critical demonstration sites, showing not only the physical connections between nature and cleaner water, but also how to engage stakeholders around a common purpose through innovative funding and governance frameworks.

Ecolab also supported the development and publication of the China Urban Water Blueprint report, which analyzed the state of water in China's 30 largest and fastest growing cities, informing TNC China's decision to start two new water funds. The report offers science-based recommendations for natural solutions - including reforestation and improving agricultural practices - that can be integrated alongside traditional infrastructure to improve water security for people and nature. It provides a roadmap for action for water security through natural solutions, paving the way for new partnerships and subsequent work on source water protection.

OUR PEOPLE DRIVE OUR SUCCESS

At Ecolab, our purpose drives our work to deliver critical insights and innovative solutions to help our customers achieve clean water, safe food, abundant energy and healthy environments.

The way we do our work matters, too. Our 50,000 associates, which include 27,000 sales and service professionals providing on-site services for customers, are the key to our success. They bring ingenuity and resourcefulness to our customers' and the world's toughest challenges. To ensure our continued success and our capacity to deliver for customers, we strive to be the destination for the world's most capable talent. We seek the brightest people, with a range of experiences, and invest in them by providing training, a safe and inclusive environment and opportunities to grow their own potential – along with our collective impact.

OUR EMPLOYEES

Ecolab takes its responsibility to our employees very seriously. We believe in compensating our employees fairly and in compliance with local laws. We are committed to developing a culture that fully leverages our employees' talents by promoting a diverse and inclusive environment and providing unparalleled training and career development opportunities. Our commitment to the safety of our employees, contractors and customers is uncompromised - from the way we operate, to the products we develop, to the customers we serve. In addition, we are committed to promoting the health and well-being of our employees, our customers and our customers' customers by contributing to programs and initiatives that enhance the quality of life in the communities where they work and live. These commitments are outlined in our [Global Safety, Health and Environment Position](#), [Code of Conduct](#), and [Human Rights Policy](#).

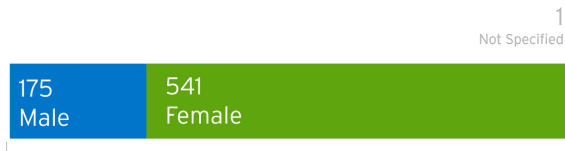
Employee Overview



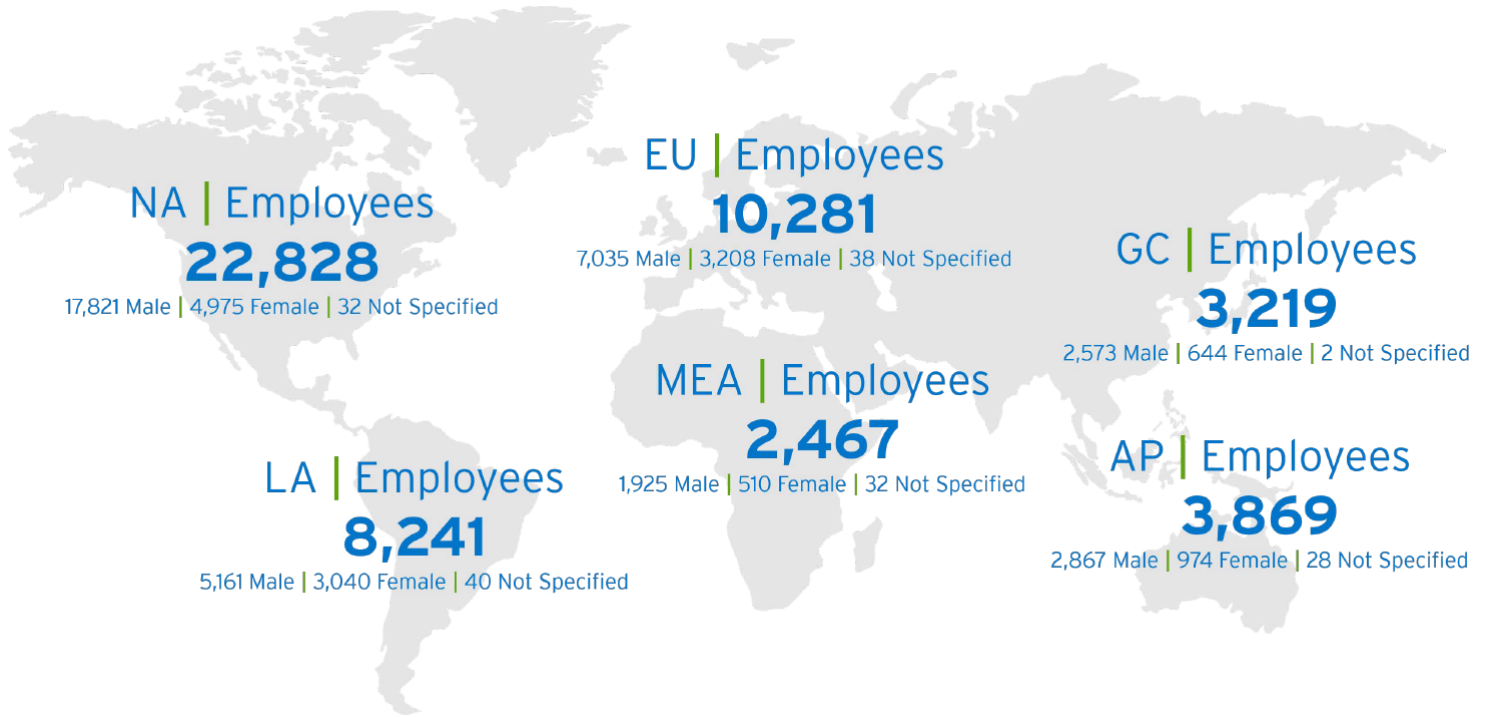
50,905 Total Global Employees (Active)



50,188 Full-Time Employees



717 Part-Time Employees



Employment data does not include temporary employees, interns or co-ops, which account for approximately one percent of our total workforce.

Hiring Practices

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

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

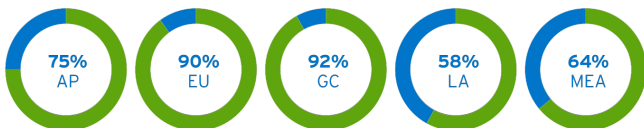
We believe in developing our top talent and prioritizing internal promotions over external hires, where feasible. To allow for this development, we strive to:

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

In 2019, we hired 7,984 new employees, globally. Based on the average number of employees in each region, our global combined new hire rate in 2019 was 15.9 percent.

Proportion of Senior Management Hired from the Local Community

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



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

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

Asia Pacific - 686 New Hires

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	4.0%	4.2%	4.4%
30 - 50 Years Old	11.2%	11.1%	11.1%
< 30 Years Old	48.2%	47.0%	50.3%
Total	18.4%	15.2%	16.7%

Europe - 1,113 New Hires

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	4.0%	2.5%	2.9%
30 - 50 Years Old	8.7%	10.1%	9.7%
< 30 Years Old	36.3%	36.7%	36.8%
Total	11.6%	10.3%	10.9%

Greater China - 623 New Hires

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	21.1%	3.4%	5.9%
30 - 50 Years Old	13.6%	12.7%	13.0%
< 30 Years Old	44.0%	47.9%	47.5%
Total	19.0%	20.1%	19.9%

Latin America - 2,093 New Hires

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	4.2%	5.6%	5.3%
30 - 50 Years Old	19.9%	17.7%	18.5%
< 30 Years Old	45.0%	49.1%	47.7%
Total	29.6%	24.3%	26.5%

Middle East and Africa - 251 New Hires

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	0.0%	2.0%	1.6%
30 - 50 Years Old	9.8%	8.2%	8.5%
< 30 Years Old	27.8%	29.9%	29.9%
Total	13.3%	11.3%	12.2%

North America - 3,218 New Hires

New Hire Rate	FEMALE	MALE	TOTAL
> 50 Years Old	4.7%	4.7%	5.3%
30 - 50 Years Old	13.1%	12.5%	12.7%
< 30 Years Old	38.3%	36.8%	37.2%
Total	15.3%	13.5%	14.1%

Voluntary Employee Turnover Rates

Based on the average number of employees in each region, our global combined voluntary turnover rate in 2019 was 10.1 percent.

Outplacement Services

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

Employee Benefits

Ecolab provides market-competitive benefits based on country-specific needs and government requirements. While our benefits packages vary by region, they are all designed to attract top talent and build long-term associate loyalty. All United States employees scheduled to work 20 hours or more per week are eligible for [Ecolab's benefits package](#) which offers associates medical and dental coverage, wellness and employee assistance programs, life and travel accident insurance, parental leave, disability coverage, an employee stock purchase plan and retirement savings plans. Temporary workers, which account for approximately one percent of our total workforce, including intern, co-op and seasonal employees, are excluded from this plan.

Ecolab offers generous retirement benefits amounting to greater than nine percent of total compensation to support employees in preparing for a financially secure future. Our 401(k) Savings Plan offers generous 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 2019, 78 percent of Ecolab employees participated. For our Company Match program, Ecolab contributes \$1 for \$1 on the first four percent of eligible compensation and \$0.50 for each \$1 contributed on the next four percent, subject to IRS limits. The maximum matched is six percent of compensation if an employee contributes eight percent of their pay. For contributions, employees may contribute from one percent to 50 percent of pay up to the IRS limits with pre-tax and/or Roth after-tax contributions.

Asia Pacific

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	2.4%	8.7%	7.5%
30 - 50 Years Old	9.5%	9.4%	9.4%
< 30 Years Old	27.0%	20.3%	23.2%
Total	12.5%	10.9%	11.5%

Europe

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	8.9%	8.2%	8.4%
30 - 50 Years Old	9.3%	7.1%	7.8%
< 30 Years Old	17.0%	14.8%	15.5%
Total	10.3%	8.1%	8.8%

Greater China

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	21.1%	6.8%	8.8%
30 - 50 Years Old	7.6%	6.9%	7.0%
< 30 Years Old	20.1%	25.6%	24.7%
Total	10.3%	11.1%	10.9%

Latin America

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	4.2%	3.7%	3.8%
30 - 50 Years Old	9.9%	6.2%	7.4%
< 30 Years Old	22.1%	15.5%	18.7%
Total	14.7%	8.3%	10.6%

Middle East and Africa

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	5.9%	5.3%	5.4%
30 - 50 Years Old	12.4%	5.9%	7.1%
< 30 Years Old	12.4%	8.9%	11.6%
Total	11.8%	6.3%	7.9%

North America

Voluntary Turnover Rate	FEMALE	MALE	TOTAL
> 50 Years Old	9.5%	8.8%	9.5%
30 - 50 Years Old	8.6%	9.2%	9.1%
< 30 Years Old	18.2%	16.0%	16.6%
Total	10.6%	10.0%	10.3%

The Ecolab Defined Benefit Pension Plan offers a three percent 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.

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

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.

For more information and to view benefits in our other regions, visit our [Careers](#) webpage.

Parental Leave

Under our U.S. Paid Parental Leave Policy, Ecolab offers paid parental leave for all U.S. employees within 12 months of the date of birth or adoption of a minor child. In 2019, 645 employees (490 males and 155 females) utilized this offering with 98 percent of male and 95 percent of female employees returning to work at the end of the leave. In 2019, 81 percent of males and 79 percent of females were still employed 12 months after their return to work in 2018. Globally, parental leaves and time away are handled in accordance with each country's local laws pertaining to time away from work.

Collective Bargaining Agreements

Ecolab respects the principles of freedom of association and the right to collective bargaining in accordance with applicable national law. Ecolab respects the right of employees to form or join unions, or to refrain from doing so, and encourages them to make an informed decision on the matter. Where employees have chosen to be represented by a labor union, we fulfill our bargaining obligations as defined by the law. Globally, 14.8 percent of our employees are currently covered by collective bargaining agreements, of which 2.7 percent are based in the United States.

Ecolab had four U.S.-based collective-bargaining agreements in 2019. For these agreements, a minimum of 60 days' notice prior to the contract end date is required

to propose any changes to the contract agreements. All collective-bargaining agreements contain a specified notice period and provisions for consultation and negotiation.

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

Human Capital Development

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

In 2019, we implemented a strategic initiative to more closely monitor the health of our talent, strengthen our talent pipeline and drive accountability for continuous improvement. We established CEO-led Talent Council meetings, regional Talent Councils and business-specific Talent Councils that meet monthly to review talent development and discuss strategic activities. Monthly reports with detailed talent and diversity metrics are provided to the CEO, COO and top management and reviewed at quarterly senior management meetings. Additionally, annual talent reviews are conducted with senior executives to lay out succession plans for leadership and key roles. This talent assessment process supplements the annual Performance Planning and Development process to ensure we proactively attract and retain talent that meets the needs of our growing global organization.

Employee Training and Development

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

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

In 2019, we continued the deployment of our globally centralized OneLMS platform. This integrated enterprise learning technology platform provides capabilities to deploy ongoing learning to employees and comprehensive training recordkeeping. The OneLMS platform will be fully implemented across the global company in 2020.

Additionally, we delivered our second annual Ecolab Development Week in 2019 to provide practice-oriented workshops that upgrade employee skills and advance the development of their careers. The weeklong program saw over 350 events spread across more than 30 countries and 13,000 active participants.

In the United States, we also offer an educational assistance program providing eligible employees with financial reimbursement upon successful completion of approved programs and courses offered by accredited colleges, business schools or technical schools.

Leadership Development Programs

Beyond rigorous technical, functional and business-specific training courses, our Global Corporate Flagship Development Programs are designed to deepen leadership capability. These programs include Manager Essentials, Leader Coach, Leadership Excellence, Marketing & Sales Experience and several functional rotational programs. Supplementing these corporate offerings, our divisions and functions also provide leadership development opportunities tailored to the unique needs of the business.

In 2019 more than 1,600 global associates participated in our 18-week Manager Essentials program designed to support all first-line managers to make the effective transition from “leading self” to “leading others.” While executing our Manager Essentials cohorts, we also piloted our Leader Coach program with more than 240 associates, targeting the coaching habits of senior leaders to further support and strengthen behaviors developed in the Manager Essentials cohorts. In addition, our Leadership Excellence program continued to support nominated, high-performing and high-potential executive leaders.

Looking forward, our training and development targets include:

- All global first-line managers to complete the Manager Essentials program by the end of 2022
- Expand Leader Coach program globally in 2020 and have all eligible global leaders of first line managers complete the program by the end of 2023
- Each year, 90 of our high-potential executive level leaders complete the Leadership Excellence program
- Host annual Ecolab Development Week events and encourage all associates to engage in at least one development activity during that week and/or leverage one of these activities during the year

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

2019 Training Hours

Employee Level	COMPLETED	TOTAL	%
Individual Contributor	17,157	42,800	40%
Junior Management	3,642	6,354	57%
Management	921	1,947	47%
Top Management ¹	0	20	0%
Total	21,720	51,121	42%

Gender	COMPLETED	TOTAL	%
Female	4,258	13,407	32%
Male	17,425	37,536	46%
Not Declared	9	27	33%
No Data	28	151	19%
Total	21,720	51,121	42%

¹There were no members of Top Management (company corporate officers) who completed a training course within Workday, although they may have participated in training outside of Workday Learning.

2019 Training and Development

On average, our global employees received a total of 63 hours of training and development, comprised of 21 hours of formal training and 42 hours of informal or formal coaching, mentoring and/or job-shadowing.

Annual Performance Planning and Development

Ecolab is committed to providing an effective, global Performance Planning and Development (PP+D) system that provides employees and their managers with the tools and processes to help employees optimize their performance. All PP+D tools are housed and accessible to all employees in nine languages through Workday alongside digital forms available in 25 languages. In addition to the annual performance review process, managers are encouraged to provide open feedback and coaching throughout the year to support employees in achieving their goals.

Annual performance reviews for 2019 were completed in 2020, and consisted of three sections:

1. Past-year results summary
2. Performance objectives for the new year
3. Coaching and development goals

Globally, 98 percent of employees' 2019 annual performance reviews were recorded. Male- and female-identified associates received performance reviews at nearly the same rate. As we transition to our global OneHR platform, we continue to increase the number of employees who receive performance review, goal setting and individual development planning using our online OneHR applications. This has further streamlined our core performance management and development planning processes and given us even more timely and robust reporting capabilities.

Annual Performance Review Completion Rates

Gender	2018	2019
Female	97%	98%
Male	97%	98%
Not Declared	89%	100%

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

Employee Engagement

Another way Ecolab monitors the health of our talent and works to build an engaged workforce is through ongoing listening initiatives. We listen to our associates in a variety of ways including all-employee global surveys, periodic check-in surveys and small surveys with targeted teams, which allow us to gather insights into the experience and needs of our workforce.

Our enterprise-wide employee engagement survey is administered every other year and provides a team engagement score, a manager effectiveness score and a diversity and inclusion index. Managers build action plans with their teams to drive ongoing improvements against these three areas. Additionally, insights gathered from this survey allow us to gather employee feedback on our growth initiatives, team collaboration, ethics and safety and how well we're helping our associates develop and grow their careers. Global programming and initiatives are launched in response to enterprise aggregate results.

Our last enterprise-wide employee engagement survey took place in 2018 and the results revealed we have a lot to celebrate. We achieved a record 91 percent participation rate and our overall engagement score was 63 percent, a one-point increase from the previous assessment. What's even more encouraging is the growth in the number of highly engaged associates, which increased by three percent compared to the previous survey. In addition, we revealed gains on our manager effectiveness score, indicating that managers are getting better at sharing valuable feedback with associates.

Employee Engagement Survey Results

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

We leverage these survey results to proactively identify retention risks in talent populations. To mitigate retention risks, Ecolab Top Management creates action plans within their respective businesses and functions and partners closely with their HR business partners to continuously monitor and track continued progress.

DIVERSITY AND INCLUSION

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

In 2019, we took important steps to drive improvement including:

1. Reviewing our diversity and inclusion policies and commitments and launching new [2030 goals](#).
2. Enhancing leadership accountability for diversity and inclusion by reviewing our global diversity metrics with the Board of Directors twice a year and senior executives and business leads on a monthly basis. We also celebrated two years of partnership and progress for our Executive Diversity and Inclusion Council made up of senior leadership.
3. Having senior leaders participate in quarterly Talent Councils to create differentiated development plans for diverse talent and review talent scorecards for each business, function and region.
4. Embedding diversity and inclusion guidance into talent processes at critical points throughout the employee lifecycle including our recruiting strategy, external hiring practices, talent scorecards, promotions and employee retention initiatives.
5. Expanding our ten Employee Resource Groups (ERGs) which represent Ecolab's diverse culture and provide opportunities for global associates to collaborate and share business insights, develop professionally, drive engagement and experience a sense of belonging. With nearly 6,500 members and 72 global chapters, our ERG membership grew by 16 percent in 2019.
6. Participating in the Twin Cities, Minnesota, U.S. Pride Parade, with our CEO, Chief Human Resources Officer and Chief Supply Chain Officer leading the Ecolab contingent.

Ethnic Diversity of Global Governance Bodies and U.S. Employees

17,691 Individual Contributors

Minority	30.2%
Non-minority	68.1%
Undefined	1.7%

2,309 Junior Management Employees

Minority	19.4%
Non-minority	79.5%
Undefined	1.1%

1,321 Management Employees

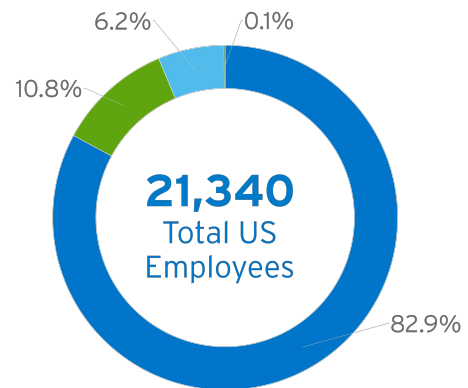
Minority	14.1%
Non-minority	85.3%
Undefined	0.6%

19 Top Management Employees

Minority	15.8%
Non-minority	84.2%
Undefined	0%

12 Board of Directors

Minority	16.7%
Non-minority	83.3%
Undefined	0%



■ Individual Contributors	17,691
■ Junior Management Employees	2,309
■ Management Employees	1,321
■ Top Management Employees	19

2019 Diversity and Inclusion Milestones

- Established 2030 Diversity and Inclusion Goals
- Marked the second anniversary of signing the CEO Action Pledge for Diversity and Inclusion
- Received several industry D&I awards (see the Awards and Recognitions section of this report)

Diversity of Global Governance Bodies and Employees

42,452 Individual Contributors

Gender as a Percent of Total	Male	73.0%
	Female	26.6%
	Not Specified	0.4%
Age Group as a Percent of Total	> 50 Years Old	20.7%
	30 - 50 Years Old	59.5%
	< 30 Years Old	19.9%

6,343 Junior Management Employees

Gender as a Percent of Total	Male	73.8%
	Female	26.1%
	Not Specified	0.1%
Age Group as a Percent of Total	> 50 Years Old	21.8%
	30 - 50 Years Old	73.3%
	< 30 Years Old	4.9%

2,090 Management Employees

Gender as a Percent of Total	Male	80.8%
	Female	19.2%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	40.6%
	30 - 50 Years Old	58.4%
	< 30 Years Old	1.0%

20 Top Management Employees

Gender as a Percent of Total	Male	70.0%
	Female	30.0%
	Not Specified	0%
Age Group as a Percent of Total	> 50 Years Old	80.0%
	30 - 50 Years Old	20.0%
	< 30 Years Old	0%

12 Board of Directors

Gender as a Percent of Total	Male	58%
	Female	42%
	Not Specified	0%

Pay Equity

We are committed to creating a workplace around the world where everyone is treated fairly and respectfully and having a market-competitive and performance-based philosophy as it relates to pay. There are several global processes and practices in place that ensure we pay fairly in line with country regulations, competitively in alignment with the external market, equitably internally across similar roles in the company and reward our associates for individual performance. These global processes and practices help ensure we don't have pay discrepancies related to gender, race or other personal demographics.

We conduct reviews of pay equity across the enterprise through the following processes:

- Annual and ongoing pay reviews and audits
- Annual merit-based salary and bonus planning for eligible associates
- Annual talent reviews

In 2018, Ecolab conducted a regional pay equity analysis in the United States. We leveraged a third-party expert in compensation and HR analytics and assessed pay equity in general, with a special focus on gender and race. The results of our first study showed that Ecolab had no pay discrepancies related to gender or race. We plan to conduct this comprehensive review every two years going forward with the next review taking place in 2020. The two-year cadence reflects the size and scale of our organization and allows us to analyze a few years of pay decisions. We also plan to broaden this analysis across the global footprint in countries not already conducting voluntary, focused studies.

In recognizing that global requirements in the pay equity space vary at the local level, we have catalogued global requirements and are compliant with all local reporting regulations including public disclosure requirements in the UK and France. In 2020, Ecolab will also be focusing efforts on developing a pay transparency communication strategy so all associates understand our compensation philosophy and our rigorous global processes and practices in place to ensure equity for all.

According to a 2018 study, **Ecolab has no pay discrepancies related to race or gender** in the United States.

HEALTH AND SAFETY

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

Our Management Approach

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

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

Occupational Health and Safety Management Systems

Ecolab deploys systems to manage occupational health and safety commitments that are aligned with our stated global [Safety, Health and Environmental \(SH&E\) Policy](#) including:

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

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

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

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

To date, approximately 46 percent of our workforce is covered by systems that have undergone internal management system audits and 24 percent is covered by systems that have been audited externally.

Prevention and Mitigation of Impacts at Customer Locations

Our health and safety management systems are designed to minimize risks in all our operations, including in delivering products and services to customers worldwide. Our dedicated Regulatory Affairs team, which includes more than 200 scientists and professionals operating in 35 countries with rich backgrounds in chemistry, microbiology, toxicology, trade compliance and other disciplines, ensures we minimize product risks. In addition, we deploy training, risk assessment and mitigation techniques to ensure our team of more than 27,000 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.

Hazard Identification, Risk Assessment and Incident Investigation

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

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

In 2019, our achievements included:

- More than 200,000 safety observations
- More than 90,000 commentary drives to improve driving techniques and safety practices
- 299 safety audits

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

Occupational Health Services

Our Regulatory Affairs team of toxicologists and scientists conducts safety assessments of chemical products to characterize health and physical hazards, assess risk and generate Safety Data Sheets and labels which are made available to all employees and customers via our [website](#). To further assess risks, we carry out periodic occupational exposure evaluations including air monitoring, noise assessments, risk modeling and ergonomic evaluations. We also offer recurring medical evaluations coordinated by contracted occupational physicians and health care providers to employees in select positions. Product information is provided to a contracted external poison control center (PCC) and transport incident call center which provide 24/7 emergency response services. We have quarterly meetings with the PCC to review incident calls, provide feedback on service quality and ensure product information is up to date.

Employee Participation in Occupational Health and Safety Committees

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

Employee Training

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

- **Safety Leadership Training** | This half-day course delivered by the Safety, Health and Environmental (SH&E) team with support from business leads is designed to support 100 percent of managers engaged as safety leaders and other employees engaged in improving safety performance.
- **Driver Safety Training** | Behind-the-Wheel (BTW) training is designed to teach vehicle control and accident avoidance techniques. Our 2018-2020 target is to have 100 percent of the driver population that has not completed BTW within the past three years to complete training.
- **Safety Onboarding** | Divisional safety onboarding processes are designed to provide newly hired sales-and-service personnel with basic safety training. The training includes eight modules of cross-divisional training (SOS® Core) and additional division-specific content. In 2019, our target was to have 100 percent of employees complete Safety Onboarding training within their first 30 days of employment. We achieved a 97 percent completion rate.

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

Promotion of Employee Health

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

Emergency Response Program and Procedures

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

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

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

We regularly review our emergency management programs across our businesses to ensure 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 make adjustments to our crisis plans for future use.

Health and Safety Performance

All our 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. Data for 2018 was amended to account for acquisitions and divestitures. As Ecolab transitioned to a web-based platform for injury and incident reporting, we identified opportunities to improve the consistency of tracking lost time injury rates outside of North America. This improvement will continue in 2020.

Total Recordable Injury Rate (TRIR)

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

	2018	2019	% Change
Asia Pacific ¹	0.50	0.63	26%
Europe	0.90	0.80	-11%
Greater China	0.23	0.14	-39%
Latin America	0.99	0.62	-37%
Middle East & Africa ¹	0.35	0.58	66%
North America	1.55	1.48	-4%
Total	1.14	1.06	-7%

Lost Time Injury Rate (LTIR)

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

	2018	2019	% Change
North America	0.80	0.58	-28%

Total Vehicle Accident Rate (TVAR)

Number of vehicular accidents per million miles driven

	2018	2019	% Change
Asia Pacific	2.06	1.84	-11%
Europe	5.00	4.21	-16%
Greater China	1.80	1.17	-32%
Latin America	2.88	2.32	-19%
Middle East & Africa	2.52	2.41	-4%
North America	2.79	2.52	-10%
Total	3.08	2.68	-13%

Severe Vehicle Accident Rate (SVAR)²

Number of severe vehicular accidents per million miles driven

	2018	2019	% Change
Global	0.12	0.07	-42%

Occupational Illness Frequency Rate (OFIR)

Number of occupational illnesses per million working hours

	2018	2019	% Change
Asia Pacific	0.00	0.11	-
Europe	0.16	0.00	-
Greater China	0.00	0.00	0%
Latin America	0.18	0.00	-
Middle East & Africa	0.00	0.00	0%
North America	0.06	0.13	116%
Total	0.08	0.08	-

Fatalities

	2018	2019	% Change
Ecolab Employees	5	1	-80%
Contract Employees	0	0	-

¹The relatively low number of incidents reported results in a larger year-over-year percentage change.

²Includes fatalities, bodily injuries, vehicle rollovers, incidents involving drugs and/or alcohol and environmental spills to ground or waterways.



COMMUNITY ENGAGEMENT

Since 1986, the Ecolab Foundation has implemented community impact programs to support communities where our employees live and work, focusing on giving to local non-profit organizations in four strategic areas: youth and education, civic and community development, arts and culture and environment and conservation. Since the inception of the Ecolab Foundation, the company has contributed more than \$123 million to non-profit organizations.

In 2019, Ecolab committed \$13 million to local communities through corporate giving, in-kind donations and employee volunteerism (using the value of volunteerism per Independent Sector). An additional \$2.9 million of employee giving, not counted towards the Ecolab giving amount, was granted in 2019.

Community Giving

Approximately 20 percent of the Ecolab Foundation's funds in 2019, or \$2.6 million, were committed to organizations supporting youth education and development. 201 grants were awarded to well-known organizations that support youth such as Boys and Girls Clubs and Junior Achievement, but also to local after-school and in-school programs in 19 major communities where our employees live and work.

In 2019, Ecolab provided \$1.3 million of direct and indirect funding grants to community partners that work with Saint Paul Public Schools in the U.S. where 70 percent of students are eligible for free or reduced-price lunch. Ecolab has targeted partnerships with schools on the West side of St. Paul where we support programming at Humboldt Schools, Riverview West Side School of Excellence and Cherokee Heights Elementary School. Examples of directly funded initiatives include college preparatory and access programs (AVID and College Possible), S.T.E.M. in-class and out-of-class offerings and subsidized admission to performing arts organizations.

Ecolab also recognizes the contributions our individual employees make in their communities. Through our Community Giving program, Ecolab matches 50 percent of employee donations up to \$1,000 per employee per year (some restrictions apply). Through our Dollars for Doers and Community Leadership programs, employees apply for grants for qualifying non-profit agencies where they undertake volunteer work or board leadership involvement. In 2019, 365 grants were distributed under these programs totaling more than \$167,000.

Ecolab's Team Volunteer encourages associates worldwide to gather in groups of five or more to volunteer with select global non-governmental organizations (NGOs) that help provide basic needs (e.g. housing, food) to individuals and families in need, as well as educational initiatives. In 2019, the eighth year of the program, the number of Team Volunteer projects grew by 11 percent. The Ecolab Foundation matched these volunteer efforts with grants to these organizations totaling \$750,000, representing a 44 percent increase from 2018. In 2019, Ecolab associates around the globe volunteered more than 62,000 hours, which has a value of more than \$1.5 million (using the value of volunteerism per Independent Sector).

We are committed to empowering our 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. totaling 115 employees. Our local employees are most in touch with the needs of their communities. Community Relations Councils enable trained, local Ecolab employee volunteers to administer Ecolab Foundation Nonprofit Grant programs to deserving recipients in their communities where they believe our contributions can have the greatest impact. In 2019, these committees administered 428 grant applications, resulting in 342 grants to non-profits and schools totaling \$1.7 million. For more information, visit our [Community Involvement](#) webpage.

2019 VOLUNTEER METRICS

62,000

Volunteer hours, globally

12 hours

Average contributed per volunteer

1.5 hours

Average volunteering hours per employee, globally

310

Volunteer events, globally

7,260

Individual volunteers, or 14.2 percent of global employees

Community Partnerships

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

The Nature Conservancy

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

Project WET

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

Disaster Response

As the world's leading supplier of cleaning and sanitizing products and solutions, Ecolab is proud of our in-kind donation program where we annually donate needed cleaning, health and sanitizing products to organizations in areas where natural disasters have occurred. In 2019, more than 345,000 pounds worth of Ecolab product donations went to worldwide relief efforts in partnership with World Emergency Relief to areas affected by hurricanes and other natural disasters. Donations were distributed in Arizona, Florida, Illinois, Louisiana, Missouri, South Dakota and Tennessee, and to other locations around the globe, such as the Bahamas.

Measuring our Impact

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

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

- 99 percent said they accomplished or reached their goal(s)
- 97 percent reported Ecolab grants made a difference in relation to their overall organizational goals
- 72 percent reported their clients/constituents developed new or improved existing skills because of a grant from Ecolab



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) TABLE

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

TOPIC	ACCOUNTING METRIC	REPORTED	RESPONSE OR CROSS-REFERENCE
Greenhouse Gas Emissions	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Fully	411,079 MT CO ₂ e
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Fully	Please see the Energy & Emissions Management Approach section of this report and our annual CDP Climate report .
Air Quality	Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOC _x), and (4) hazardous air pollutants (HAPs)	Partially	<ol style="list-style-type: none"> NO_x emissions = 1,105 MT SO_x emissions = 4.07 MT
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Fully	<ol style="list-style-type: none"> Total energy consumed = 87,85,418 GJ Percentage grid electricity = 18.5% Total renewable energy percentage = 1.3% Total self-generated energy = 214,694 GJ
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Partially	<ol style="list-style-type: none"> Total water withdrawn = 8,249.3 thousand cubic meters Total water consumed = 2,246 thousand cubic meters <p>17% = Percent of total water withdrawn in regions with "High" or "Extremely High" Baseline Water Stress</p>
	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Fully	In 2019, Ecolab was not subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations.
	Description of water management risks and discussion of strategies and practice to mitigate those risks	Fully	Please see our annual CDP Water report .
Hazardous Waste Management	Amount of hazardous waste generated, percentage recycled	Fully	Hazardous waste generated = 61,277 MT Percentage hazardous waste recycled = 0.36%

TOPIC	ACCOUNTING METRIC	REPORTED	RESPONSE OR CROSS-REFERENCE
Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	Fully	Please see the Stakeholder Engagement section of this report for a description for how we engage with communities to understand what matters most and incorporate their feedback. See the External Initiatives section of this report for examples of community partnerships. See the Collective Action section of this report for examples of community collaborations on water projects.
Workforce Health and Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Fully	<ol style="list-style-type: none"> 1. TRIR = 1.06 2a. 0.002 per 200,000 hours worked 2b. 0
	Description of efforts to assess, monitor, and reduce exposure to employees and contract workers to long-term (chronic) health risks	Fully	Please see the Health and Safety section of this report.
Product Design for Use-Phase Efficiency	Revenue from products designed for use-phase resource efficiency	Fully	We have determined that 58% of our 2019 revenue can be considered clean. For more information, please see the Clean Revenue section of this report.
Product Design for Use-Phase Efficiency	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, (2) percentage of such products that have undergone a hazard assessment	Fully	<ol style="list-style-type: none"> 1. 80% of Ecolab products have GHS category 1 and/or 2 warnings on the product. This is mainly due to our commitments to minimize our carbon footprint and packaging waste through the use of concentrated products. However, when products are used as directed, this percentage drops significantly, particularly across our Institutional North America portfolio, where over 73% of our products do not require any personal protective equipment. 2. 100% of Ecolab products are evaluated for strict compliance with applicable regulatory requirements and assessed by the Regulatory Affairs and business teams for hazards using GHS and OECD standards.
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	Fully	Please see the Chemical Portfolio Management and Product Design and Lifecycle Management sections of this report.
Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Fully	0% - Genetically Modified Organisms (GMOs) are not relevant to Ecolab's business as Ecolab does not produce or use GMOs.
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	Fully	Please see the Political Action section of this report and our CDP Climate and CDP Water submissions .
Operational Safety, Emergency Preparedness & Response	Number of transport incidents	Fully	656 global transport incidents
	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR), and Process Safety Incident Severity Rate (PSISR)	Fully	PSIC = 23 PSTIR = 0.334 PSISR = 47

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

The GRI Content Index provides an overview of the material sustainability-related disclosures contained in the 2019 Ecolab Corporate Responsibility GRI Report, 2019 Ecolab Corporate Sustainability Report, 2019 Ecolab Annual Report and Form 10-K and other sources. We report in accordance with the Global Reporting Initiative's GRI Standards: Core option.

GRI 102 | GENERAL DISCLOSURES 2016

Organizational Profile

DISCLOSURE	DESCRIPTION	RESPONSE
102-1	Name of the organization	Ecolab
102-2	Activities, brands, products, and services	About Ecolab, 2019 Annual Report and 10-K
102-3	Location of headquarters	1 Ecolab Place St. Paul, MN 55102
102-4	Location of operations	Locations, About Ecolab, 2019 Annual Report and 10-K
102-5	Ownership and legal form	2019 Annual Report and 10-K
102-6	Markets served	About Ecolab, 2019 Annual Report and 10-K
102-7	Scale of the organization	About Ecolab, Our Employees, 2019 Annual Report and 10-K
102-8	Information on employees and other workers	Our Employees
102-9	Supply chain	Our Operations
102-10	Significant changes to the organization	Acquisitions
102-11	Precautionary principle or approach	Chemical Portfolio Management
102-12	External initiatives	External Initiatives
102-13	Membership of associations	Political Action

Strategy

DISCLOSURE	DESCRIPTION	RESPONSE
102-14	Statement from senior decision-maker	Welcome
102-15	Key impacts, risks, and opportunities	Sustainability Materiality Assessment, CDP Water Security and Climate Change Reports, 2019 Annual Report and 10-K

Ethics and Integrity

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

Governance

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

Stakeholder Engagement

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

Reporting Practice

DISCLOSURE	DESCRIPTION	RESPONSE
102-45	Entities included in the consolidated financial statements	About Ecolab, 2019 Annual Report and 10-K
102-46	Defining report content and topic boundaries	Sustainability Materiality Assessment
102-47	List of material topics	Sustainability Materiality Assessment
102-48	Restatements of information	Reporting Changes and Restatements for 2019 Reporting Period
102-49	Changes in reporting	Reporting Changes and Restatements for 2019 Reporting Period
102-50	Reporting period	About This Report
102-51	Date of most recent report	About This Report
102-52	Reporting cycle	About This Report
102-53	Contact point for questions regarding the report	sustainability@ecolab.com
102-54	Claims of reporting in accordance with the GRI Standards	About This Report
102-55	GRI content index	Global Reporting Initiative (GRI) Content Index
102-56	External assurance	External Assurance

GRI 200 | ECONOMIC STANDARDS

GRI 201: Economic Performance 2016

DISCLOSURE	DESCRIPTION	RESPONSE
201-1	Direct economic value generated and distributed	2019 Annual Report and 10-K
201-2	Financial implications and other risks and opportunities due to climate change	CDP Climate Change Report, 2019 Annual Report and 10-K
201-3	Defined benefit and other retirement plans	Our Employees, 2019 Annual Report and 10-K
201-4	Financial assistance received from government	Global Tax

GRI 202: Market Presence 2016

DISCLOSURE	DESCRIPTION	RESPONSE
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Integrity and Ethics, Diversity and Inclusion
202-2	Proportion of senior management hired from the local community	Our Employees

GRI 203: Indirect Economic Impacts 2016

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

GRI 204: Procurement Practices 2016

DISCLOSURE	DESCRIPTION	RESPONSE
204-1	Proportion of spending on local suppliers	Integrity and Ethics

GRI 205: Anti-Corruption 2016

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

GRI 206: Anti-Competitive 2016

DISCLOSURE	DESCRIPTION	RESPONSE
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None in 2019

GRI 207: Tax 2019

DISCLOSURE	DESCRIPTION	RESPONSE
207-1	Approach to tax	Global Tax, 2019 Annual Report and 10-K
207-2	Tax governance, control, and risk management	Global Tax, 2019 Annual Report and 10-K
207-3	Stakeholder engagement and management of concerns related to tax	Global Tax, 2019 Annual Report and 10-K
207-4	Country-by-country reporting	2019 Annual Report and 10-K

GRI 300 | ENVIRONMENTAL STANDARDS

GRI 301: Materials 2016

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

GRI 302: Energy 2016

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

GRI 303: Water and Effluents 2018

DISCLOSURE	DESCRIPTION	RESPONSE
103-2	Management Approach	Water
303-1	Interactions with water as a shared resource	Water
303-2	Management of water discharge-related impacts	Not reported
303-3	Water withdrawal	Water Performance
303-4	Water discharge	Water Performance
303-5	Water consumption	Not reported

GRI 304: Biodiversity 2016

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

GRI 305: Emissions 2016

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

GRI 306: Effluents and Waste 2016

DISCLOSURE	DESCRIPTION	RESPONSE
306-1	Water discharge by quality and destination	Water Performance
306-2	Waste by type and disposal method	Waste Performance
306-3	Significant spills	Compliance
306-4	Transport of hazardous waste	Waste Performance, Ecolab does not import any hazardous waste. All hazardous waste we produce is transported by a certified waste hauler and exported for treatment or disposal.
306-5	Water bodies affected by discharges and/or runoff	Compliance

GRI 307: Environmental Compliance 2016

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

GRI 308: Supplier Environmental Assessment 2016

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

GRI 400 | SOCIAL

GRI 401: Employment 2016

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

GRI 402: Labor/Management Relations 2016

DISCLOSURE	DESCRIPTION	RESPONSE
402-1	Minimum notice periods regarding operational changes	Our Employees

GRI 403: Occupational Health and Safety 2018

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

GRI 404: Training and Education 2016

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

GRI 405: Diversity and Equal Opportunity 2016

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

GRI 406: Non-Discrimination 2016

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

GRI 407: Freedom of Association and Collective Bargaining 2016

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

GRI 408: Child Labor 2016

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

GRI 409: Forced or Compulsory Labor 2016

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

GRI 400 | SOCIAL CONTINUED

GRI 410: Security Practices 2016

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

GRI 411: Rights of Indigenous Peoples 2016

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

GRI 412: Human Rights Assessment 2016

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

GRI 413: Local Communities 2016

DISCLOSURE	DESCRIPTION	RESPONSE
413-1	Operations with local community engagement, impact assessments, and development programs	Community Engagement
413-2	Operations with significant actual and potential negative impacts on local communities	None in 2019

GRI 414: Supplier Social Assessment 2016

DISCLOSURE	DESCRIPTION	RESPONSE
414-1	New suppliers screened using social criteria	Integrity and Ethics
414-2	Negative social impacts in supply chain and actions taken	None in 2019

GRI 415: Public Policy 2016

DISCLOSURE	DESCRIPTION	RESPONSE
415-1	Political contributions	Political Action

GRI 416: Customer Health and Safety 2016

DISCLOSURE	DESCRIPTION	RESPONSE
416-1	Assessment of the health and safety impacts of product and service categories	Chemical Portfolio Management
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Compliance

GRI 417: Marketing and Labeling 2016

DISCLOSURE	DESCRIPTION	RESPONSE
417-1	Requirements for product and service information and labeling	Chemical Portfolio Management
417-2	Incidents of non-compliance concerning product and service information and labeling	Compliance
417-3	Incidents of non-compliance concerning marketing communications	None in 2019

GRI 418: Customer Privacy 2016

DISCLOSURE	DESCRIPTION	RESPONSE
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	None in 2019

GRI 419: Socioeconomic Compliance 2016

DISCLOSURE	DESCRIPTION	RESPONSE
419-1	Non-compliance with laws and regulations in the social and economic area	Compliance

REPORTING CHANGES AND RESTATEMENTS FOR 2019 REPORTING PERIOD

Adjustments and Restatements of Information in Previous Reports

Ecolab first developed an inventory of greenhouse gas (GHG) emissions as part of our commitment to reducing our carbon footprint in 2007. In 2009, we expanded the primary inventory to include other key operational environmental impacts including water withdrawal, wastewater discharge and waste disposal. During completion of these 2019 inventories, data gaps were identified and corrected, which impacted historical inventories and data. In some cases, this resulted in a restating of our 2015 baseline to measure progress against our corporate goals.

We also continue to implement many new data-management collection processes to maintain our energy and water invoices for all owned and operationally controlled fixed facilities. This serves as another way to perform internal and third-party auditing of this data. Globally, Ecolab had a 63 percent invoice-compliance rate in 2019, meaning that 63 percent of all energy and water invoices from all owned and operationally controlled fixed facilities were used to compile 2019 data.

Net sales are adjusted to constant 2015 dollars to factor out inflation when normalizing Ecolab's emissions performance against the baseline year, following best-practice guidance from the GHG Protocol and EPA Climate Leaders. Ecolab's net sales are adjusted for inflation using Producer Price Indexes (PPI) from the Bureau of Labor Statistics.

Greenhouse Gas, Water, Wastewater and Waste Inventory Changes

In 2018 we changed the accounting method we use to report GHG emissions from location-based to market-based. Primarily, this allows us to account for the renewable electricity purchases we are making in Europe and in the U.S. (e.g. at the Ecolab Schuman campus in Eagan, Minn.). This resulted in updates to our historical inventories, including summary data for 2015. No significant changes impacting our 2015 summary data were identified during completion of the 2019 water, wastewater and waste inventory.

Ecolab has had its 2019 global Scope 1, 2 and 3 (business travel only) GHG emissions, and global water withdrawal and water replenishment projects verified by a third party using the ISO 14064-3: Greenhouse Gases - Part 3 specification standard and the International Standard on Assurance Engagements (ISAE) 3000 for water consumption.

Changes in Material Topics

We conduct a bi-annual sustainability materiality assessment to identify and prioritize sustainability risks and opportunities. In 2019, we conducted a [sustainability materiality refresh](#) that built upon previous assessments conducted in 2017 and 2015. As part of this assessment, we gathered internal and external stakeholder perspectives and conducted a detailed review of industry trends, best practice guidance and standards; investor surveys, ratings and rankings; and peer reports. Through this process, we identified topics that are significant to stakeholders and our business. For more information, see [Our 2019 Sustainability Materiality Assessment](#) and [Translating Material Topics into Action](#) sections of this report.

When comparing the longer list of relevant and material topics reported in our 2018 Corporate Sustainability Report GRI Index, our list of material topics reported in 2019 represents an effort to consolidate and prioritize those topics that stakeholders care most about, are of greatest relevance to our business strategy and align with our purpose to make the world cleaner, safer and healthier. All material topics identified in 2019 were also reported as material topics in 2017, with the exception of chemicals management. As a specialty chemicals company, Ecolab has a long-standing history of conducting hazard and risk assessments in our product development processes and complying with all customer requirements and global regulatory requirements. However, in 2019 chemicals management was added to our list of material topics in response to increased interest from stakeholders in companies proactively eliminating substances of concern and transparently disclosing data on business progress towards the use of safer chemicals. For information on Ecolab's chemicals management strategy, goals, and participation in the Chemical Footprint Project, please see the [Chemical Portfolio Management](#) section of this report.

EXTERNAL ASSURANCE

Apex Companies, LLC (formerly the HSE division of Bureau Veritas North America, Inc.) provided third-party assurance for Ecolab's publicly reported 2019 Corporate Responsibility GRI Report. This is the fifth year in a row they have provided assurance for Ecolab's report. Apex completed its Limited Assurance level evaluation of the Report in accordance with the Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board and against the principles of the Global Reporting Initiative (GRI) Reporting Framework as defined in the GRI Standards Sustainability Reporting Guidelines. The assurance practitioners selected for this engagement were qualified to perform the services and were impartial and independent from the management systems and reports being audited.

On the basis of our methodology and the activities described above, Apex has found no evidence that: the Subject Matter included in the Report has not been properly prepared, in all material respects, in accordance with the Reporting Criteria; and the report has been prepared in accordance with the GRI Standards including appropriate consideration of the Reporting Principles, necessary general disclosures, management approaches and topic-specific GRI standards to meet the in accordance-core requirements of the GRI Standards. It is Apex's opinion that: Ecolab has established appropriate systems for the collection, aggregation and analysis of relevant information; and Ecolab's executive management supports the development of processes for the embedding of sustainable management concepts and practices in the company.



VERIFICATION OPINION DECLARATION WATER WITHDRAWAL AND REPLENISHMENT

To: Ecolab, Inc. (Ecolab)

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

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

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

- Operational Control
- Worldwide

Data Verified:

- **Water Withdrawal:** 9.1 million cubic meters
- **Year on Year Change (2018-2019):** ↓ 600 thousand cubic meters
- **Total Water Replenishment Projects:** 447 thousand cubic meters

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

Period covered by the verification:

- January 1, 2019 to December 31, 2019

Criteria against which verification conducted:

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

Reference Standard:

- Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board.

Level of Assurance and Qualifications:

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

Verification Methodology:

Evidence-gathering procedures included but were not limited to:



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

Verification Opinion:

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

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

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

Statement of independence, impartiality and competence

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

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

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

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

Attestation:

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

Trevor Donaghu, Lead Verifier
Program Manager
APEX Companies, LLC

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

David Reilly, Technical Reviewer
Principal Consultant
APEX Companies, LLC

04/30/2020

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



VERIFICATION OPINION DECLARATION GREENHOUSE GAS EMISSIONS

To: Ecolab, Inc. (Ecolab)

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

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

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

- Operational Control
- Worldwide

Types of GHGs: CO₂, N₂O, CH₄, HFCs

GHG Emissions Statement:

- **Scope 1:** 411,079 metric tons of CO₂ equivalent
- **Scope 2 (Location-Based):** 218,376 metric tons of CO₂ equivalent
- **Scope 2 (Market-Based):** 224,146 metric tons of CO₂ equivalent
- **Total Scope 1 and Scope 2 Market Based:** 635,225 metric tons of CO₂ equivalent
- **Year on Year Change Total S1/S2 (2018-2019):** ↓23,230 metric tons of CO₂ equivalent
- **Scope 3:**
Business Travel: 43,267 metric tons of CO₂ equivalent

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

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

Period covered by GHG emissions verification:

- January 1, 2019 to December 31, 2019

Criteria against which verification conducted:

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



Reference Standard:

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

Level of Assurance and Qualifications:

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

GHG Verification Methodology:

Evidence-gathering procedures included but were not limited to:

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

Assurance Opinion:

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

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

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



Statement of independence, impartiality and competence

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

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

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

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

Attestation:

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

Trevor Donaghu, Lead Verifier
Program Manager
APEX Companies, LLC

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

David Reilly, Technical Reviewer
Principal Consultant
APEX Companies, LLC

04/30/2020

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

INDEPENDENT LIMITED ASSURANCE STATEMENT



To: The Stakeholders of Ecolab, Inc.

Introduction and objectives of work

Apex Companies, LLC (Apex) has been engaged by Ecolab Inc. (Ecolab) to provide limited assurance of its 2019 Corporate Responsibility GRI Report. This assurance statement applies to the Subject Matter included within the scope of work described below.

This information and its presentation in the 2019 Corporate Responsibility GRI Report ('the Report') are the sole responsibility of the management of Ecolab. Apex was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on the accuracy of the Subject Matter. This is the 5th year in which we have provided assurance over Ecolab's Corporate Responsibility GRI Report.

Scope of work

The scope of our work was limited to assurance over select data and information included in the 2019 Corporate Responsibility GRI Report ('the Report') for the calendar year 2019 period (the 'Subject Matter').

Reporting Criteria

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

Limitations and Exclusions

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

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

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

Responsibilities

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

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

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

Assessment Standards

We performed our work in accordance with Apex's standard procedures and guidelines for external Assurance of Sustainability Reports and International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information (effective for assurance reports dated on or after Dec. 15, 2015), issued by the International Auditing and Assurance Standards Board. A materiality threshold of ±5-percent was set for the assurance process.

Summary of Work Performed

As part of our independent verification, our work included:

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

Conclusion

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

- Nothing has come to our attention to indicate that the Subject Matter has not been properly prepared, in all material respects, in accordance with the Reporting Criteria; and
- It is our opinion that Ecolab has established appropriate systems for the collection, aggregation and analysis of relevant information, and has implemented underlying internal assurance practices that provide a reasonable degree of confidence that such information is complete and accurate.

Evaluation against Global Reporting Initiative (GRI) Standards

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

Based on our work, it is our opinion that 2019 Corporate Responsibility GRI Report has been prepared in accordance with the GRI Standards including appropriate consideration of the Reporting Principles, necessary general disclosures, management approaches, and topic-specific GRI Standards to meet the 'in accordance – core requirements of GRI Standards'.

Statement of Independence, Integrity and Competence

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

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

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

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

Apex Companies, LLC

Pleasant Hill, CA

June 2020