

Statement on Diversity, Equity & Inclusion

At Ecolab, we believe in the value of diversity, equity and inclusion, in business and in all facets of life. This belief is reflected in how we attract, hire, develop and promote people; create respectful and inclusive workplaces; do business with our customers and suppliers; and use our corporate clout to create equity in our communities.

These principles align with our core values of doing what's right and working together with diverse perspectives.

- ▶ We're committed to creating a workplace where everyone can grow and achieve their potential. To do this, we are actively accelerating our efforts to embed diversity, equity and inclusion throughout our company and all that we do.
- ▶ We embrace and celebrate the multiple identities that exist within each of our employees including race, religion, national origin, citizenship, gender, sexual orientation, gender identity and expression, age, disability, and veteran status.
- ▶ We realize that intent is not enough – results matter, and we are committed to making faster, deeper progress within Ecolab and within society.
- ▶ We recognize that to create the diverse and inclusive culture we want, we must work to achieve racial and social justice in our communities around the world. Ecolab leaders are listening, learning and working with other community leaders to gain the insights and perspectives we need to make significant, sustainable change.



BUILDING DIVERSE TEAMS

Our goal is to achieve gender and ethnicity representation that reflects the communities in which we operate and the customers we serve, and we work to ensure that our programs, recruitment and talent development initiatives align with this

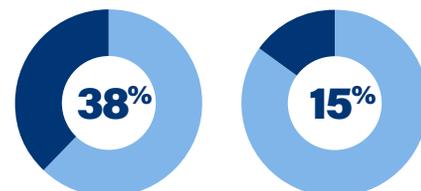
goal. We've worked to set representation targets based on local labor force availability throughout the world. In the U.S., we rely on census data to inform our targets for full representation in all job categories.

Our board of directors formally reviews our global representation metrics twice a year. Ecolab's senior leaders are held accountable for driving diversity in external hiring and promotions. On a quarterly basis, Talent Councils come together to create differentiated development plans for diverse talent; review talent scorecards for each business, function and region; discuss areas of progress and opportunity; and advise on action plans to drive further advancement.

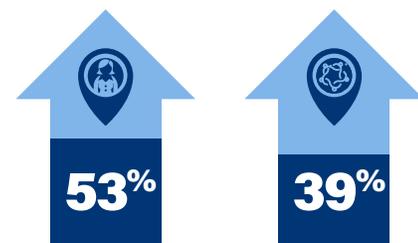


LEADERSHIP REPRESENTATION AND COMMITMENT

We are demonstrating our commitment to diversity in our leadership ranks.



Today, 38% of the directors on our Board are women and 15% are people of color.



Since 2016, Ecolab has increased its female leadership by 53%.

Since 2016, Ecolab has increased its POC executives by 39%.



US COMMITMENTS

To help lessen and ultimately eliminate disparities and opportunity differentials that limit the human potential and the economic contributions of people of color, Ecolab is using our position to drive systemic changes that support our business, customers and improve our society.

Internally, we are working to support an inclusive workforce; maintain pay equity in the U.S. and expand globally; and advance gender and racial and ethnic representation.

Consequently, Ecolab has made the following public commitments:

- Expand our focus on supplier diversity and ensure that our vendor relationships reflect Ecolab's commitment to supporting diverse and equitable communities.
- Work to achieve our 2030 sustainability targets, which include new representation goals for women and ethnically/racially diverse associates at manager levels, 35% women and 25% POC by 2030 in the U.S. Executives review the statistics monthly.
- Embed diversity, equity and inclusion principles in all manager training.
- Cultivate diverse candidate pools and broaden recruitment strategies to help Ecolab find the best talent.
- Ensure that diverse talent has access to learning and development opportunities and the support they need to advance and grow their career.

Ecolab has made significant progress toward these 2030 DEI goals, including:

- A 53% increase in executive women globally since 2016
- A 39% increase in POC executives since 2016
- A 30% increase in women executive hires since 2019
- A 69% increase in POC executive hires since 2019
- A 128% increase in diverse supplier spend in 2022
- Greater than 33% of the global workforce has participated in our Allyship in Action training course

Externally:

- Ecolab leadership has been actively involved in the wide range of initiatives that the Twin Cities business community has launched to advance racial equity, including police and public safety reform, expanded access to affordable housing, early childhood education funding and reducing health disparities.
- Ecolab leaders also are working on policy, philanthropy and workplace initiatives through the Minnesota Business Coalition for Racial Equity. We believe that the work of the business community in the Twin Cities will have national and international impact, given the spotlight on our community.

EXTERNAL RECOGNITION + COMMITMENTS

- In 2019, 2020 and 2021, Ecolab was ranked in the top 10% on Diversity Best Practices' Inclusion Index, now the Seramount Inclusion Index.
- In 2021 and 2022, Ecolab was named to the Bloomberg Gender-Equality Index, which tracks the financial performance of public companies committed to supporting gender equality through policy development, representation and transparency.
- In 2022, Ecolab had a 100% perfect score on the Corporate Equality Index, a national benchmarking survey and report on corporate policies and practices related to LGBTQ+ workplace equality, administered by the Human Rights Campaign Foundation. This is Ecolab's 10th consecutive year and 12th overall, with a perfect score on the index.
- In 2020 and 2021, Ecolab was named to Seramount's 100 Best Companies lists for its parental leave and childcare benefits, workplace representation, advancement programs and flexible work options.
- For the fourth consecutive year, in 2021, Ecolab was named to Forbes magazine's list of America's Best Employers for Women, which ranks leading employers based on several gender-equality factors, including diversity, parental leave programs and pay equality.



GROWING OUR EMPLOYEE RESOURCE GROUP COMMUNITY

Employee Resource Groups (ERGs) are grassroots groups that are initiated and led by employees, representing unique cultures, experiences and backgrounds. In total, Ecolab has

11 different ERGs with local chapters spanning the globe, including:

ACE: our Asian Community at Ecolab, promoting the development, representation and growth of Asian and Pacific Islander associates at Ecolab

BRIDGES: provides advocacy and leadership to encourage mutual support and high-performing teams across generations of Ecolab associates, our business partners and our communities

CONNECT: brings together young professionals through networking events and career development events, community service projects, and educational seminars

DAWN: supporting Ecolab's growth by creating an inclusive culture for the advancement of associates with differing abilities and in caretaking roles

E3: focused on accelerating the advancement of women • **EcoEssence:** positively influencing the recruitment, development, and retention of African and African American employees

EcoMondo: dedicated to fostering a diverse, inclusive, and globally mindful Ecolab community

HACER: serving as a business resource that promotes the development, representation, and growth of Ecolab's Hispanic and Latinx associates

MERGE: focused on fostering a military-friendly sense of community and appreciation within Ecolab and our local communities

PLAN: provides quality learning and experiential opportunities that allow associates to promote themselves; leverage knowledge, experience and skills; accelerate their learning; and navigate their career path

Pride: a formal organization for Ecolab employees who are gay, lesbian, bisexual, transgender or allies of the LGBTQ+ community

Our employee-driven ERGs have grown to 6,800+ members and 80+ chapters globally. We are proud of our global expansion and the programming our ERGs provide to support employees, our business, and our communities.

This global network of advocates and allies directly supports our business growth, too. ERGs bring critical insights and perspectives to help information business decisions at every level.

EXTERNAL RECOGNITION + COMMITMENTS *(continued)*

- For the fourth consecutive year, Ecolab was named a Top 50 Companies for Diversity by DiversityInc. Ecolab ranks 25th on the 2023 list, which is a leading assessment of diversity management in corporate America.
- In 2019 and 2020, Ecolab was recognized as a Top Company for Executive Women by the National Association for Female Executives (NAFE). The list ranks leading U.S. companies with best practices that move women to senior ranks, including mentoring, involvement in employee resource groups and leadership development training.
- In 2020, Ecolab was recognized in the 2020 HACR Corporate Inclusion Index (CII), a research initiative conducted by the Hispanic Association on Corporate Responsibility (HACR) and the HACR Research Institute. The index benchmarks the status of Hispanic diversity and inclusion in corporate America and assists Ecolab in identifying the best ways to improve Hispanic and Latinx inclusion and diversity throughout our workforce.
- Ecolab received the 2020 Secretary of Defense Employer Support Freedom Award, the highest U.S. government recognition of employers supporting staff serving in the National Guard and Reserve.