

STATEMENT ON DIVERSITY AND INCLUSION (D&I)

At Ecolab, we understand that to do great things, we need great talent. We also know that people thrive and do their best work in an environment where differences are valued, and where everyone can make an impact. We're committed to creating a workplace where all associates can grow and achieve their potential.

We strive to be an inclusive and diverse company to:

- Attract the world's best talent
- Reflect the diversity within our communities
- Bring broad, diverse backgrounds and experiences to our teams
- Be as successful as we can be

One of our key priorities is to create a space where differences are valued and welcomed. We want our team members to know their ideas and perspectives make a real difference in our success.

Recent D&I Progress

We have made significant progress to ensure a diverse and inclusive workplace. By signing the CEO Action Pledge for Diversity and Inclusion in 2017 and by forming our Executive D&I Council – charged with developing and overseeing our D&I strategy – we made commitments both internally and externally.

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 have significantly increased diversity in our leadership ranks. Today, 38% of the directors on our board are women and 15% are people of color. Globally, the number of executive women has grown by 17%, and the number of executive people of color grew by 36% since 2016.

UNCONSCIOUS BIAS EDUCATION

Also known as implicit bias, unconscious bias refers to the attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner. Unconscious bias has become a major topic of discussion at Ecolab. For the past two years, Ecolab's global Career Development Week featured bias training, and we have embedded unconscious bias into all our flagship leadership education courses. Ongoing communication campaigns support this learning for all associates.

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. Globally, our ERGs grew 25% in 2018 – showing that associates find value in belonging to these organizations. Annually, we gather select ERG leaders for a leadership development summit in St. Paul, offering opportunities to develop leadership capabilities and present their plans for growth to senior leaders.

In 2018, E3, our ERG focused on the development of women, celebrated International Women's Day by hosting more than 40 global events and celebrated their expansion to Europe – which entailed launching 10 chapters with more than 200 members from 13 countries along with a mentoring program, which helps to inspire and encourage professional growth through learning from different perspectives.

External Recognition and Commitments

- Signed [CEO Action Pledge for Diversity and Inclusion](#) (2017)
- Signed Human Rights Campaign's [Business Statement for Transgender Equality](#) (2018)
- Joined Human Rights Campaign's [Business Coalition for the Equality Act](#) (2019)
- [Forbes Best Employers for Diversity](#) (2018, 2019)
- [Forbes Best Employers for Women](#) (2018, 2019)
- Diversity Best Practices Index – Named a Top 10% Inclusion Index Company (2019)
- [Best Places to Work for LGBTQ Equality – 100% on Corporate Equality Index](#) (2019, seven consecutive years and nine total)
- Beyond the Yellow Ribbon Company
- [Military Times Best for Vets](#)
- [Pro Patria Award](#) - Minnesota Employee Support for the Guard and Reserve