



Sustainable Growth, Lasting Impact

Solenis 2025
Sustainability Report



[← Download the sustainability report](#)





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About Solenis

We deliver value by solving sustainability and operational challenges with the right people, the right experience and the right technology. We are dedicated to advancing our sustainability progress and to partnering with our customers. We are excited to share our accomplishments — and our path forward.





Letter from Solenis' CEO

Improved sustainability means compounded growth.

In 2025, Solenis formalized **“The Solenis Way.”** More than just a set of rhetorical statements, The Solenis Way defines the manner in which we do business and our expectations of one another. It is the foundation of all of our commitments both internally and externally. The Solenis Way underscores our commitment to ethics and values and to strong governance. Perhaps more importantly, it outlines our commitment to our people – to each other as human beings, team members, friends and contributors to Solenis’ success.

With this as our bedrock, Solenis continues on its growth journey, and – with the acquisition of NCH Corporation – each component of our growth strategy builds upon and compounds the value of the other. They are innovation, service, customer-focus and sustainability.

We are committed to continuously working to **expand our technology and innovation** platform. We will benefit from more than 315 scientists in 24 laboratories around the world. Their focus is to develop solutions as customer needs evolve. Their technical expertise

is unsurpassed. While addressing customer challenges, they are also researching opportunities to tackle some of the world’s most pressing problems. These include freshwater access, food contamination, disease prevention and plastics in our landfills and waterways. In a business sense, these issues are also secular tailwinds that present clear growth opportunities.

Our **service capabilities are best in class.** And, with NCH, we will have doubled our sales and service scale. This means that we’re providing twice as much attention to our customers. Each customer – large or small – benefits from a team of customer-driven experts with a high degree of technical acumen. This advantage enhances the support we provide to our corporate customers around the world through our corporate account program. We are delivering consistent solutions across geographies while strengthening relationships with global customers. At the same time, we have standardized our processes across functions and leveraged shared services to ensure consistency, efficiency

and productivity. Together, these efforts enable us to provide seamless experiences, reinvest in innovation, and deliver a complete offering across every market segment, positioning Solenis as a partner of choice worldwide.

Our growth is reliant on our current customers, and more importantly, our customer dedication. Everything we do is targeted to their satisfaction. We offer a strong, broad line of products delivered as end-to-end solutions. We serve customers in a large, growing addressable market with average growth rates higher than the Gross Domestic Product (GDP). Our business model creates a high-quality, loyal customer base – approximately 400,000 customers in 160 countries. And through our ValueAdvantageSM program, we can quantify the environmental "handprint" of projects conducted with our customers through the implementation of our solutions.

Throughout our value chain, **sustainability fuels our compounded growth.** Our customers seek partners to help them reach their sustainability goals, and Solenis is well-positioned to do that. By keeping

people, planet and profitability in the forefront of our minds, our decisions are always made with global interests at heart. What’s more, sustainability contributes to both our organic and inorganic growth efforts. It impacts our customer partnership, research and development; and, plays a role in decisions related to acquisitions.

Solenis is continuing to have a significant, positive impact on the world. In our operations, our focus is on ensuring responsible stewardship of natural resources. Sustainability is at the core of our innovation, and we partner with suppliers and customers to enact sustainable solutions throughout the value chain.

Achieving sustainability improvements begins with ensuring and maintaining operational discipline. In the long run, our people are the reason

for our long-standing success. Investments in our people help drive sustainable, long-term compounded growth.



John E. Panichella
John E. Panichella
Solenis Chief Executive Officer



Our vision

Building a safer and healthier world through sustainable innovation.

Our mission

As a trusted partner, we deliver value by solving sustainability and operational challenges with the right people, the right experience and the right technology. Our solutions help conserve natural resources and promote cleaner and safer environments.





Letter from Solenis' Chief Sustainability Officer

It all starts with strategy

At Solenis, we do not consider sustainability to be a burden. It is not a box to be checked. It is not a risk.

Rather, we view sustainability as integral to our corporate strategy. It is how we will grow.

To that end, in 2025 we expended efforts in developing an integrated sustainability strategy; a comprehensive five-year plan that dovetails with our company growth strategy. This roadmap is based on the [Double Materiality Assessment](#) (DMA) that we conducted last year, which not only identifies how external financial and material issues create risks and opportunities for our company, but also how Solenis impacts the world around us both negatively and positively. We intend to continually update this assessment to continue refining our strategy.

No strategic plan is developed without the benefit of accurate

and consistent data. In the past decade, Solenis has acquired and integrated more than 25 companies and businesses, including Diversey, our largest acquisition to date, and now we are in the process of integrating NCH Corporation. The pace in which we have grown poses significant challenges when it comes to ensuring that we have data and information from which to manage our operations and businesses. With that said, in 2025 our teams undertook and successfully accomplished the synchronization of our data sources across the heritage and new segments of Solenis. In addition, we have continued to conduct gap analysis and benchmarking to help us prioritize our improvement efforts and initiatives. Armed with this third-party assured data and information, in 2025 we submitted our new targets to the Science Based Targets initiative (SBTi) for greenhouse gas emissions based on a 2024 baseline.

With strong, accurate data at our fingertips, we have also been able to drive enhanced transparency.

Each year, our sustainability reports have evolved to provide increasingly detailed information, often in a more concise and digestible manner. Additionally, we are aptly prepared to meet the enhanced reporting requirements necessary through the Corporate Sustainability Reporting Directive (CSRD), Task Force on Climate-related Financial Disclosures (TCFD) and Carbon Disclosure Project (CDP) Climate frameworks which will require comprehensive and detailed disclosures over a wide swath of our company's performance metrics.

The outcome of continually improved reporting is invariably greater positive recognition. In 2025, we again received high marks from EcoVadis. We were again named a US Best Managed Company by Deloitte. And, our scores with the S&P Sustainability Screened Index (S&P ESG) took a big jump this year. Solenis continues to receive recognition from our customers and regional trade and sustainability organizations as we partner with them in reaching their sustainability goals.

These recognitions are testaments to the work of not only our company's leadership and our Sustainability Task Force, but of our entire workforce around the globe. It is their continued passion and their adaptability in the face of changing market conditions, regulatory environments and our own organic and inorganic growth that fuel our success. Our teams are comprised of persistent perfectionists, and I could not be more proud of the volume and quality of work they generate as well as the depth of thinking and ingenuity that they bring to our sustainability programs. Their optimism is the energy behind Solenis' ability to capture our potential and execute upon our growth strategy.



Lotta Kanto Oeqvist
Solenis Chief Sustainability Officer



Solenis engages with these sustainability-focused organizations and initiatives



Science Based Targets initiative (SBTi)

An organization that drives ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets. The SBTi is a partnership between Carbon Disclosure Project (CDP), the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF).



EPA SmartWay

A program that helps companies advance supply chain sustainability by measuring, benchmarking, and improving freight transportation efficiency.



4evergreen

A cross-industry alliance of over 100 members representing the entire lifecycle of fiber-based packaging – from forests to producers, designers, brand owners and recyclers. Together they share expertise to develop tools and guidelines for an even more sustainable sector. The goal is to reach a 90% recycling rate for fiber-based packaging by 2030.



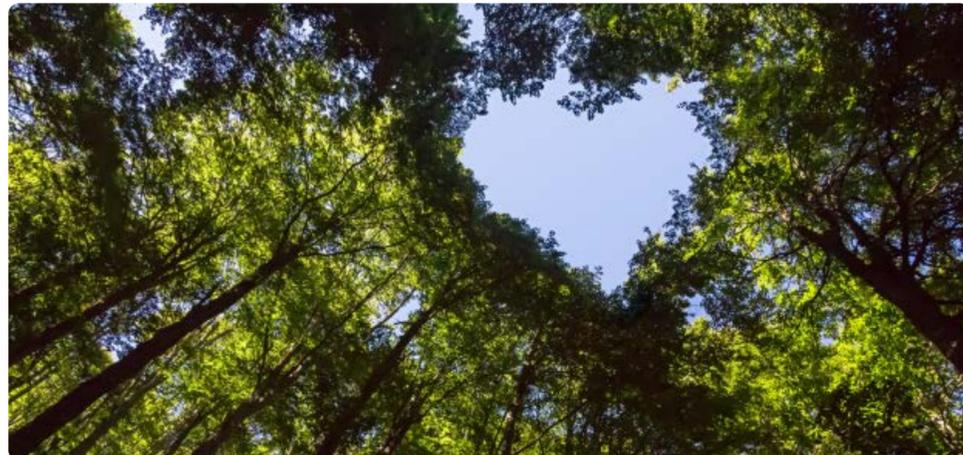
CEO Water Mandate

Within the UNGC, the CEO Water Mandate seeks to mobilize a critical mass of business leaders to address global water challenges through corporate water stewardship in partnership with the United Nations, governments, civil society and other stakeholders.



RecyClass

RecyClass is a non-profit, cross-industry initiative that works to improve the recyclability of plastic packaging by developing scientific guidelines, testing methods, and traceability systems. It unites stakeholders across the plastics value chain to promote harmonized standards and support the transition toward a more transparent and circular plastic economy for industry progress and long-term sustainability.



U.N. Global Compact (UNGC)

A non-binding pact to encourage businesses and firms worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. The world’s largest corporate sustainability initiative, the U.N. Global Compact has more than 25,000 participating companies and stakeholders across over 167 countries.



About the report

Growing Stronger – This report reflects our progress and expanding impact

Sustainability involves addressing and preventing issues that can negatively affect a company, ensuring long-term value creation. These critical issues are generally categorized under three main areas: Environmental, Social, and Governance (ESG). At Solenis, we take it a step further by prioritizing the customer, resulting in our ESG+C™ approach.

Within this document, we have provided an update on our sustainability approach; the results and performance of the company as they relate to environmental, social and governance parameters; and reviewed the ongoing efforts we are taking to make our business more sustainable and resilient.

This report represents a company that has grown both organically and through acquisitions. The information in this report is inclusive of Solenis Holding Limited and its affiliates.

At the beginning of FY2026, Solenis acquired NCH Corporation, the quality leader and trusted on-site expert in middle market water treatment and industrial solutions. Beginning with the 2026 publication, our reporting will expand to include data from NCH's operations, reflecting the broader reach and impact of our combined business.

This report maintains Solenis' commitment to transparency and highlights our key initiatives and achievements, both within the organization and with external stakeholders. It also looks ahead,

highlighting our ambitions and commitments to becoming a force for sustainable change.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, globally recognized standards for sustainability reporting and disclosure. Our GRI index can be found in the appendix. Also, we aim to contribute to achieving the U.N. Sustainable Development Goals (SDGs) through our strategic framework and our approach to sustainability. We have mapped our priority sustainability topics to the most relevant SDGs to our business and identified Key Performance Indicators (KPIs) to measure our progress.

To accelerate Solenis' sustainability journey and embed long-term value creation into our strategy, we have prioritized initiatives that align with stakeholder expectations and future customer needs. While we've engaged expert consultants to navigate the evolving landscape of sustainability reporting and best practices, our focus remains on turning sustainability into commercial success by driving innovation, resilience and responsible growth from within. In addition, Solenis has commissioned independent, external assurance of this report – as it did with its previous sustainability reports – from ERM Certification and Verification Services Limited (ERM CVS) in order to provide consistency and credibility to our disclosures and dialogue with various stakeholders.

For details of ERM CVS' assurance engagement, including the scope, assurance standard used, level of assurance, the limitations of the assurance process and the assurance conclusion, please refer to ERM CVS' Assurance Report on page 127 of this report.

Questions regarding this report can be submitted using the "Contact" features on the company's website at [solenis.com](https://www.solenis.com).

We have not restated any previously reported information in this report.





2025 in review

Business highlights

This was a year of transformation and growth for Solenis. We strengthened our foundation, expanded our market presence and delivered measurable value to customers while advancing sustainability across our business. Strategic integration, technology investments and customer-driven innovation positioned us for continued success and impact.

In 2025, we completed the integration of Diversey, CedarChem, Lilleborg, AquaChemPacs and Predictive Food Safety Solutions, strengthening our position as a comprehensive provider of sustainable water and hygiene solutions. This integration brought our systems onto a single platform, improving efficiency, collaboration and data transparency. On June 19, 2025, we announced our planned [acquisition of NCH Corporation](#) (NCH), further expanding our reach across the water and hygiene value chain. By leveraging Solenis' global reach and NCH's established presence in the light industrial market, we can enhance the customer experience through Solenis' 360-degree approach.

Technology and system upgrades played a key role in supporting this progress. Coupa, our procurement and spend management platform, improved how we source and manage goods and services. Vistex, our rebate and pricing management system, improved how we track and manage customer pricing and rebates.

Innovation advanced through the opening of a new [Global Research Center in Delaware](#), enhancing our capacity to develop next-generation solutions that address customer needs and sustainability goals.

Solenis was recognized as a [Best Managed Company](#) by Deloitte Private and the Wall Street Journal for the fifth consecutive year, reflecting strong leadership and strategic direction. Our internal Culture Survey again showed high engagement and satisfaction, and we continued investing in talent—sending all VP+ leaders through the Wharton School of Business Executive Excellence program and training more than 1,000 managers through an intensive award-winning People Manager

Program and other leadership development initiatives.

Safety remained a top priority, with new initiatives rolled out globally to further improve workplace practices resulting in a reduction in recorded incidents. Sustainability performance also advanced, with an improved S&P score, increasing 10 points from last year to 63, and stronger data capabilities for reporting and assessments.

Our ValueAdvantageSM program delivered record results, helping customers achieve \$349 million in documented savings—up from \$257 million last year. These projects demonstrate the measurable impact of our solutions in reducing costs, improving processes and advancing sustainability goals.

Fiscal year 2025 reflected disciplined integration, strategic investment, and continued cultural progress. With a fully aligned organization, Solenis is well-positioned to deliver lasting value for customers and advance a more sustainable future.





Awards and recognition

In fiscal year 2025



Employee engagement and inclusion

- US Best Managed Company by Wall Street Journal and Deloitte Private
- Top 10 Best Companies for ESG by Avtar & Seramount
- Top 10 Best Companies for Women in India and the Gulf by Avtar & Seramount
- Top Employer in Egypt by Top Employers Institute
- Top Employer UAE by Top Employers Institute
- Top Employer, Turkey by Top Employers Institute
- Top Employer South Africa by Top Employers Institute
- Best Workplaces™ in Chemicals, India by Great Place to Work
- Global Inclusion Index, India by Seramount
- Global Inclusion Index, Brazil by Seramount
- Best Places to Work SEA by Best Place to Work



Sustainability

- Best Sustainability-Focused Chemicals Company in Southeast Asia by Acquisition International
- Supplier Sustainability Leadership Award by Sappi
- Responsible Care® and Sustainability Initiative Award by AICM
- Finalist in the 2025 Sustainability Awards by Packaging Europe



Commercial excellence and innovation

- Diamond Vendor of the Year by United Aqua Group
- Tissue Online Award for Chemicals-Coating category
- Best Supplier by bp bioenergy
- Innovator of the Year by Clean Bright Awards



Community relations and philanthropy

- Gold Recognition for CSR impact by American Chamber of Commerce - Thailand





2025 Highlights

Environmental

13.6%

Reduction in energy consumption in 2025

\$4.68 million

Invested in Sustainable CapEX projects to manage environmental impacts

98%

Diversey's internally sourced 5-liter canisters moving to 50% Post Consumer Recycled Plastic

Validated by SBTi

Near-term science-based emissions reduction targets aligned with climate science

Social

96%

Participation in culture survey with 80% employees reporting high satisfaction

102 hours

Spent on average per person on learning and development with 1,642,787 total hours of learning recorded and 42% employees exceeding their goal

>1,200

Hotels participating in the Soap For Hope™ program around the world

22%

Improvement in safety outcomes over last year

Governance

Completed Integration

Systems of all recent acquisitions have been unified onto a single platform

Launched AI Framework

New Global AI Governance Framework supports ethical and secure use of AI and our commitment to data privacy

Human Rights Leadership

Strengthened human rights commitment through cross-functional governance and supplier risk assessments

Coupa Deployed

Strengthens sustainable procurement through transparent sourcing, supplier sustainability requirements, risk management, and fully digitized, paper-free processes

Customers

\$349 million

Value delivered to customers through ValueAdvantageSM program

74%

Revenue derived from supporting customers' sustainability initiatives

91%

Current innovation programs have sustainability or circularity focus

Opened Global Research Center

New R&D facility advances sustainable innovation, focusing R&D on water stewardship, hygiene, recycling and resource efficiency



Solenis at a glance*

Solenis is a leading provider of water and hygiene solutions focused on solving tough water, hygiene and process improvement challenges for our customers. By leveraging our team of experts, our industry-leading technologies and our ongoing support, we help customers achieve greater value and reach their sustainability goals. We are a resilient and diversified business with a demonstrated ability to withstand market challenges.

Solenis, which is headquartered in Wilmington, Delaware, U.S.A., was founded in 2014 through the acquisition of Ashland Water Technologies by a fund managed by private investment firm Clayton, Dubilier & Rice. While a relatively new name, the company draws on a 100-year-old heritage that includes Ashland Water Technologies as well as Betz Laboratories, Drew, Stockhausen and Hercules. In 2022, Solenis was acquired by Platinum Equity, and merged with Sigura Water. In 2023, the company made its largest acquisition to date by acquiring Diversey Holdings, Ltd.

Continuing to grow, we expanded our global presence in November of 2025 with the acquisition of NCH Corporation, the quality leader and trusted onsite expert in middle market water treatment and industrial solutions. This acquisition broadens our portfolio and strengthens our ability to deliver sustainable solutions to customers worldwide.

Solenis is organized into five business units: Consumer Solutions; Industrial Solutions; Institutional Solutions; Food & Beverage Solutions; and Pool Solutions. The five regions in which we operate are North America (NA), Latin America (LA), Europe (EU), Middle East and Africa (MEA), and Asia Pacific (AP).

With over 6,800 global sales, technical and applications people, we are well-positioned to serve customers in paper mills; chemical processing plants; data centers; municipal water treatment plants; food and beverage facilities; and healthcare, educational and hospitality institutions, as well as owners and managers of commercial and residential pools and many more markets and applications.

Our company

\$7.4B

Sales

~260K

Customers

>160

Countries Served

62

Manufacturing Sites

~4,000

Patents

>6,800

Sales & Service employees

Our workforce[†]

16,371

Total Headcount

2,855

Total New Hires
(9,521 from acquisitions)

7%

Voluntary Turnover
(excluding retirements)

37.5%

Workforce Diversity
(global gender & U.S. gender and racial/ethnic)

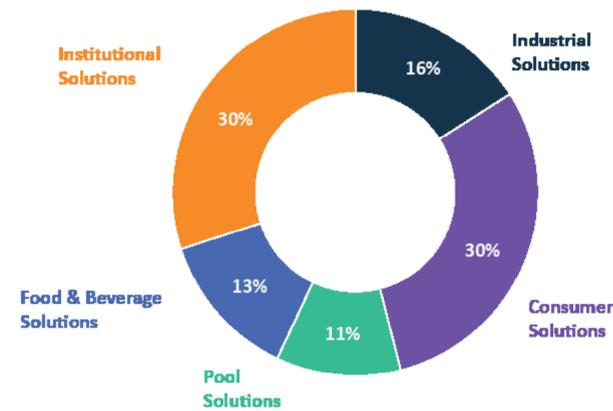
22.1%

Women in Leadership
(director and above)

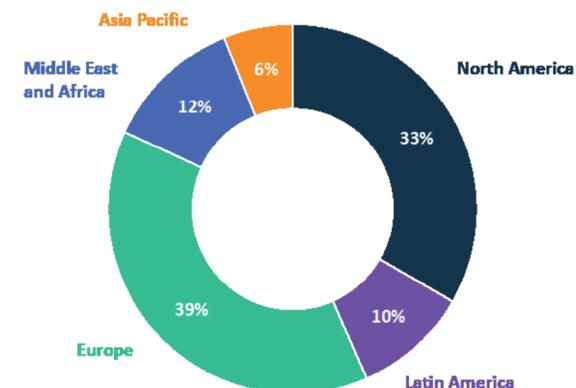
17.9%

Represented Workforce

Revenue breakdown by end market



Revenue breakdown by geography



[†]We track workforce demographics globally to understand our workforce needs around the world. Refer to [EEO-1 report](#) for more information on our U.S. workforce demographics.

*The acquisition of NCH Corporation by Solenis occurred after the reporting period covered by this report. Consequently, all data presented pertains to Solenis prior to the acquisition.



Serving the needs of the global water and hygiene markets

Our vision is to enable our customers' success through innovative processes and water treatment solutions. We have made a commitment to sustainability excellence and we have embedded key programs in our service model, which enables our customers to better manage or conserve natural resources.

Our [Consumer Solutions](#) business segment provides a wide range of water and process solutions that drive operational improvements and impact customers' finished consumer products for the packaging, graphics and specialty, tissue and towel, and food and food packaging markets.

Our [Industrial Solutions](#) business segment provides a wide range of water and process solutions that drive operational improvements for industrial markets including chemical processing, data centers, hydrocarbon processing, upstream energy, mineral processing, biorefining, power and municipalities.

Our [Pool Solutions](#) business segment provides high-performance water care solutions and value-added services for residential and commercial pool and spa applications.

Our [Institutional Solutions](#) business segment provides hygiene and disinfectant products, services, equipment and other solutions to customers in the healthcare, education and hospitality sectors that prevent infection, ensure cleaner and safer floors and keep kitchen equipment and fabrics clean, hygienic and sustainable.

Our [Food and Beverage](#) business segment offers a comprehensive range of products and services that clean and disinfect equipment and treat water in the food and beverage manufacturing industry, as well as agricultural and pharmaceutical sectors.

Markets we serve

At Solenis, we offer myriad innovative water treatment and hygiene solutions to a wide variety of applications and markets. These technologies are integral to our customers' sustainability efforts; helping customers reduce their environmental impact; reduce water and energy consumption; improve the efficiency of their operations; improve the management and recycling of fiber products; prevent infection and maintain clean, healthy conditions for institutions and consumers; and improve the safety of foods and beverages. Across a growing number of markets, we strive to be each customer's most trusted supplier by solving problems with the right people, the right experience and the right technology.





Sustainability strategy



Environmental

Climate and Energy:

- 63% reduction in scope 1 and 2 emissions vs. 2024 by 2035
- 37.5% reduction in scope 3 emissions vs. 2024 by 2035
- 30% reduction in NOx and SOx emissions vs. 2024 by 2035
- Net Zero greenhouse gas emissions by 2050



Water:

- 10% reduction in process water intensity vs. 2024 by 2035
- CDP Water Leadership status (A) by 2030



Waste:

- 100% of packaging with a materiality circularity index > 0.94 by 2035
- 5% reduction in waste disposal intensity vs. 2024 by 2035



Social Responsibility

Employee Health:

- 100% employee safety, zero injury culture



Solenis Gives:

- Improve the lives of 1M people per year via our Creating Shared Value programs



Employee Development:

- Track progress each year towards closing the global gender pay gap
- 100% of employees spend 5% of working time on learning
- Improve employee engagement score year over year



Governance

Policies:

- 100% of material issues governed by publicly available policies
- >95% of employees acknowledge the code of conduct by 2030



Certifications:

- All new facilities to be ISO-certified within three years of acquisition



Supplier Engagement:

- 90% of direct suppliers meet Solenis' sustainability requirements by 2030
- 70% of direct supplier spend covered by a recognized internal or external sustainability assessment by 2030
- Maintain >7% diverse suppliers in U.S.



Customers

Value Advantage:

- Annual reporting including water saved, energy saved, waste eliminated and GHG emissions avoided for our customers
- >90% of revenue aimed at supporting customers' sustainability target by 2030



Product Stewardship & Carbon Footprint:

- 100% compliance with Solenis' Responsible Chemistry policy
- 75% of product lines with Product Carbon Footprint assessments by 2030



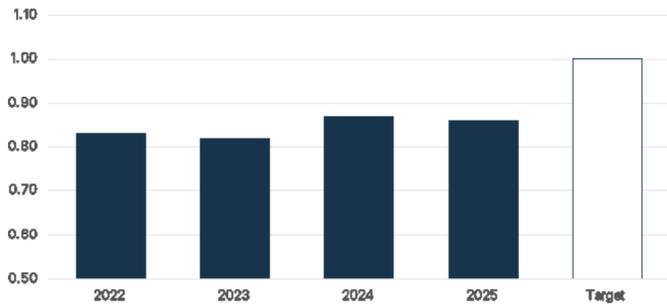
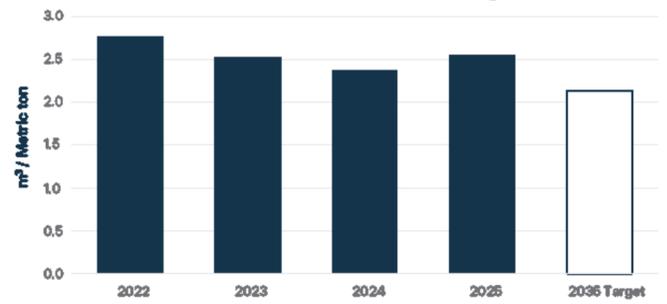
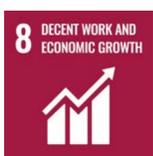
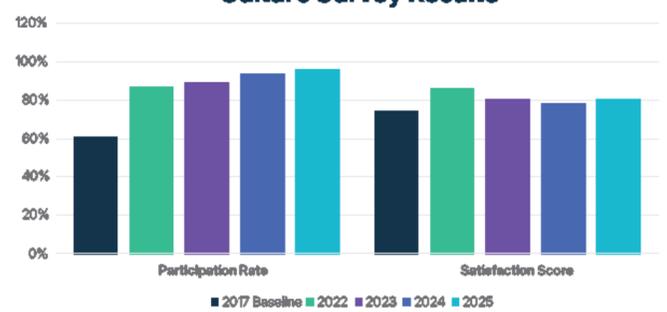
Innovation:

- 90% of innovation projects focused on sustainability by 2030
- 50% of innovation projects aimed at reducing carbon footprint by 2030



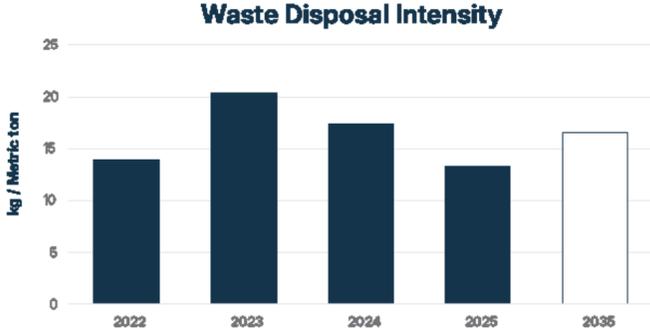
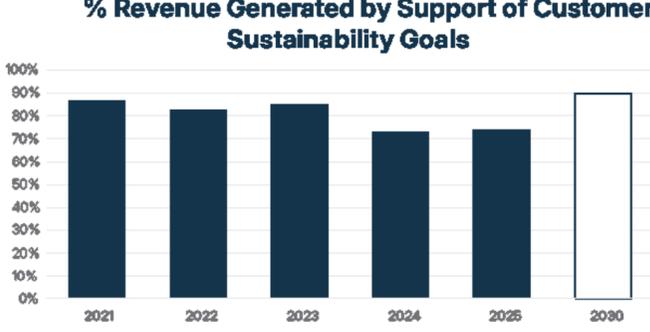
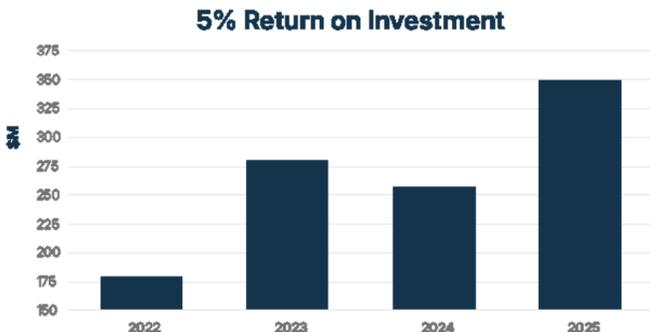


How we support SDGs at Solenis

SDG	How we support	KPI and objectives	Performance																		
	<p>People: A diverse workforce is critical to delivering on our strategy to grow our business with the best, most innovative outcomes. In its commitment to gender equality, Solenis performs regular pay equity reviews to close any gender pay gaps.</p>	<p>KPI: Measure global gender pay equity each year to work towards closing the gender pay gap</p> <p>Objective: Create a diverse, equitable and inclusive workplace for all employees</p>	<p>Mean Global Gender Pay Ratio</p>  <table border="1"> <caption>Mean Global Gender Pay Ratio</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>0.83</td> </tr> <tr> <td>2023</td> <td>0.81</td> </tr> <tr> <td>2024</td> <td>0.87</td> </tr> <tr> <td>2025</td> <td>0.86</td> </tr> <tr> <td>2026 Target</td> <td>1.00</td> </tr> </tbody> </table>	Year	Ratio	2022	0.83	2023	0.81	2024	0.87	2025	0.86	2026 Target	1.00						
Year	Ratio																				
2022	0.83																				
2023	0.81																				
2024	0.87																				
2025	0.86																				
2026 Target	1.00																				
	<p>Clean Water & Sanitation: Solenis has a long history of providing process water treatment solutions to customers in consumer markets. We also focus on reducing industrial water consumption and restoring clean water prior to discharge.</p>	<p>KPI: By 2035, reduce process water intensity by 10% vs. 2024</p> <p>Objective: Operate with zero environmental harm and reduce our footprint</p>	<p>Process Water Intensity</p>  <table border="1"> <caption>Process Water Intensity</caption> <thead> <tr> <th>Year</th> <th>Intensity (m³ / Metric ton)</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>2.8</td> </tr> <tr> <td>2023</td> <td>2.5</td> </tr> <tr> <td>2024</td> <td>2.4</td> </tr> <tr> <td>2025</td> <td>2.5</td> </tr> <tr> <td>2036 Target</td> <td>2.1</td> </tr> </tbody> </table>	Year	Intensity (m³ / Metric ton)	2022	2.8	2023	2.5	2024	2.4	2025	2.5	2036 Target	2.1						
Year	Intensity (m³ / Metric ton)																				
2022	2.8																				
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2024	2.4																				
2025	2.5																				
2036 Target	2.1																				
	<p>Employee Engagement: Promote sustainable economic growth, supported by a fully engaged and productive workforce, and provide decent work for all.</p>	<p>KPI: Improve employee engagement survey participation and satisfaction score each year</p> <p>Objective: Provide decent and fair work opportunities and conditions in a safe, collaborative workplace that empowers our employees to solve the world's most challenging process and sustainability challenges</p>	<p>Culture Survey Results</p>  <table border="1"> <caption>Culture Survey Results</caption> <thead> <tr> <th>Metric</th> <th>2017 Baseline</th> <th>2022</th> <th>2023</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Participation Rate</td> <td>60%</td> <td>85%</td> <td>88%</td> <td>92%</td> <td>95%</td> </tr> <tr> <td>Satisfaction Score</td> <td>75%</td> <td>85%</td> <td>80%</td> <td>78%</td> <td>80%</td> </tr> </tbody> </table>	Metric	2017 Baseline	2022	2023	2024	2025	Participation Rate	60%	85%	88%	92%	95%	Satisfaction Score	75%	85%	80%	78%	80%
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How we support SDGs at Solenis

SDG	How we support	KPI and objectives	Performance														
	<p>Responsible Production: Waste generated in our operations has both environmental and economic impacts. We drive operational efficiency in our manufacturing plants to reduce waste by finding novel ways to recycle and reuse materials.</p>	<p>KPI: By 2035, reduce waste disposal intensity by 5% using 2024 baseline</p> <p>Objective: Eliminate waste, increase recycling and reuse of materials</p>	<p>Waste Disposal Intensity</p>  <table border="1"> <caption>Waste Disposal Intensity (kg / Metric ton)</caption> <thead> <tr><th>Year</th><th>Intensity</th></tr> </thead> <tbody> <tr><td>2022</td><td>14</td></tr> <tr><td>2023</td><td>20</td></tr> <tr><td>2024</td><td>17</td></tr> <tr><td>2025</td><td>13</td></tr> <tr><td>2035</td><td>16.5</td></tr> </tbody> </table>	Year	Intensity	2022	14	2023	20	2024	17	2025	13	2035	16.5		
Year	Intensity																
2022	14																
2023	20																
2024	17																
2025	13																
2035	16.5																
	<p>Planet & Climate: Change in regulations and increased climate awareness increases the pressure on the industry to improve their processes by reducing for example their GHG emissions. We enable our customers to manage resources and manufacturing processes more efficiently.</p>	<p>KPI: By 2030, 90% revenue generation will result through support of customers' sustainability goals</p> <p>Objective: Enable our customers to manage resources and manufacturing processes more efficiently</p>	<p>% Revenue Generated by Support of Customer Sustainability Goals</p>  <table border="1"> <caption>% Revenue Generated by Support of Customer Sustainability Goals</caption> <thead> <tr><th>Year</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>2021</td><td>85%</td></tr> <tr><td>2022</td><td>80%</td></tr> <tr><td>2023</td><td>85%</td></tr> <tr><td>2024</td><td>70%</td></tr> <tr><td>2025</td><td>70%</td></tr> <tr><td>2030</td><td>90%</td></tr> </tbody> </table>	Year	Percentage	2021	85%	2022	80%	2023	85%	2024	70%	2025	70%	2030	90%
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2023	85%																
2024	70%																
2025	70%																
2030	90%																
	<p>Customers: Our close partnerships with our customers support their SDG goals and provide Solenis with our biggest contribution to succeed in SDGs 6, 12 and 13.</p>	<p>KPI: Deliver 5% return on investment for every customer</p> <p>Objective: Drive value for our customers</p>	<p>5% Return on Investment</p>  <table border="1"> <caption>5% Return on Investment (\$M)</caption> <thead> <tr><th>Year</th><th>Value (\$M)</th></tr> </thead> <tbody> <tr><td>2022</td><td>175</td></tr> <tr><td>2023</td><td>275</td></tr> <tr><td>2024</td><td>260</td></tr> <tr><td>2025</td><td>350</td></tr> </tbody> </table>	Year	Value (\$M)	2022	175	2023	275	2024	260	2025	350				
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2022	175																
2023	275																
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Environmental

At Solenis, we know that we have a responsibility to be good and conservative stewards of the earth's resources, and we know that we must be accountable for how we utilize and respect those resources. To that end, we deploy the best technologies and processes available to help protect the land, water and sky that give life to us all.





“At Solenis, responsible operations guide how we work every day. We focus on reducing waste, lowering emissions, and using resources efficiently across our sites. This work is grounded in collaboration with our suppliers and customers, helping us find the smartest ways to improve performance while minimizing environmental impact. These efforts strengthen our operations today and support healthier communities for the future. Sustainability is not separate from our business strategy. It is a core part of how we operate and how we plan for the long term.”

Dan Key

Senior Vice President and Chief Operations Officer





Responsible Care® commitment and certification

Solenis is committed to the principles of the American Chemistry Council’s Responsible Care® program, a global initiative that promotes the safe, secure, and sustainable management of chemical products and operations.

Our [Responsible Care policy](#) reflects our dedication to health, safety, environmental stewardship and industry collaboration.

The policy is approved and endorsed at the executive level and reviewed annually. It is communicated across all operations and applies to every site and worker within Solenis.

Our Responsible Care program integrates key elements of our global Environmental, Health, Safety and Security (EHS) Management System, which is certified to RC14001 and ISO 14001 standards. This system encompasses:

- Environmental compliance and regulatory programs
- Product risk and regulatory information management
- Process safety management and remediation
- Internal and third-party audits
- Periodic risk assessments at all operating facilities
- Injury and illness mitigation and corrective action
- Risk management and continuous improvement

Each Solenis site conducts regular hazard identification and risk assessments, including those related to environmental impacts, occupational injuries and illnesses, and process safety. All recordable incidents are investigated, documented, and reviewed by senior leadership, including the CEO and COO, with corrective actions implemented to prevent recurrence.

In addition to physical and chemical risks, risk assessments consider psychosocial risks and factors such as fatigue and ergonomic strain. Where necessary, we offer access to occupational health services.



Worker participation and governance

Every Solenis site maintains a Health and Safety Committee that includes workforce representatives, ensuring active participation in safety-related decision-making.

These committees meet regularly to review safety performance, discuss incident trends, propose improvements and verify implementation of corrective actions.

Solenis respects the rights of all workers to refuse unsafe work and raise EHS concerns without fear of retaliation.

Performance monitoring and integration

We conduct an annual, company-wide EHS survey to assess and improve the sustainability performance of our manufacturing sites. The survey covers key environmental topics such as:

- Biodiversity
- Energy and water management
- Spill prevention
- Hazardous materials and waste handling

Newly acquired facilities are integrated into our Responsible Care certification program within three years of acquisition.

Since 2019, Solenis has implemented over \$49 million USD in capital expenditure projects to improve our EHS performance. Of this total, approximately \$4.68 million USD in FY2025 was invested in sustainable CapEX projects that directly supported environmental protection and pollution prevention initiatives. Examples of these initiatives range from projects that prevent air, water or soil pollution to reducing resource consumption.

*Trademark owned by a third party



Global supply chain and procurement

At Solenis, our global sourcing and supply chain strategy is guided by a commitment to responsible procurement and sustainable growth.

Our strategy is based on three pillars:

- Sustainability at the core of everything we do
- Engaging our procurement team
- Engaging our suppliers

By leveraging innovation and building strategic partnerships, we strengthen our competitiveness while ensuring compliance in a complex regulatory landscape.

Our priorities include:

- Advancing supplier sustainability performance
- Enhancing transparency through digital solutions
- Improving data-driven decision-making
- Partnering with suppliers to reduce greenhouse gas emissions in line with the [Science Based Targets initiative](#)

These efforts help us deliver measurable impact across our supply chain.





Sustainability at the core of everything we do

We continue to advance our procurement processes and policies to embed sustainability and ethical practices across the supply chain. Our efforts focus on driving transparency, accountability and resilience, with initiatives that directly support our sustainability commitments, including:

- Responsible sourcing practices and policies enhancement
- Digital transformation for responsible sourcing
- Enhanced supplier risk management processes





Responsible sourcing practices and policies enhancement

At Solenis, sustainable sourcing is not just a responsibility; it's a continuous journey of improvement. We understand that the impact of raw materials extends beyond extraction and production, shaping environmental, social and economic outcomes across the value chain.

We regularly update our procurement policies and contract clauses to ensure supplier requirements reflect evolving sustainability standards, reinforcing our commitment to human rights, fair labor and environmental stewardship. More details can be found in our new [Global Procurement and Responsible Sourcing Policy](#)

With nearly 2,200 direct chemical suppliers worldwide, we have a significant opportunity to drive meaningful impact across the supply chain.

In 2025, 76% of our total direct spend and 90% of our direct supplier base qualify as local, as they supply region to region.

To support ethical and sustainable practices, we request all direct suppliers to adhere to our [Supplier Code of Conduct](#). This code covers a range of topics, including sustainability, legal, social, environmental and ethical standards.

To advance our alignment with globally recognized standards, we began participating in the [Sustainable Procurement Roundtable of the Italian UN Global Compact Network](#), collaborating with peers on integrating sustainability into supplier relationships.

We also implemented the [Osapiens HUB platform](#) to support due diligence and compliance preparation with the upcoming EU Deforestation Regulation 2023/1115 (EUDR). This solution will enable us to automate due diligence processes, enhance supply chain transparency and strengthen traceability of raw materials. By leveraging Osapiens' advanced technology, we are reinforcing our commitment to responsible sourcing and aligning with European sustainability standards.

Fostering local partnerships

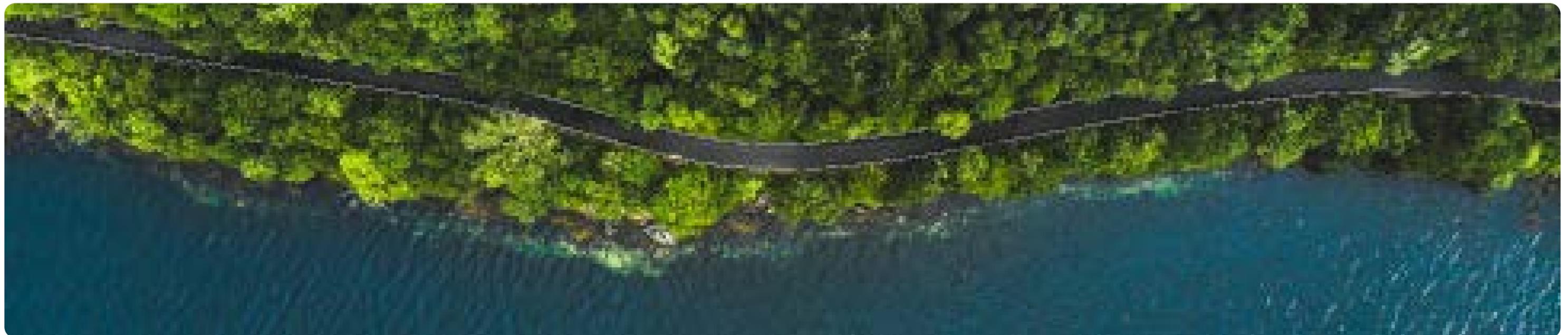
>90%

Suppliers local to our regions*

>76%

Direct spend coverage for deliveries sourced within our regions*

*Our regions are defined as North America, Latin America, Europe, Middle East and Africa (EMEA), and Asia-Pacific.





Digital transformation for responsible sourcing

In 2024, we deployed [Coupa](#) as a strategic enabler to enhance our sustainable procurement practices, embedding sustainability principles into every step of our supplier management processes. In 2025, we completed full integration across the enterprise, which included implementing the following modules globally:

- 1. E-Sourcing:** To date, we have launched 19 virtual sourcing events covering more than \$600M USD of spend. This digital solution provides suppliers with the opportunity to bid through our new platform responding to sustainability requirements. These requirements apply to both the supplier and product levels while ensuring a more structured, transparent and fully traceable competitive bidding process.
- 2. Supplier onboarding:** Our new supplier onboarding process ensures that all suppliers meet Solenis' sustainability standards, including acknowledgment of the Supplier Code of Conduct. All direct suppliers undergo a more rigorous process, completing our Sustainability Onboarding Questionnaire. To date, we have onboarded 652 suppliers through Solenis Supplier Portal. In case a new onboarded supplier triggers any potential risk flag, a risk assessment is completed during the onboarding process.
- 3. Supplier risk management:** We assess sustainability risks and implement mitigation plans for suppliers. Further details are available in our [Supplier Risk Assessment Protocol](#).

Coupa also helps reduce environmental impact by fully digitizing procurement processes, eliminating paper use and minimizing email exchanges for invoice and purchase order management.

Coupa in numbers

652

Suppliers onboarded through Solenis' Supplier Portal

19

Sourcing events

>\$600million

Spend covered by sourcing events





Enhanced Solenis supplier risk management process

We strengthened our Supplier Risk Management Program with new supplier-screening and assessment capabilities to protect business continuity, uphold ethical standards and advance sustainability across the value chain. The program applies a risk-based approach throughout the procurement lifecycle from supplier onboarding to ongoing monitoring, enabling proactive identification, assessment and mitigation of risks.

This enhanced program represents a transformative milestone for Solenis, redefining how we proactively manage sustainability risks and build supplier alignment across our global supply chain. As a result of these improvements, we increased screening coverage from 53% of direct spend suppliers recorded in 2024, to more than 70%, setting a new benchmark for responsible sourcing. Additionally, 75 new suppliers were assessed through our Supplier Risk Program in 2025, representing 35%* of total enrollment. Additional details are available on our [Supplier Risk Program](#) page and in our [Supplier Risk Assessment Protocol](#).

Our program also addresses multiple risk domains, including environmental, social (with a strong emphasis on human rights), governance, anti-bribery and corruption, financial stability, cybersecurity, geopolitical risks, catastrophic events and operational performance.

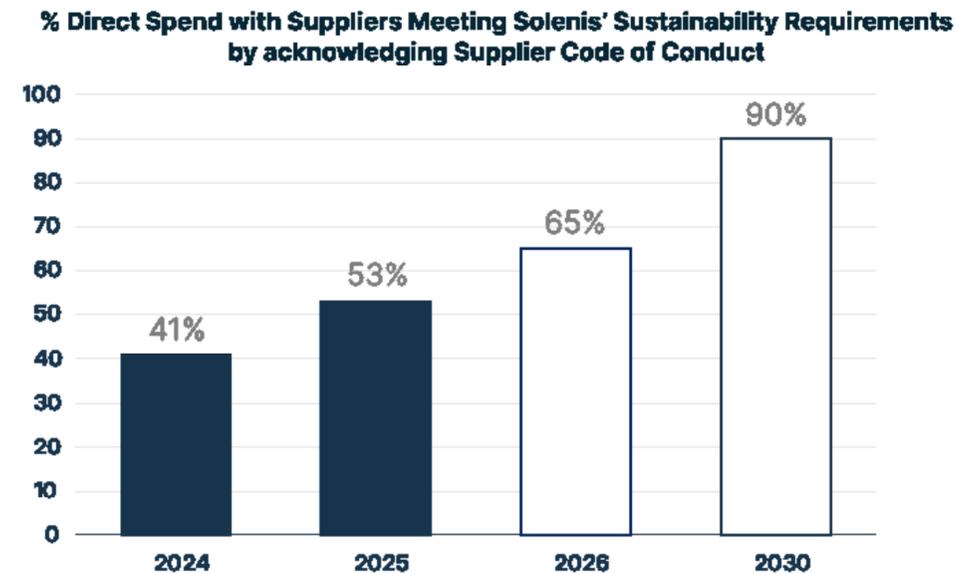
We leverage advanced technology platforms such as [Interos](#) (AI-driven risk screening), [Coupa](#) (risk management and monitoring), and [Kharon](#) (human rights due diligence) to ensure real-time visibility and proactive mitigation across our Tier 1 suppliers and the broader supply chain.

The process follows a structured approach:

1. Risk Identification and Screening
2. Risk Diligence and Analysis
3. Risk Mitigation
4. Continuous Monitoring

*see chart on following page

After initial screening, we conduct in-depth assessments for all business-critical Tier 1 suppliers and selected non-Tier 1 suppliers, as defined by our Supplier Relationship Program. These evaluations combine questionnaires and verified public sources to assess regulatory compliance and sustainability performance.



Supplier risk mitigation achievements

216

Suppliers assessed via Sustainability Risk Assessment

48%

Direct spend suppliers covered by a recognized internal or external sustainability assessment

15

Suppliers confirmed to potentially have high sustainability risk

53%

Direct spend suppliers meet sustainability requirement

100%

Mitigation plans implemented to address high-risk suppliers

Supplier screening through Interos

>600

Direct material suppliers

Representing >70% of Solenis direct spend, enrolled in our digital screening solution and continuously monitored.

>40,000

Non tier 1 suppliers

Enabled through our digital screening solution to continuously monitor our supply chain and ensure risk mitigation conversations with our suppliers.



Positive impact on sustainability

The program integrates sustainability criteria into supplier evaluations, strengthens human rights protections through enhanced due diligence and promotes a resilient, responsible supply chain. Continuous monitoring and third-party verification ensure transparency, accountability and alignment with global sustainability standards.

By combining technology, rigorous risk management and sustainability-focused practices, Solenis' Supplier Risk Management Program mitigates operational and compliance risks while driving responsible sourcing and sustainable growth across its global supply chain.

	Suppliers assessed using environmental and social criteria through Solenis Supplier Risk Program	
	Number of suppliers	Percentage of new suppliers
2021	140	100%
2022	177	24%
2023	209	17.4%
2024	210	29%
2025	216	35%





Engaging our procurement team

Building sustainability into our procurement journey

Key initiatives have strengthened team engagement, including targeted sustainability training and a Global Procurement recognition program. This program celebrates colleagues who propose supplier collaboration projects with measurable positive impacts.



Training focused on sustainability for our global procurement team

We introduced mandatory training to strengthen Solenis' Global Procurement team's understanding of key sustainability topics relevant to their activities. Developed in close partnership with cross-functional teams such as the Office of Ethics and Compliance and Sustainability, this high-value content was integrated into the Procurement Learning Journey and includes the following modules:

- Human Rights in Solenis' supply chain
- Supplier Code of Conduct
- Supplier Risk Management
- Carbon Fundamentals and Supplier Product Carbon Footprint

These trainings equip the Solenis Global Procurement team with the knowledge and skills to integrate sustainability into daily work. Attended by 100% of the targeted team, each session includes a sustainability goal that is set and reviewed annually.





Engaging our suppliers

As part of our Supplier Relationship Management (SRM) program, we focus on building strong collaborative relationships with critical strategic suppliers centered on sustainability. To drive progress, we organized Value Analysis/Value Engineering (VAVE) workshops that promote innovative initiatives to reduce the carbon footprint of sourced materials. These sessions foster collaboration and co-creation of solutions that deliver both environmental and economic benefits. By working closely with our partners, we reinforced our commitment to decarbonization and continuous improvement, turning shared challenges into opportunities for impactful change.

Building on these efforts, we hosted three webinars to guide suppliers through key Coupa processes, including registration, acknowledgment of our Supplier Code of Conduct, completion of the sustainability questionnaire and onboarding into the Supplier Risk module. These sessions simplified compliance requirements and strengthened engagement, ensuring continuous support and enabling suppliers to actively contribute to our sustainability objectives.





Supplier sustainability performance benchmarking

Our Supplier Performance Scorecard is shared at least once a year with Solenis’ strategic suppliers to define areas of improvement and build improvement plans. Various key performance indicators are tracked, such as:

- Quality
- On-Time In-Full (OTIF) delivery
- Sustainability
 - Sustainability recognized rating availability
 - Greenhouse gas emission reduction recognized commitment
 - Code of Conduct acknowledgment
- Commercial performance
- Risk
 - Business continuity plan availability

We provide suppliers with a consolidated view of sustainability performance across our strategic supply base, helping them understand how they compare to peers. The Solenis Supplier Sustainability Performance Benchmark evaluates suppliers using Code of Conduct compliance and verified sustainability disclosure frameworks, including EcoVadis ratings and CDP scores. Sharing this benchmark encourages stronger sustainability engagement and continuous improvement across our supply base.

Based on this benchmarking, suppliers are then divided into four categories:

- **Sustainability Champions:** Fully compliant and highly engaged; role models for sustainability excellence
- **Sustainability Innovators in Progress:** Actively engaged, need to improve compliance to meet Solenis’ sustainability standards
- **Sustainability Impact Developers:** Meeting requirements but need to evolve toward deeper engagement and increase proactive impact
- **Sustainability Starters:** Beginning their sustainability journey; require significant improvement in order to meet Solenis’ sustainability requirements and achieve higher sustainability assessment scores

By mapping our direct and strategic suppliers’ performance against sustainability compliance and engagement, we have defined a clear

ambition-to bring every partner into the “Sustainability Champions” quadrant. Through collaboration, continuous improvement and shared commitment to sustainability, we are building a supply chain that not only meets requirements but sets new standards for responsible business worldwide.





Fostering partnerships with diverse suppliers

Solenis is committed to cultivating a supplier base that reflects a broad spectrum of backgrounds and business perspectives. Our U.S. Supplier Diversity initiative aims to strengthen an inclusive commercial ecosystem that enhances innovation, resilience and shared value creation. By partnering with [Supplier.io](#), we continue to expand our visibility and access to underrepresented businesses across multiple sectors. Currently, 7.4% of our U.S. spend is directed toward diverse suppliers spanning 13 categories and including 458 companies.

We also promote supplier diversity among our high-spend suppliers to extend positive impact across our supply chain.



458

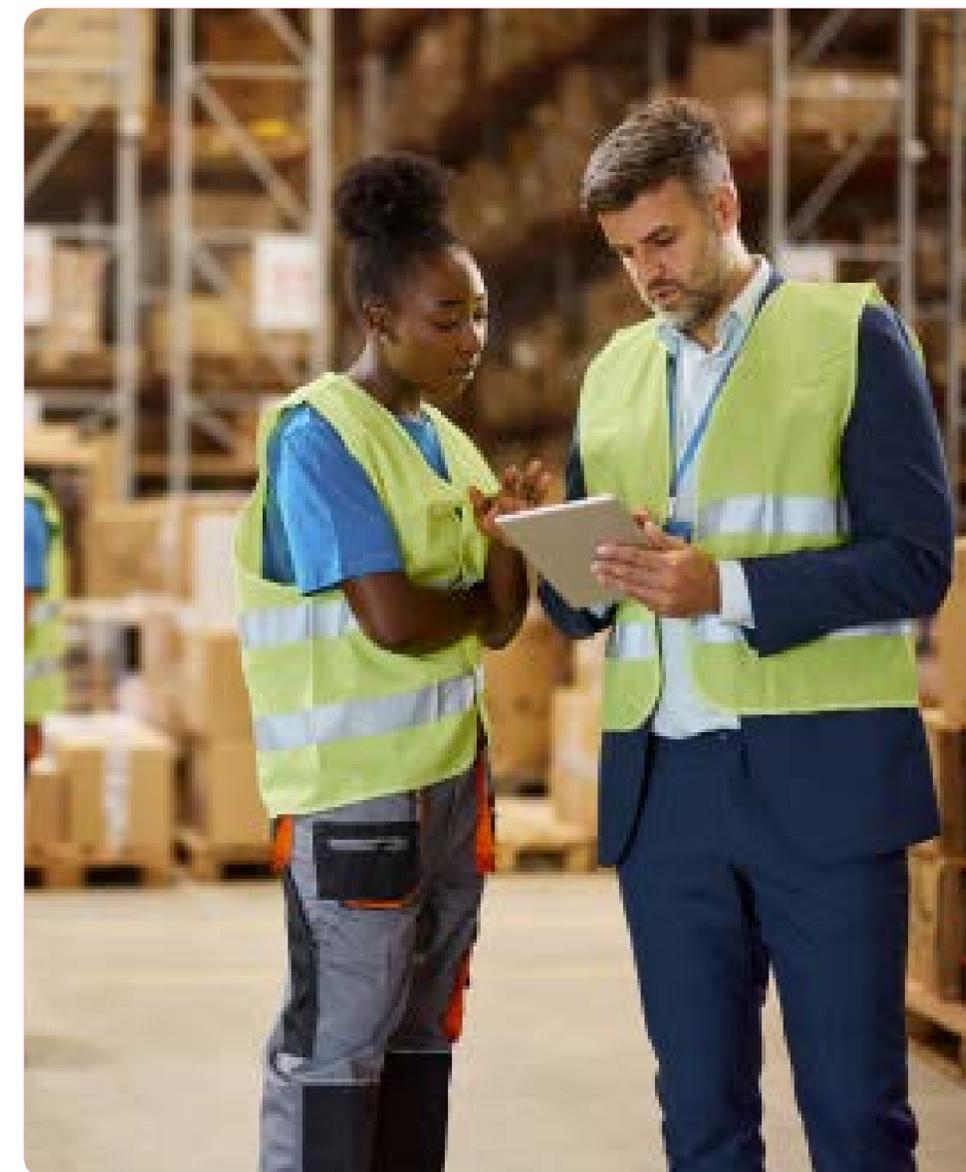
Diverse suppliers supported



7.4%

Total U.S. spend

13 diverse categories	
Minority-Owned	Women-Owned
Veteran-Owned	Small Businesses
Service-Disabled Veteran-Owned	Disabled-Owned
Self-Certified Small Disadvantaged Business	Historically Underutilized Business Zones
Disadvantaged Business	Economically Disadvantaged Women-Owned Small Business
Women-Owned Small Business	SBA 8(A) Business Development Program
Airport Concessionaire Disadvantaged Business	





Committed to reduce – reuse – recycle plastics

Solenis is advancing its global program to reduce, reuse and recycle plastic packaging across the value chain through a company-wide collaboration involving R&D, regulatory and compliance, global procurement, customers and suppliers. This cross-functional approach has already identified, designed and deployed several plastic reduction initiatives, including projects focused on improving product and packaging end-of-life management. To accelerate progress, the team launched an internal awareness campaign to encourage input and ideas from across the organization.

We also developed a plastic data reporting process to obtain data from our suppliers, starting with the most significant regions to establish a foundation for accurate and transparent disclosure. Our global approach maps plastic material purchases across two key areas: durable goods (primarily linked to our TASKI business) and plastic packaging used throughout the value chain.

As part of this effort, Solenis has set a target for 100% of our packaging to achieve a materiality circularity index* greater than 0.94, ensuring that the packaging we use aligns with our circularity and material reduction objectives.

Although the Carbon Disclosure Project (CDP) does not currently score plastic-related data, we are proactively preparing for future assessments. Our goal is to continuously improve reporting quality and scope, progressively including the entire value chain. By consolidating data from multiple regions and suppliers, we aim to create a comprehensive view of plastic usage, strengthen sustainability commitments and meet emerging CDP requirements.

2035 Goal

100%

packaging materiality circularity index > 0.94

IBCs and product packaging offer significant opportunities to reduce, reuse and recycle plastics



Looking forward

In 2025, the Diversey team in Türkiye collaborated with local supplier GÜNGÖR PLASTİK to adopt lightweight 20-liter canisters, incorporating established best practices originating from European markets. This packaging optimization initiative will begin implementation in 2026, supporting our broader resource-efficiency and emissions-reduction objectives.

Based on our average annual procurement volumes, the transition to lighter canisters is projected to deliver an estimated 320 tons of CO₂ emissions avoided in 2026. This improvement reflects our continued commitment to reducing upstream material intensity and strengthening partnerships that advance circular and low-carbon solutions.



*The Material Circularity Indicator (MCI) referenced in this report is based on the methodology developed by the Ellen MacArthur Foundation, which measures product-level circularity using inputs such as recycled content, product lifespan, and recovery at end of use.



Climate change and energy management

As a key player in the water and hygiene industries, Solenis has a responsibility to address climate change, starting with our own operations. We actively manage our environmental impact through targeted energy investments and efficient manufacturing practices.

Recent Solenis acquisitions have significantly expanded Solenis' technologies, chemistries and processes. Our approach to reduce climate impact is now anchored in our recently approved Science Based Targets initiative (SBTi) targets.

SBTi validated targets

63%

reduction in Scope 1&2 emissions by 2035 vs. 2024 baseline

To align with SBTi standards, target baseline was set to 2024. In 2026, as part of the integration process, we will revise our 2024 Scope 1, 2 and 3 baseline to include the NCH business.

37.5%

reduction in Scope 3 emissions by 2035 vs. 2024 baseline

Solenis has also committed to achieving net-zero greenhouse gas emissions by 2050.



REAL WORLD RESULTS



Advancing our renewable energy journey

At our Ankleshwar, India site, we've installed a rooftop solar system to actively reduce emissions and accelerate our transition to clean energy.

The system generates nearly 60,000 kWh of renewable electricity annually and avoids approximately 40 metric tons of greenhouse gas (GHG) emissions each year.

This project demonstrates Solenis' commitment to measurable, site-level action to decarbonize our operations and support a more sustainable energy future.

2035 Goal

80% renewable electricity



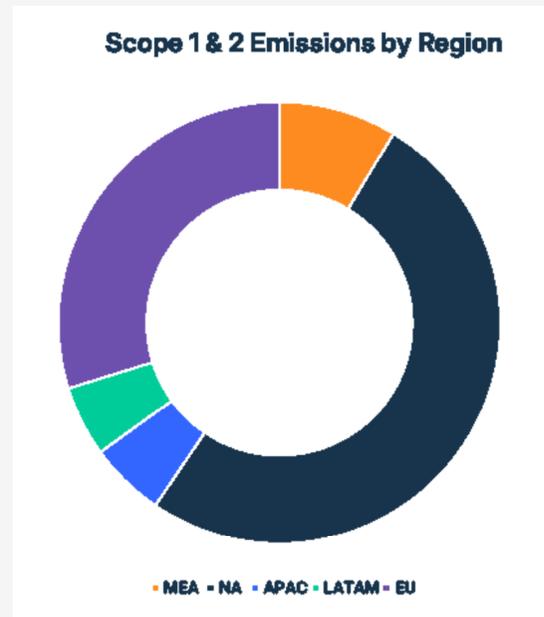
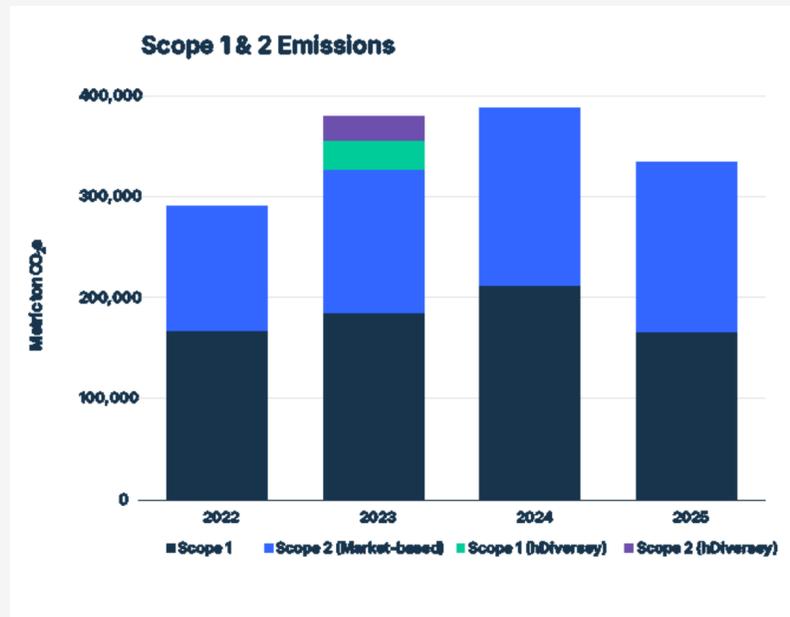
Scope 1 and 2 emissions

Greenhouse gas (GHG) emissions in our operations are primarily related to fuel and electricity consumption. Scope 1 includes direct emissions from company-owned or controlled sources, such as onsite fuel combustion and vehicles. Scope 2 emissions include indirect emissions from the generation of purchased electricity, steam, heating or cooling consumed by Solenis.

Scope 1 and 2 results

In 2025, Solenis' reported Scope 1 and 2 emissions decreased by 14%. This is primarily due to reduced power generation and more efficient steam production during the Bradford, U.K., combined heat and power plant upgrade.

As the project concludes and power generation resumes in 2026, Scope 1 emissions are expected to increase. However, this upgraded system is expected to result in lower emissions compared to FY2024 due to increased efficiency.



Looking forward

To achieve our near-term GHG Scope 1 and 2 targets, we are focusing on three strategic priorities:

- 1. Expanded renewable electricity use:** Our near-term strategy includes the purchase of Energy Attribute Certificates (EACs). Over the long-term, we are working cooperatively with our utilities and energy suppliers to develop Power Purchased Agreements (PPAs) which will reduce reliance on coal, oil or gas-based electricity. We expect to bring greater balance to our energy portfolio and reach our goal of 80% renewable energy by 2035.
- 2. Electrification of our fleet:** We are transitioning company vehicles from fossil fuels to hybrid and fully electric vehicles (EVs). Annual fleet reviews assess opportunities to introduce new vehicle models and expand adoption across additional countries.
- 3. Accelerate energy-efficiency projects at manufacturing sites:** We are prioritizing both process and non-process efficiency initiatives, including:

- Heat recovery and efficient steam generation systems
- Improved condensate recovery
- Improved pipe and vessel thermal insulation
- Elimination of compressed air leaks
- New high-efficiency electric motors
- Installation of variable speed drives
- Installation of low-energy LED lighting





Scope 3 emissions

Scope 3 emissions include all indirect emissions across the value chain, spanning both upstream and downstream activities such as purchased goods and services, logistics and customer use of products.

REAL WORLD RESULTS



Sustainability award winner: Energy efficiency and emissions reduction in hospitality

A major hospitality group enhanced energy efficiency and reduced greenhouse-gas emissions by upgrading to TASKI ultra-quiet, energy-efficient cleaning equipment and implementing optimized operating modes. The improvements reduced electricity demand across thousands of locations and lowered overall carbon emissions. Reduced noise levels also improved the guest experience while supporting long-term sustainability commitments.



Advancing circular packaging

Diversey transitioned nearly all 5-liter canisters produced in Europe to packaging made with 50% post-consumer recycled plastic. This change removes about 1.2 million kilograms of virgin plastic each year.

The switch also reduces the carbon footprint of each two-bottle packaging assembly from 1.17 kg CO₂e to 0.82 kg CO₂e, a 30% decrease, helping customers lower their Scope 3 greenhouse gas emissions with a 29% total reduction in emissions across converted sales volume. The transition strengthens the circular economy by keeping more plastic in use and reducing demand for new material.

This progress supports Solenis' environmental priorities by lowering resource use, reducing emissions and expanding sustainable packaging across the portfolio.

REAL WORLD RESULTS



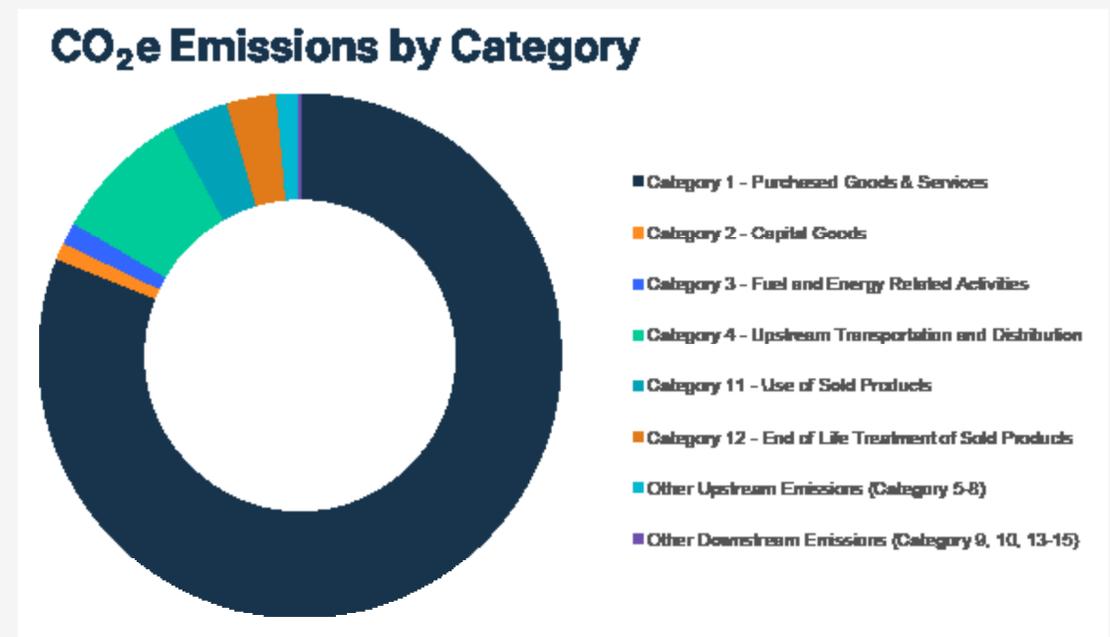


Scope 3 emissions (metric tons)

Category	2025
1 - Purchased Goods & Services	3,726,866
2 - Capital Goods	48,446
3 - Fuel and Energy Related Activities	62,618
4 - Upstream Transportation and Distribution	389,574
5 - Waste Generated in Operations	19,476
6 - Business Travel	24,704
7 - Employee Commuting	15,342
8 - Upstream Leased Assets	0
9 - Downstream Transportation and Distribution	2,961
10 - Processing of Sold Products	974
11 - Use of Sold Products	166,560
12 - End-of-life Treatment of Sold Products	140,418
13 - Downstream Leased Assets	0
14 - Franchises	0
15 - Investments	1,104
Total	4,599,043

Scope 3 results

Solenis continues to improve its methodology for Scope 3 emissions calculations. This year, we increased the use of raw material-specific emission factors. This methodological improvement resulted in lower reported emissions. While we have not restated our FY2024 emissions, to make a true comparison to the previous financial year, category 1 emissions have been recalculated using the improved emissions factors. On a like-for-like basis, Scope 3 emissions have reduced by about 12% or 600,000 metric tons. This reduction is mainly driven by a change in our product mix.



Looking forward

To reach our near-term Scope 3 targets, we are focusing on three key areas:

- 1. Engaging with our suppliers:** Understanding their decarbonization goals and sourcing raw materials with a reduced carbon footprint.
- 2. Increased use of renewable raw materials:** Opportunities are being assessed primarily within our industrial water treatment portfolio, where bio-based raw material alternatives are under evaluation for future product manufacturing.
- 3. Optimize logistics operations:** We are working collaboratively with our warehousing, distribution and transportation providers to consolidate routes, reduce deliveries, implement the use of renewable fuels and establish other energy-efficient measures, such as the use of LED lighting in warehouses.

¹Reflects the combination of data from both Solenis and Diversey.



Energy consumption

In 2025, Solenis' reported energy consumption decreased by approximately 13.6%. This reduction was primarily driven by improved steam generation efficiency at the Bradford, U.K., site and the closure of the Kwinana, Australia and Grimsby, U.K., facilities.



REAL WORLD RESULTS

Driving energy efficiency at Krefeld, Germany

The Krefeld, Germany, site applies a structured energy management system to reduce energy use, meet regulatory requirements and deliver measurable savings.

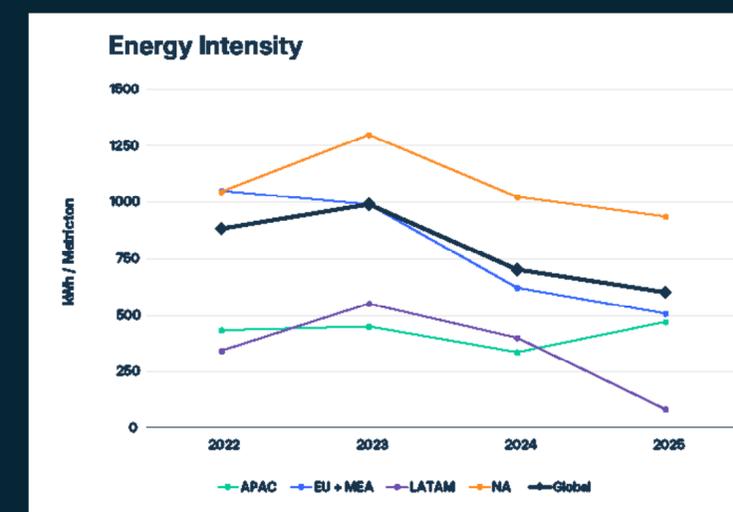
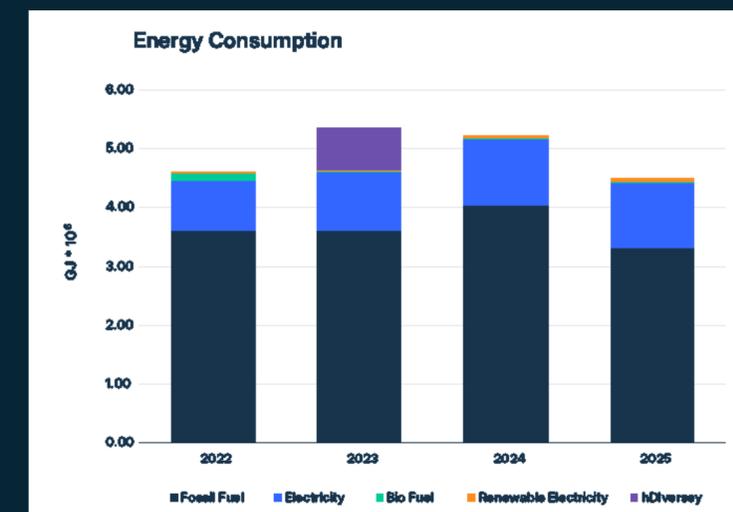
Key actions include:

- **Efficient lighting:** Replaced neon lighting with LED technology in polymerization production lines to reduce electricity consumption.
- **Heat recovery:** Installed heat exchangers to reuse thermal energy in polymerization processes.
- **Performance monitoring:** Reviewed energy key performance indicators monthly using digital monitoring. Outliers are analyzed with operations managers.
- **Employee engagement:** Operated a digital suggestion system with fast processing and an annual raffle to encourage energy-saving ideas alongside employee training on energy-efficient practices.
- **Audits and certification:** Maintained ISO 50001 certification through annual audits conducted by an external environmental officer.
- **Management oversight:** An energy team, including the plant manager, reviews energy performance indicators regularly to assess major energy users and identify improvement opportunities.

Certified to DIN EN ISO 50001 since 2013, these practices support compliance with Germany's Energy Efficiency Act and reinforce progress toward company sustainability targets.

Energy consumption results

Data for 2022 reflects what was reported in previous sustainability reports for Solenis and any companies or businesses acquired. Data for 2023 reflects that of Solenis and other acquired businesses and calls out data for Diversey which was reported in the company's Carbon Disclosure Project submission. Data for 2024 and 2025 reflects the fully integrated performance for Solenis, Diversey and other acquisitions. Energy intensity is calculated by normalizing energy consumption against production volume.





Water management

Water is central to Solenis’ purpose and business strategy. While we help customers conserve water, we apply the same commitment to effective water management across our own operations.

We assess and manage water-related risks by reducing withdrawals from surface water, groundwater and wells, while continuously improving wastewater management systems. Our approach includes control measures to monitor and prevent contamination of groundwater; programs to reduce water intake through equipment efficiencies; reusing or recycling water; and optimized wastewater treatment systems.

Water management approach

In 2025, Solenis continued to strengthen initiatives to reduce process water withdrawal across its operations. A corporate-level water management team provides oversight, supported at each manufacturing facility by site-level teams and “water champions.” These teams develop site-specific plans to manage and reduce process water use. The corporate team supports sites in coordinating and sharing best practices.

Focus areas include:

- Cleaning optimization
- Enhancing the performance of cooling water towers
- Reducing “once through” water usage
- Implementing process changes related to boiler water
- Exploring the use of in-house resources such as our Industrial Water Treatment (IWT) technologies

The company’s goal is to reduce process water intensity by 10% by 2035 versus a 2024 baseline.

REAL WORLD RESULTS

Charleston, Tennessee, U.S.A, water reduction plan update

Building on the 2024 water reductions, which cut treated water demand by 120 gallons per minute (GPM) and achieved a 24% decrease, the site has now completed installation of all equipment required for the final phase of the project. With commissioning scheduled for the first quarter of fiscal year 2026, the team is on track to achieve an additional 90 GPM reduction by eliminating “twice-through” water. This final step will complete the site’s multi-year initiative to enhance water efficiency, resulting in a total reduction of 210 GPM in treated water demand.

2035 Goal

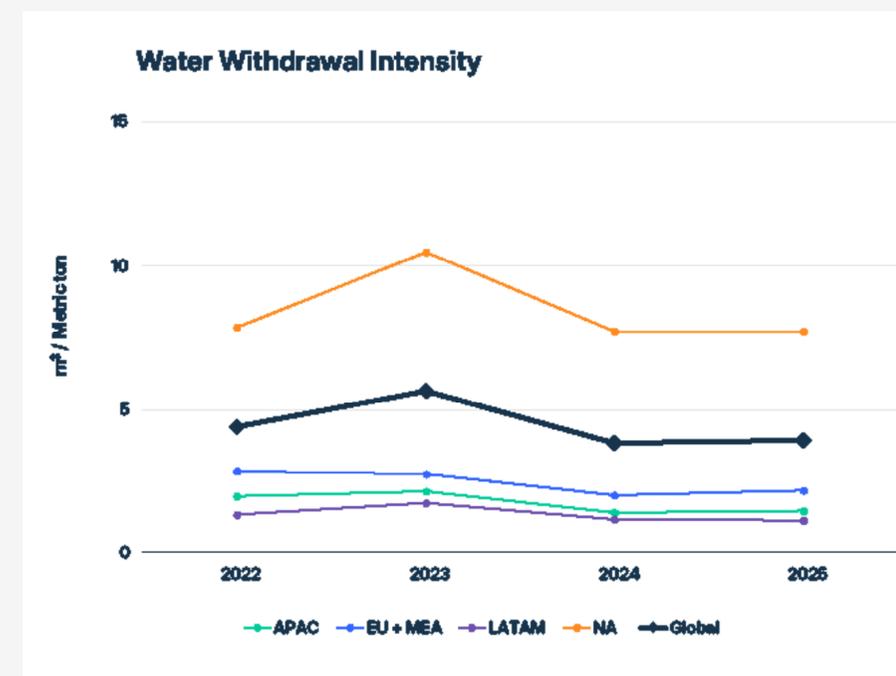
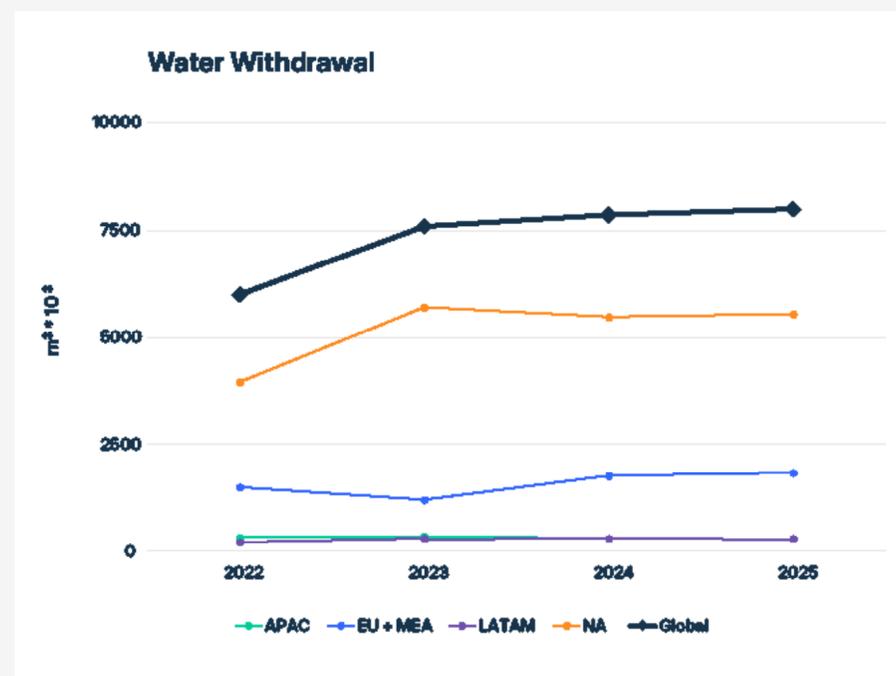
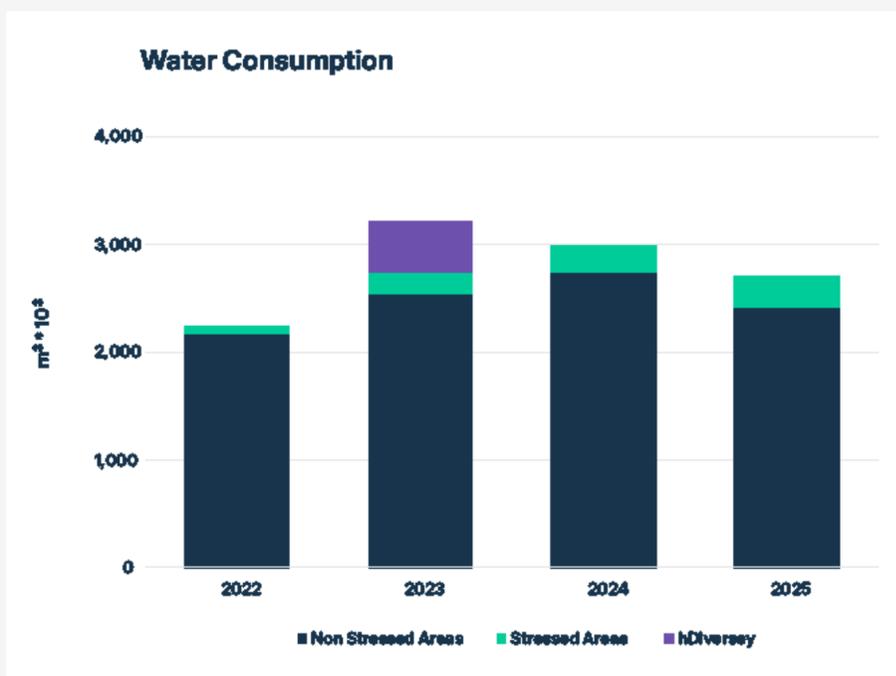
10%
reduction in process water intensity vs. 2024





Water management results

In 2025, Solenis' water withdrawal increased by 2%. This increase was primarily driven by a temporary loss of condensate recovery at the Bradford, U.K., site during a boiler system upgrade project. Likewise, the overall water intensity (cubic meters per metric ton of product output) increased by 2.7%



Data for 2022 reflects what was reported in previous sustainability reports for Solenis and any companies or businesses acquired. Data for 2023 reflects that of Solenis and other acquired businesses and calls out data for Diversey which was reported in the company's Carbon Disclosure Project submission. Data for 2024 and 2025 reflects the fully integrated performance for Solenis, Diversey and other acquisitions. Water intensity is calculated by normalizing water withdrawal against production volume.



Water stress

Another key area of focus for Solenis is ensuring that we are effectively managing our operations in regions affected by water stress, or more simply, areas of the world where the ability to meet the human and ecological demand is compromised or threatened. Solenis operates 18 sites that are located in areas with high or extremely high-water stress as determined by the World Resources Institute’s “Aqueduct Water Risk Atlas”:

Extremely High Water Stress	High Water Stress
Conde Duque, Spain	Ankleshwar, India
Henderson, Colorado, U.S.A.	Franklin, Virginia, U.S.A.
Kempton Park, South Africa	Gebze, Turkey
Kwinana, Australia	Greensboro, North Carolina, U.S.A.
London, Ontario, Canada	Pindo Deli, Indonesia
Lurin, Peru	Toluca, Mexico
Mexico City, Mexico	Watertown, Wisconsin, U.S.A.
Shanghai, China	
Tarragona, Spain	
Tlanepantla, Mexico	
Wadeville, South Africa	

With the exception of Franklin, Virginia, U.S.A, all of Solenis’ sites located in extremely high or high-water stress areas represent less than 1% of the company’s total water use. All sites in water-stressed regions maintain an active water management plan to prioritize conservation and water reduction measures. The Franklin site continues to enhance its established water-efficiency practices through a robust water management program and operational controls, including economizers and partial condensate return systems that reduce fresh boiler makeup water demand.

REAL WORLD RESULTS



Solenis Sustainability Award Winner: Sustainable water treatment in commercial aquatics

A portfolio of commercial aquatic facilities enhanced water conservation and operational safety by transitioning to Pulsar™ and CCH™ calcium-hypochlorite systems integrated with the customer’s existing digital-monitoring platform. The improvements delivered notable water savings, eliminated corrosion challenges associated with previous treatment approaches and improved overall water quality. The shift to safer solid-disinfectant forms also reduced chemical-handling risks for staff and guests.





Preserving the world’s species and minimizing our impact on water stress

Preserving the world’s flora and fauna is essential, and Solenis continues to advance its biodiversity risk assessments. To better understand the ecological context surrounding our 62 manufacturing sites, we conducted an assessment using the Integrated Biodiversity Assessment Tool (IBAT), developed and maintained by the IBAT Alliance.

This assessment incorporates three major global biodiversity datasets:

- The International Union for the Conservation of Nature (IUCN) Red List of threatened species
- Protected areas, including UNESCO sites and Natura 2000 locations
- Key Biodiversity Areas (KBAs)

Using these datasets, the analysis evaluated a 50-kilometer radius around each site to identify the presence of threatened species and a 10-kilometer radius to map proximity to protected areas and KBAs.

Based on this review, we observed that:

- 9 sites are located less than 1km from a protected area
- 3 sites are located within 1km of a Key Biodiversity Area
- 28 sites are situated in areas considered highly significant for threatened species, according to the Species Threat Abatement and Restoration (STAR) Metric

In 2026, Solenis will continue to strengthen its biodiversity assessments by conducting detailed impact evaluations for these priority locations, further enhancing our understanding of local ecological sensitivities.

Site	Country	<1km from Protected Area	<1km from Key Biodiversity Area
Igarassu	Brazil		■
Henderson	CO, USA	■	
Tarragona	Spain		■
Milwaukee	WI, USA	■	
Greensboro	NC, USA	■	
Tampere	Finland	■	
Bad Sobernheim	Germany	■	■
Kircheimbolanden	Germany	■	
Cotes Park	UK	■	
Krefeld	Germany	■	
Bradford	UK	■	



Climate-related risks and opportunities

Solenis reports in alignment with the Task Force on Climate-related Financial Disclosures (TCFD). In 2025, we completed our second TCFD assessment, which was expanded to Diversey sites, quantifying climate-related risks and opportunities. These include potential financial impacts from increased operating costs and supply chain disruptions, as well as opportunities for growth through sustainable solutions. Climate-related risks are integrated into our enterprise risk management framework and reviewed annually.

More detail is available in our [TCFD Report](#)





Environmental incident management and waste management

Environmental Incident Classification (EIC) Performance and Risk Mitigation Strategy

At Solenis, we are committed to minimizing our environmental footprint by proactively managing and reducing environmental incidents, including chemical releases. We have implemented a structured approach to environmental risk management and incident response.

Each manufacturing site is equipped with engineered secondary containment systems, spill control kits and documented emergency response procedures. These measures are designed to prevent and mitigate the impact of unplanned environmental releases.

To further reduce risk, we conduct pre-transfer “walk-the-line” assessments, regular emergency response drills and periodic environmental compliance audits. These activities support our commitment to continuous improvement and environmental due diligence.

We track and evaluate our performance using an Environmental Incident Classification (EIC) system, which assigns a severity score to each incident based on both actual and potential environmental or

regulatory impact. This scoring system enables us to monitor trends, identify root causes, and implement corrective actions. Even incidents that involve releases to secondary containment with no direct environmental impact are recorded and analyzed to ensure transparency and accountability.

This approach supports our broader sustainability goals and supports compliance with evolving regulatory expectations, while reinforcing our commitment to responsible environmental stewardship.

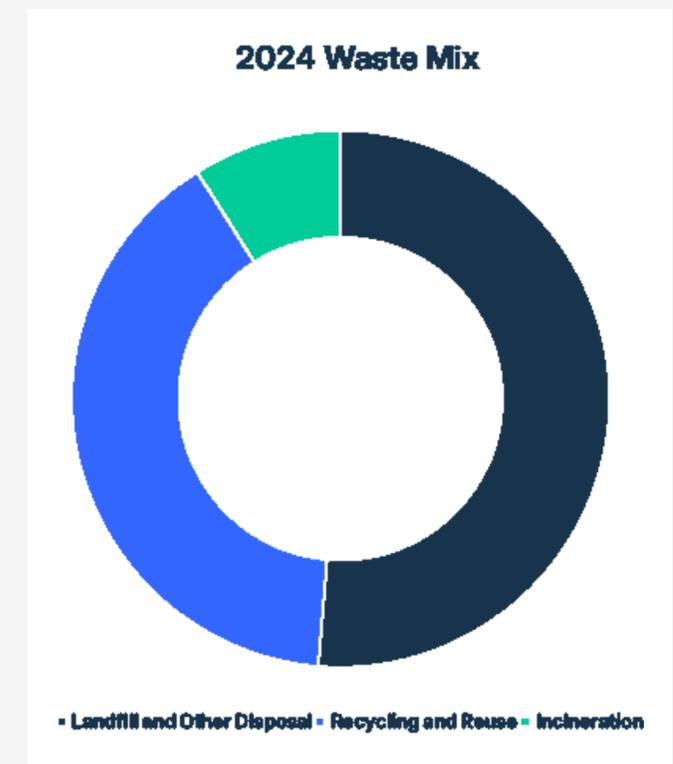
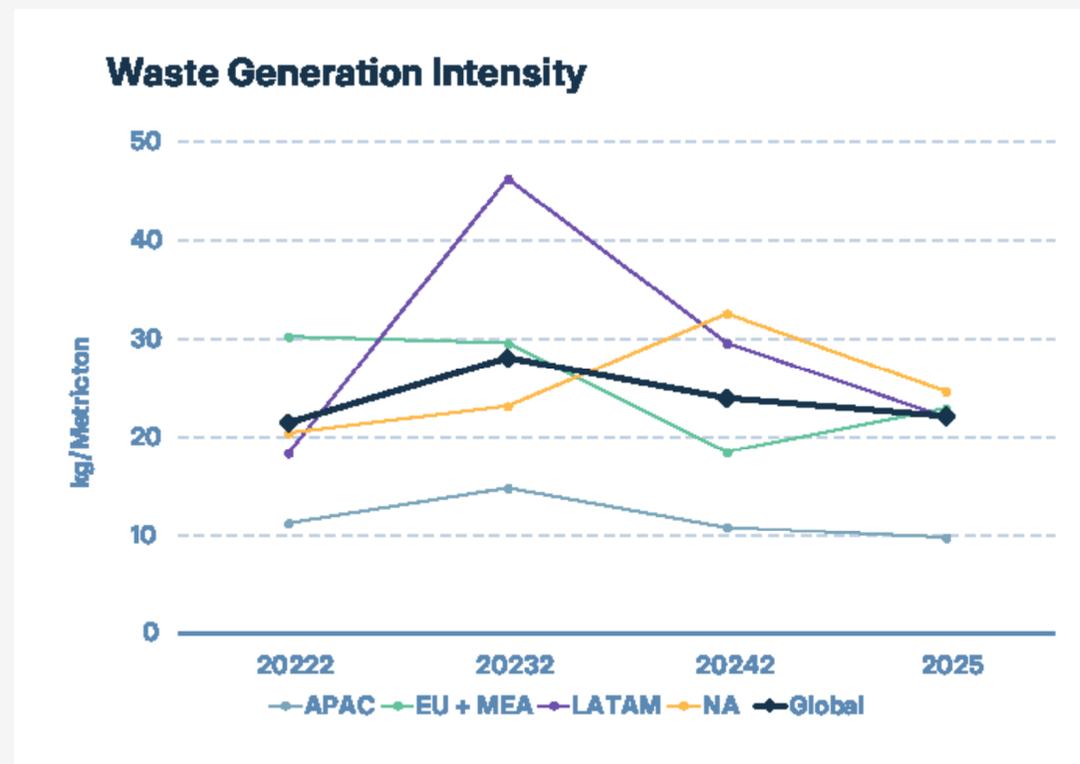
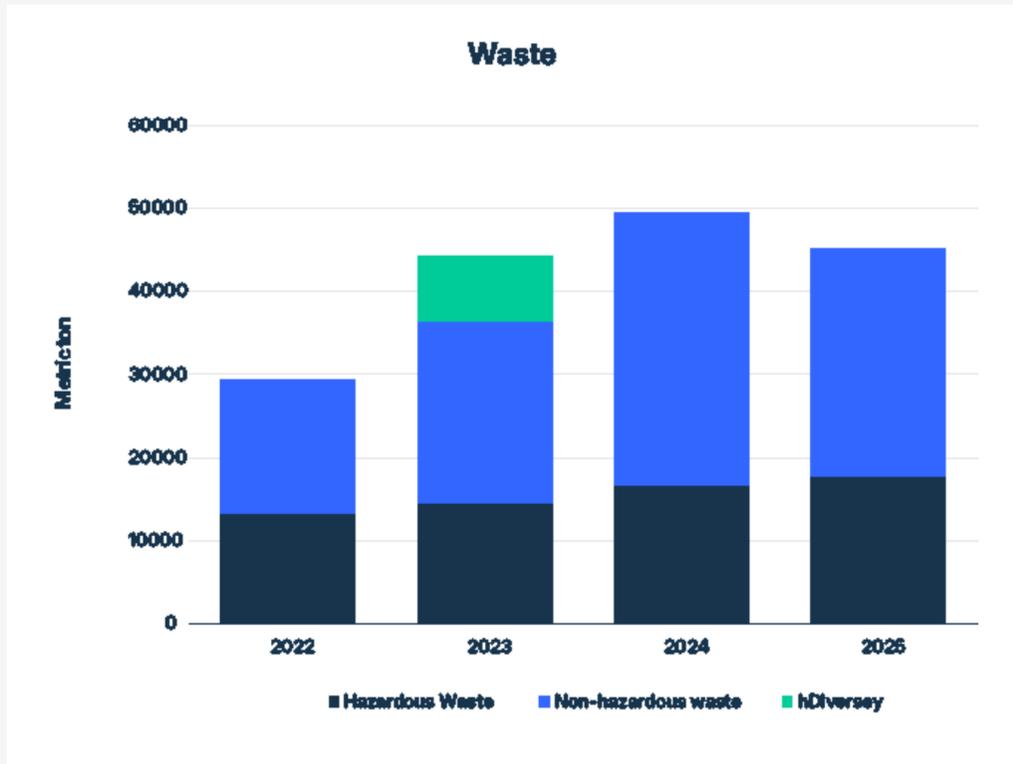
In 2024, Solenis implemented a targeted initiative led by the EIC Reduction Team to develop and deploy Compliance Assurance Plans across our operations. This initiative has resulted in a measurable improvement in regulatory performance, with regulatory-related EIC severity points reduced by 41%, from 206 to 122, as of September 30, 2025. This reduction reflects our commitment to continuous improvement and proactive compliance management.





Waste management results

In 2025, Solenis' waste generation decreased by 9% and waste generation intensity decreased by 8%. This was mainly due to the closure of several manufacturing sites. Overall, our waste sent to landfill decreased by 2,800 metric tons.



Social

People are what drive Solenis' success. Every day, we aim to maintain and enhance a culture and work environment that values people, their talents and their unique perspectives, and rewards them accordingly. We strive to keep our people healthy and safe and Solenis' people engage with our communities to help make the world a better place.





Our people are the foundation of our success. We want every employee to feel safe, valued, and supported as they grow. By investing in training, development, and meaningful recognition, we create an environment where individuals can build fulfilling careers and contribute their best work. This culture enables creativity, strengthens collaboration, and deepens our relationships within the communities where we live and work. When we prioritize the well-being of our people, we strengthen our company and create lasting, positive impact.

David P. Nocek

Senior Vice President and Chief Human Resources and Communications Officer





Health and safety

At Solenis, our ambition is to provide a workplace environment that supports the wellness of our workers.

Our culture of health and safety excellence is rooted in a “people first” philosophy that prioritizes the well-being of every employee, contractor and visitor. We strive to eliminate work-related injuries and illnesses through a proactive, systematic approach to hazard identification, risk assessment and control.

Leadership accountability and transparent governance

Safety improvement begins at the highest levels of our organization. Solenis’ Leadership Council, which includes the CEO, reviews all injury incident data on a monthly basis. Incident causes and corrective actions are documented and communicated across all sites and functions to foster a culture of learning and continuous improvement.

By embedding transparent health and safety reporting into our governance, we are both monitoring our performance and integrating safety into our broader sustainability efforts.

Safety training

At Solenis, all employees receive role-specific Environmental, Health, and Safety (EHS) training upon onboarding and through regular refresher training sessions. This training is reinforced by ongoing engagement initiatives that promote a culture of continuous awareness and learning, including:

- Safety days
- EHS webinars
- Monthly safety communications
- EHS best practice and incident sharing

Risk identification and control

Our EHS team leads structured programs to identify and mitigate workplace hazards:



Job Safety Analyses (JSAs)

Site leaders, supervisors, operators and safety professionals work together to assess risks and implement effective controls.



Internal and third-party EHS audits

Internal and third-party audits support compliance with applicable regulations and internal standards, serving as a foundation to drive continuous improvement and compliance.



Severe Injury and Fatality (SIF) Prevention

A global initiative launched in 2024, supported by targeted training and site-level engagement.



EHS Integration for Acquisitions

Standardizes U.S. Occupational Safety and Health Administration (OSHA) recordable injury reporting across newly acquired sites.



Near Miss and Hazards Reporting

Employees are empowered to report potential risks. Since 2017, the reports has improved by nearly eight times, with a 22% improvement in safety outcomes over the previous year.



We recognize that while certain risks (such as chemical exposure, ergonomic risk, slips, trips and falls) have been significantly reduced, they remain persistent in our operations. To address these incident categories, we implement targeted risk prevention and mitigation strategies, provide ongoing training and continuously monitor performance to ensure a safe and healthy work environment.

In addition to hazard control, we implement a variety of other measures including:

- Exposure assessments
- Medical surveillance
- Health screenings (where required by local regulations or identified risks)

These actions support early detection and prevention of work-related illness.

SER Training – Share Engage Resolve

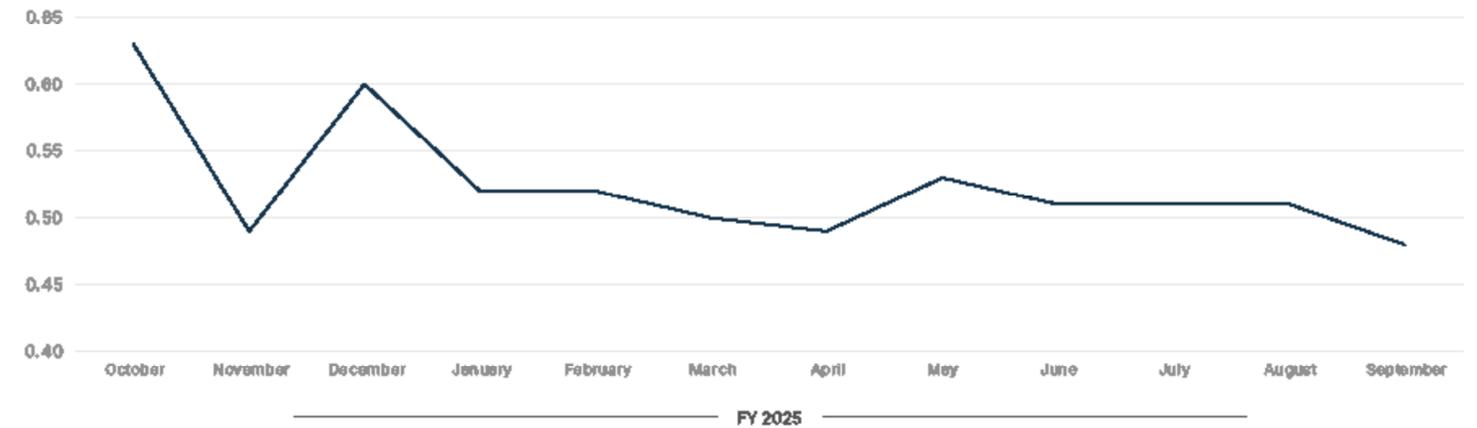
Be Solenis, be safe. At Solenis, every employee is empowered to contribute to a safer workplace and a more resilient organization. Our safety culture is built on open communication and proactive improvement. The training program encourages every employee to:

- Share risks, concerns and hazards immediately - before they cause harm
- Welcome challenges and work together to identify root causes and solutions
- Use safety tools and daily risk analyses to prevent incidents
- Engage as a team to take rapid action when risks are identified

The message is simple: silence about a risk puts everyone in danger but sharing transforms risks into solutions. By learning together and acting quickly, we prevent injuries and create a safer workplace for all.



In 2024, Solenis made significant progress harmonizing safety practices from acquired companies and in improving overall performance across the newly combined enterprise. As a result of this material transformation, Solenis uses 2024 as the baseline year for future safety performance measurement, reflecting both the integration milestone and the enhanced effectiveness of our unified safety management system.



In fiscal year 2025, Solenis' Total Recordable Rate¹ (TRR) was 0.48. This reflects a year-over-year improvement of 28% from fiscal year 2024 (TRR=0.67). The fiscal year 2025 TRR also compares favorably to a broader 23-month time frame (October 2023 to September 2025), with a steady improvement (i.e., decline) of the TRR from 0.78 to 0.48 — a 38% improvement.

Solenis uses leading and lagging incident data to identify key risk areas and implement targeted improvements that enhance worker health and safety.

¹ Total Recordable Rate: calculated by multiplying the total number of incidents which meet the criteria of being recordable by the U.S. Occupational Safety and Health Administration (OSHA) in one year by 200,000 hours and divided by the total number of hours worked by all employees, as well as contractors and sub-contractors directly supervised by Solenis.



Inclusive safety scope and worker protection

At Solenis, safety is embedded in every aspect of our operations and applies to all individuals performing work under our control. We define “workers” as all individuals directly supervised by Solenis, regardless of employment status. This includes:

- Solenis employees (managerial and non-managerial)
- Workers of external providers under our direct supervision
- Independent contractors
- Agency workers or others performing work on our sites

Our safety data, policies, training programs and initiatives are inclusive of this full worker population - not limited to direct employees. This ensures consistent application of our health and safety standards across all operations and people involved.

Solenis establishes worker-management health and safety committees at the site level. These allow workers to participate in safety decision-making, risk reviews and corrective action follow-up.

Looking forward with a focus on safety

To address the injury risk identified in our data, Solenis is implementing a series of preventive actions in 2026, including:

- EHS tactical planning established in all global regions
- Implementation of the Share Engage Resolve framework in North America and Europe (already implemented in Latin America)
- EHS Aspects Review at all manufacturing sites to identify and control risks from the ground up
- Reinforce STOP-THINK-ACT, Life Saving Rules, and Severe Injury & Fatality (SIF) programs
- Improve Safe Work Permitting program

These initiatives reflect our commitment to continuous improvement, hazard prevention, and a safe working environment for all employees, contractors, and visitors.

Protecting employee health data and privacy

Solenis is committed to safeguarding the privacy and confidentiality of employee health information in accordance with applicable regulations and ethical standards. Health data, including medical and genetic information, is securely managed with restricted access, and never used in employment decisions. Participation in occupational health or wellness programs is entirely voluntary, and such information is not shared with managers. These practices uphold individual rights, prevent discrimination, and support a fair and inclusive workplace.



Solenis' Safety Excellence Awards

To reinforce a culture of safety and recognize outstanding performance, Solenis presents its Safety Excellence Award to manufacturing sites that operate for 12 consecutive months without a recordable incident, as defined by U.S. OSHA criteria. This program supports our broader commitment to proactive risk prevention and continuous improvement.

In 2025, 40 Solenis sites achieved this milestone, demonstrating strong adherence to safety protocols and effective implementation of our occupational health and safety management system.

28 Sites

with at least one year without any recordable injury

7 Sites

with at least five years without any recordable injury

5 Sites

with at least 10 years without any recordable injury





Building a global community

Varied and broad perspectives drive innovation and are integral to our strategy

At Solenis, we know that when our employees thrive, we thrive as a business. By building a global community, we cultivate strategic, out-of-the box thinking and unique perspectives that fuel innovation and result in tailored solutions our customers rely on to meet today’s complex challenges.

This belief in the power of our people is reflected in how they are treated. Respect and recognition are woven into the fabric of Solenis. This commitment not only helps us attract the world’s top talent but also nurtures employee engagement, fosters loyalty and fuels continuous growth throughout our organization.

Creating a culture of respect

Equal Employment Opportunities and Non-Discrimination Practices

Respect is a core value at Solenis. Our policies are designed to protect all employees from any form of unlawful employment discrimination. We are committed to maintaining a professional and safe work environment, free from violence, intimidation, discrimination and harassment. Our Equal Employment Opportunities and Anti-Harassment policies, outlined in our [Global Standards of Business Conduct](#), guide this commitment.

All applicants and employees are evaluated on their qualifications, demonstrated skills and achievements, without regard to any personal characteristic protected by law. Our recruitment activities and promotion practices are aligned with parameters set forth in our [Equal Employment Policy](#), as well as country-specific and local laws where we operate. All recruitment activities and programs are designed to promote fairness and attract a broad pool of qualified, top talent.





Celebrating our employees: Our EBRGs

Our employees are passionate about making Solenis a great place to work and are actively engaged at the grassroots level to engage our workforce in supporting our mission.

Our Employee Business Resource Groups (EBRGs) shape the culture through important initiatives focused on:

- Employee engagement and dialogue
- Career development
- Mentoring and networking programs
- Cultural awareness education
- Community outreach
- Attracting and retaining great talent

Our 15 active EBRGs are open to all our employees and continue to grow as increasing numbers of employees engage with them in their regions. Each group has executive sponsorship and regional support. For more information, visit our EBRG webpage and explore our [Cultural Celebrations document](#) to see how we promote inclusivity, cultural education and camaraderie across the organization.

- Women’s International Network of Solenis (WINS)
- Multi-Cultural Network (MCN)
- Solenis Emerging Leaders (SEL)
- PRIDE
- Women in Solenis East Region (WISER)
- Women of Water Solenis (WOWS)
- Caregivers
- Veteran Employee Team at Solenis (VETS)
- Ability By Limitless Engagement (ABLE)
- Black Professionals Network (BPN)
- Unidos
- Solenis Asian Professionals of North America (SAPNA)
- Minds Matter Europe
- Lead Network
- Men’s Health Group Men’s Health Group

Power in partnership: LEAD Network Mentorship Program

Through our partnership with the LEAD Network - an organization advancing leadership development across industries - European employees participated in the LEAD Network Mentorship Program. The initiative connects mentors and mentees across companies and countries, providing access to learning resources, expert-led “bitesize” sessions, and cross-industry insights.

This year, five mentors and five mentees took part in the 11-month program, contributing to shared learning and leadership growth. Building on this success, we launched an internal mentoring program for diverse talent in Europe, pairing 15 mentors and mentees for at least six months of collaboration and development.



Empowering early-career professionals



The Solenis Emerging Leaders (SEL) program amplifies early-career voices while fostering growth, collaboration, and innovation across the organization. Chapters operate across North America, Latin America, Europe, and key global sites, connecting employees with peers and leaders worldwide. Programs like Reverse Mentoring create a two-way exchange of ideas and skills between early-career colleagues and senior leaders, while Breaking the Barriers engages emerging talent in strategic discussions and leadership meetings. A practical Toolkit provides guidance on topics like AI and productivity, helping employees work more efficiently. Through these initiatives, SEL strengthens talent development, builds connections across regions, and expands opportunities for employees to make an impact globally.



EBRG impact in our communities

REAL WORLD STORY

Spotlight on Community Leadership: Karlena Brown

Our WINS and MCN EBRGs continue to drive meaningful impact in our communities. Karlena Brown, Staff Scientist at Solenis and co-leader of MCN, demonstrates this commitment through her collaboration with Dress for Success, a global nonprofit dedicated to empowering individuals to achieve economic independence through professional attire, career development, and support networks. Karlena was key in organizing clothing drives for the past four years during International Women’s Month. Karlena’s efforts helped collect over 100 boxes and 5,000+ items for the organization. Her advocacy and hands-on involvement have made a lasting impact, earning her the Together We Thrive Award from Dress for Success Greater Baltimore for inspiring community leadership.



Empathy, respect, kindness #SolenisporlaEquidad 2025

June was filled with Pride Month activities led by our Pride Alliance EBRG. Events included:

- Rainbow container event in Mexico
- Giving initiatives with guest speakers in Brazil
- Photo booths in Thailand
- Closing keynote broadcast from our headquarters in Wilmington, Delaware, U.S.A., featuring Delaware State Senator Daniel Cruce
- Personal journey shared by an EU Pride Alliance and LGBTQ+ community member
- Global “Acceptance of Others” webinars

Together, these events and celebrations were designed to celebrate and uplift our people while reinforcing this year’s theme of Empathy, Respect, and Kindness.



Juneteenth – giving back through community action

In June, our Black Professionals Network EBRG partnered with the local nonprofit Stolen Lunches in the Charlotte area. Employees collected donations to assemble care bags for those impacted by wildfires in California, flooding along the East Coast and for unhoused individuals in the local community. Thus reflecting the spirit of Juneteenth—honoring freedom, resilience, and collective responsibility—by turning celebration into meaningful action through giving and generosity.



Our culture

Listening, learning and leading: insights from our annual culture survey

At Solenis, our culture is accentuated by strong employee engagement that drives a high-performing workforce. In 2025, we introduced The Solenis Way as the foundation of these expectations. It guides behavior, decision-making and collaboration. It reinforces our commitment to ethics, accountability and respect. The Solenis Way supports a workplace where employees can contribute, grow and succeed.

To understand how effectively these expectations are being experienced across the company, we measure culture through our Annual Culture Survey. This anonymous survey, offered in 18 languages, delivers insights to track progress, pinpoint improvements, and guide actions that strengthen our workplace culture. In 2025, participation reached a record 96%, up from 94% in 2024 and 89% in 2023. This steady increase reflects employees' trust, willingness to share feedback and management's commitment to act on survey results.

Overall satisfaction increased 2 percentage points year-over-year, reaching our 2025 target of 80%. In 2026, we aim to reach or surpass our 2023 pre-Diversey integration score of 81%.

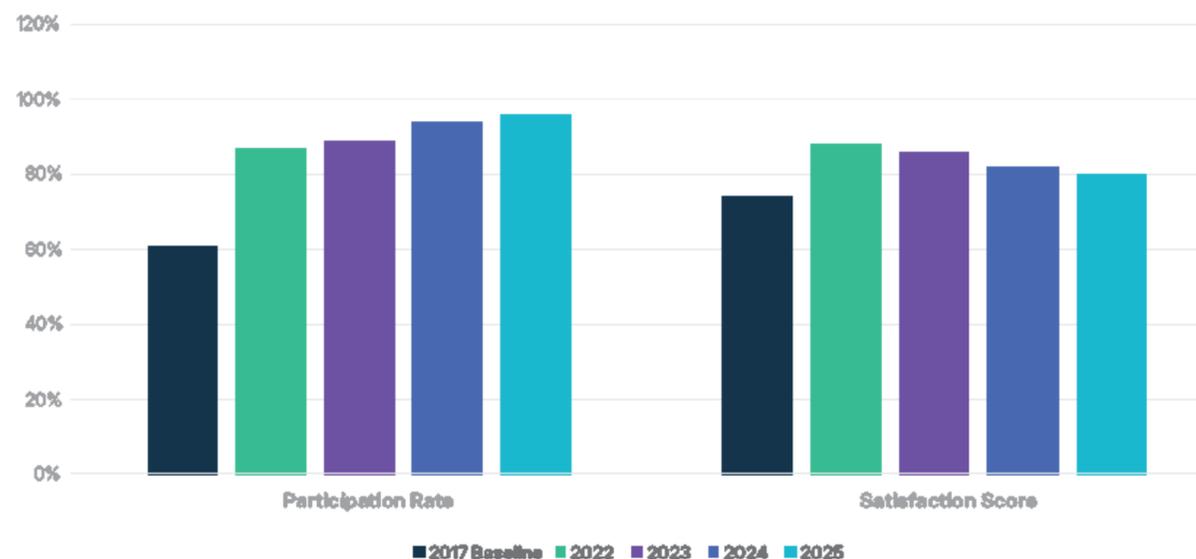
Compared to the 2023 baseline, employee sentiment experienced a typical decline due to organizational disruption from a major merger. However, 2025 results show a meaningful recovery across key categories, driven by increased support, active involvement, and leadership from the Leadership Council. By prioritizing the five lowest-scoring questions in the culture survey, the Council was able to drive significant improvements in high-impact areas, including

- Future Vision
- Engagement
- Resources & Support
- General Company Index - The upward trend indicates increasing employee engagement as the post-merger environment continues to stabilize.

Teamwork remains a high-performing area, with employees reporting strong commitment to quality work and respectful leadership. Inter-Departmental Communication improved by 7 points year over year and Leadership Communication of Future Vision increased by 3.8 points globally, though some post-integration challenges remain in communication, processes, and stress management.

Teamwork and Manager Relationship continue to lead all categories, significantly exceeding the survey vendor's benchmarks across our industry. New this year, three open-ended questions from our CEO about company culture and operations are helping shape future strategy and enhance employee engagement and performance.

Culture survey results



As we look forward, we are committed to driving meaningful progress through ongoing action planning and improvements informed by our culture survey. This year we plan to engage the Leadership Council again for strong action planning and support.

For more details and to view the full report, visit our condensed [2025 Culture Survey Report Out](#)

In balance

Well-being remained a priority for our employees. A new question was added regarding psychological safety. The Well-being Index showed that while there is more work to be done, there were some significant year-over-year improvements, including:

- Manager support for work-life balance (+2.5 points)
- Flexibility in work hours (+2.1 points)
- Manageable stress levels (+1.9 points)
- Effective coping with job stress (+1.3 points)
- Encouragement to focus on health and wellness (+2.0 points)
- Awareness of well-being tools (+2.9 points)
- Overall happiness at work (+0.5 points)



Driving cultural change

Turning insights into action

Once the culture survey results are in, the real work begins. Our Culture Action Planning process ensures that every people manager translates survey feedback into team-level initiatives. Every manager meets with their team, listens to their ideas about opportunities to improve their team culture, and submits a specific action plan that will impact their employee experience. All managers are trained to ensure consistent conversations and follow-up.

Last year, 99.8% of our managers completed culture action plans. In addition, corporate strategic focus is given to action planning, and this year we formed cross-functional teams with leadership sponsorship to address areas identified in our lowest-scoring survey questions, working alongside task forces to prioritize actionable improvements. This targeted approach allows us to strengthen areas that matter most to employees and impact employees globally on items that are consistently lower across all areas. The added focus on these areas led to measurable increases across each of our focus areas:

- Stress +2 points
- Cooperation between Departments: +7 points
- Future Vision +4 points
- Processes and Procedures: +1 point

We will continue to use this approach, leveraging the Leadership Council’s prioritization of key culture survey themes in the coming year to drive meaningful change. We will also continue to prepare for further merger and change opportunities, recognizing that change is constant in today’s workplace. How organizations lead through change can determine whether employees disengage or feel more connected than ever. While few employees expect stability in today’s environment, they do expect clarity, support, and purpose as they navigate changes.

Transparent communications drive engagement

Our CEO hosts quarterly global town halls, supplemented by regional sessions in multiple languages. Additionally, business unit presidents host quarterly regional town hall meetings to provide updates on Solenis’ strategy, priorities and critical topics. These meetings conclude with real-time Q&A sessions to ensure that employees are heard in a two-way, transparent dialogue. Recordings are available on the company intranet for employees who cannot attend the live broadcast.

Our CEO also interacts with new hires at the company’s global new employee orientation sessions, Inside Solenis, by hosting an informal Q&A inviting their questions and suggestions to make the company better. This unique experience allows new hires worldwide in all different roles an opportunity to meet directly with our CEO and other C-Suite level executives, providing direct feedback channels to be heard on important issues.

Our CEO also regularly meets with employees to gain insights on challenges and top-of-mind issues. Solenis’ senior leaders hold manager forums, send letters and announcements to employees as needed, and the company maintains a robust intranet with frequent updates. Employees are encouraged to use a dedicated email address – “Ask John” – to pose questions directly to the CEO and other key executives at any time.





Human capital management

Attracting, developing and retaining the best talent

At Solenis, we attract and retain great people by fostering an energizing and engaging culture. With operations in 160 countries, our aim is to embrace all workers’ perspectives to achieve the best and most innovative outcomes. We offer tailored learning and development paths to help our people grow their careers at Solenis.

Hiring the best

Our global “Hiring the Best” program uses best practices to ensure a consistent and compliant approach to recruitment in every country where we operate.

The program trains hiring managers to create an exemplary candidate experience and provides tools, such as Workday® Recruiting, to engage with and select top talent.

To further enhance our global recruiting efforts, we partner with regional organizations that deliver timely, high-quality hires, all while adhering to our Equal Employment Opportunity and Human Rights policies.

We provide a global onboarding experience called JumpStart that reflects The Solenis Way. ‘Inside Solenis’ introduces new hires to leadership, our sustainability commitments, safe workplace, culture and business segments.

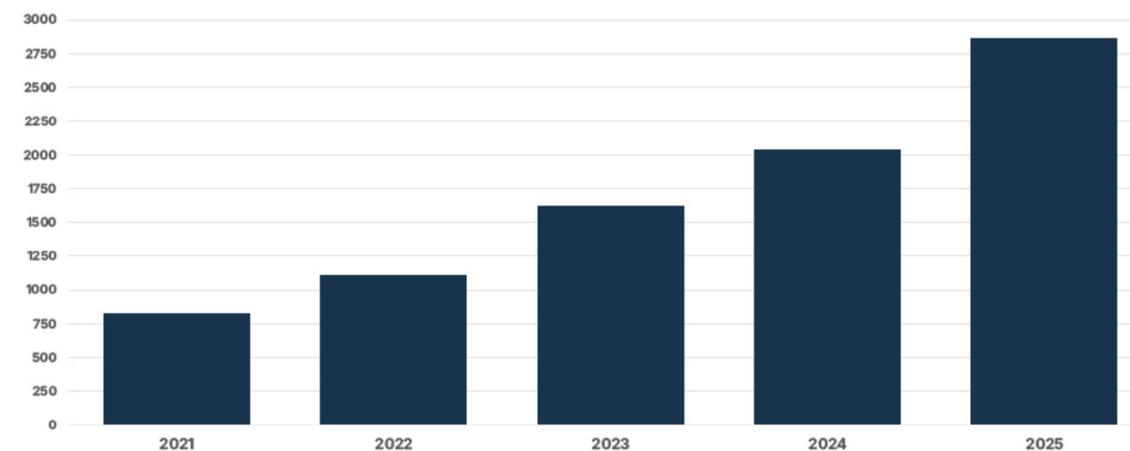
Over the past year, Solenis successfully recruited 2,855 new hires and advanced 28.5% of our employees into new opportunities, demonstrating our commitment to internal mobility. Voluntary turnover declined to 7.0% in 2025 from 7.4% in 2024. Our target is 6.0%. Overall, our total turnover rate was 16.0%. Turnover during this reporting period is elevated due to integration synergies.



Making a positive impact locally

Solenis recognizes that leadership and managers from the local community provide improved communication (internally and externally) and offer positive economic impact on local communities. In every region, at least 94% of Solenis’ senior management team (director and above) have been hired from their region, meaning hired within the regions where we operate - North America (NA); Europe; Latin America (LA); Asia/Pacific (APAC); and Middle East and Africa (MEA).

New Hires





Internships, apprenticeships and early career development

Solenis promotes Science, Technology, Engineering and Math (STEM) careers while developing and attracting junior talent. This year, we offered 222 full-time paid internships including three apprenticeships across 25 programs in 19 countries. Each participant is paired with a Solenis mentor who provides guidance and feedback. Our programs enable students to contribute to meaningful work that impacts the business and provides Solenis with a pipeline of top talent for future positions.

Our flagship programs in North America continue to grow, with both the Commercial team - hosting 56 interns in the field, interacting with customers - and the MBA program - hosting 12 interns in a hybrid model - nearly doubling in size since 2020. These summer internship programs culminate in an intern symposium where participants present key business projects to senior leadership at our headquarters in Wilmington, Delaware. This success is supported by partnerships with leading colleges and universities with strong STEM programs.

Beyond North America, our programs continue to expand with examples including:

- **Solenis Early Careers Apprenticeship Program:** Builds job-ready skills through hands-on apprenticeships for individuals pursuing non-university career pathways. Operating in Bradford, UK, the program prepares participants for long-term roles through practical, on-site experience.

- **Vocational Trainee Program:** Prepares early-career talent for technical roles through laboratory and chemical training. In 2025, eight trainees joined the 3.5-year program in Germany, bringing total participation to 24. Three trainees will complete exams in 2026 and become eligible for full-time roles.
- **Sales and Global Shared Services Trainee Program:** Prepares early-career talent for Commercial and Global Shared Services roles. Established in 2021 in India and expanded to China in 2022, the program builds foundational skills that support future GSS service technician and sales roles.
- **Reboot:** Supports professionals returning to work after career breaks through mentorship and targeted upskilling. Operating in India, the program prepares participants to re-enter the workforce with current skills aligned to business needs.
- **ELEVATE:** A six-week internship program that prepares participants for early leadership roles. Over the past 10 years, more than 200 interns have completed the program, including 24 in 2025. Operating in Kenya, Elevate focuses on practical experience and career readiness. With internships in Tanzania, Uganda and Nigeria, we plan to expand across the continent in 2026.

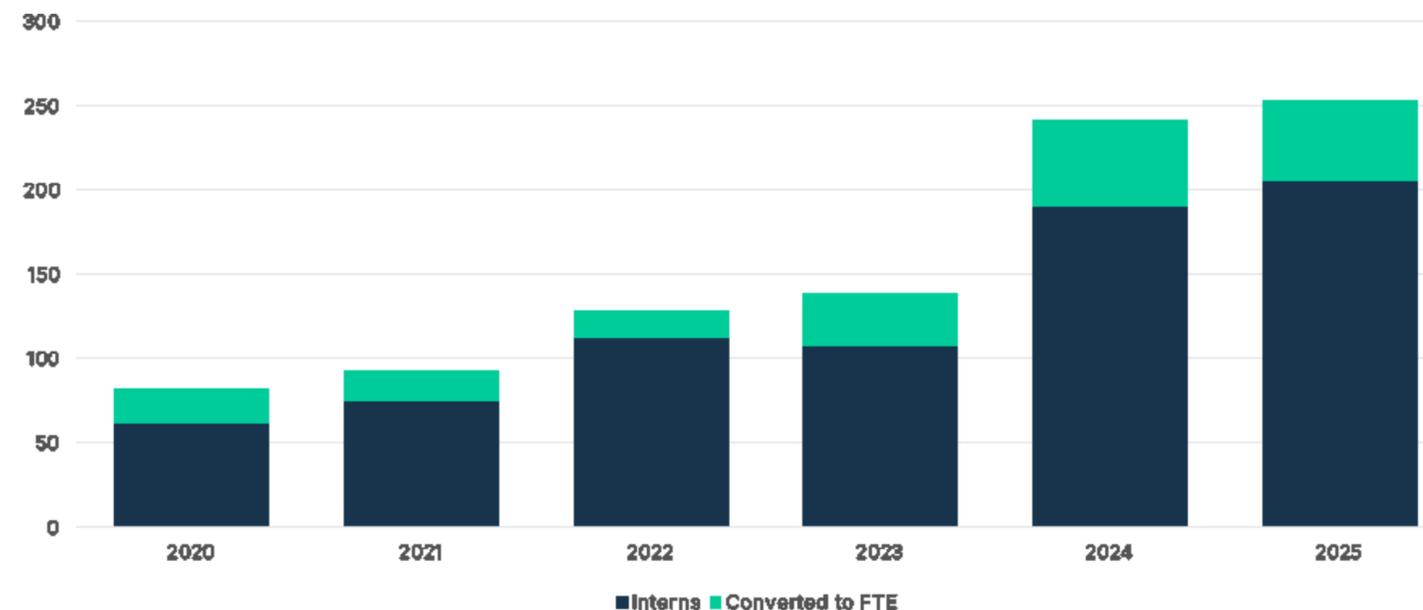
- **Junior Professional Development Programs:** Develop early-career talent for diverse roles across the organization while strengthening workforce capabilities and advancing sustainability. Programs are available in France, Italy, Spain, Turkey, Indonesia, and Singapore, where interns supported 10 sustainability initiatives in 2025. Additional programs will launch across Europe in FY26.
- **Forklift Certification Program:** Prepares non-traditional hires for operational roles through job-ready skills training and certification. Operating since 2021, program graduates have transitioned into supply chain roles across Latin America.

- **STAR-T:** A 12-week sales internship program was piloted in Brazil in 2025. The program prepares early-career talent for sales roles and will expand to five additional countries in 2026.

Since 2020, our global programs have grown by over 258%, with plans to boost participation by another 40% and expand into new countries by 2026. Our strategy focuses on creating more opportunities for early-career talent and strengthening our pipeline in key growth areas.

Read more about these programs in [Grow with Solenis](#).

Internship Program Growth





ELEVATE: from internship to impact

We celebrated the graduation of our ELEVATE interns in December 2025. As participants moved into their next steps, the program focuses on identifying high performers, providing mentorship from senior leaders and supporting placement into new roles. With 31% of staff having started off their careers with us as interns, early-career development remains a core element of our talent strategy and a key driver of a sustainable pipeline of future leaders.

Latin American internship program launch

As part of our growing internship program in Latin America, four university students in Brazil completed a 12-week summer internship focused on hands-on learning with our products and solutions. They worked directly with customers in key industries, developing case studies that addressed real customer challenges and presented their findings to company leaders - gaining practical insight into how our work creates value.



REAL WORLD STORY

Intern experience – from intern to FTE



“I felt supported from the start. My manager gave me room to lead my project on Internal Carbon Price and Internal Water Price while being available when I needed guidance. This methodology reveals the true cost of GHG emissions and water use, helping organizations guide decisions and incentivize reduction investments. Everyone I worked with was open and willing to help. Even with my manager in another time zone, I had mentors in the office who

helped me settle in and understand how sustainability fits into our work.

When I transitioned to a full-time role, staying with the same supportive team made the move seamless.

A real highlight for me was meeting the Sustainability Task Force at our headquarters. Seeing how different functions connect and how my project contributed to broader goals helped me feel part of the team.”

Julie Park, Sustainability Analyst



Solenis' learning culture

Building a culture of learning drives both individual growth and organizational success. Investments in learning and development help employees excel in their roles, prepare for advancement and enable the company to deliver innovative solutions, enhance customer satisfaction and attract top talent.

Each employee is empowered to dedicate 5% of their time - about two hours per week - to learning. Through traditional coursework, self-guided study, mentorship, and innovative platforms, 86% of employees met their annual learning goal, and 41% went beyond it – with some completing over 250 hours of learning.

Employee Highlights

1,642,787

Cumulative hours spent learning

86%

Achieved 5% annual learning goal

\$3,150

Average amount invested in learning

102 hours

Average total learning for all employees

55%

People managers who have participated in leadership training

Solenis invests \$3,150 per employee annually in education, with many programs also available to contractors and partners. Our offerings support professional and personal growth across four learning tracks:



Professional growth

Professional development goals are included in the annual objectives of all our employees. These are based on the skills critical for their role, and on designated leadership competencies.



Leadership growth

Our cohort-based programs create a supportive environment where employees learn to lead a team toward high performance. We offer programs for aspiring managers, new managers, experienced managers and executives.



Sales growth

Our sales and value delivery approach ensures that all sales professionals have the right tools and a consistent and guided method for working with and delivering value to customers.



Technical growth

The deeper our team's technical expertise, the greater their ability to solve our customers' toughest challenges. Our award-winning skill development program empowers people to create a technical skills gap analysis and design a targeted training plan that helps them succeed.



Empowering through education

We believe that investing in our people is essential to driving sustainable growth. Our Learning and Development philosophy focuses on equipping all employees with the skills to lead confidently and effectively.

Continuous learning is part of our commitment to building a future-ready workforce. Through inclusive development opportunities, we strengthen leadership capabilities, foster engagement, and advance our social sustainability goals.

To deliver this vision, we've prioritized leadership training at every level. In 2024, we set a goal to train all people managers by the end of 2025. This year, 1,487 employees participated in cohort-based programs designed for aspiring managers, new managers, experienced leaders and executives, creating a supportive environment for high-performance leadership. As of end of FY25, we trained 81% of our people managers across the globe.

2025 learning program results:

- Graduation rate: 86%
- Average satisfaction: 4.6/5

Post-program impact:

- Improvement on Culture Survey Results:
 - Manager Index +3.1
 - Growth and Development +4
 - Teamwork categories +5.5
- Voluntary turnover reduced to 7%
- Internal promotion rate increased by 9% compared to FY24

Line managers and HR Business Partners are engaged throughout the programs and post-graduation follow-ups track participants' progress and reinforce learning. Participants must maintain at least 80% attendance to graduate.

Looking ahead, we plan to launch a dedicated peer-learning platform for graduates to share insights and best practices to further strengthen leadership capability, support retention and advance Solenis' social sustainability goals.





Inclusion and accessibility

Our Learning & Development (L&D) initiatives are global and inclusive, ensuring equal access for all employees regardless of location or background. In 2025, our live, vendor-provided programs were delivered in four languages in addition to English.

Programs are conducted using a blended approach of virtual sessions, interactive tools, in-person workshops and self-paced learning to support diverse learning styles worldwide.

Solenis Learns

Solenis Learns is our monthly learning edition, featuring insights from senior leaders, recommended resources and key L&D updates, providing employees with easy access to knowledge that supports personal and professional growth.

Online learning

As part of our commitment to continuous development, we offer a range of flexible digital learning platforms including:

- **Coursera:** Offers content from leading universities and industry experts across topics from leadership and data analytics to human rights, personal effectiveness and retirement planning.
- **goFLUENT:** Supports global collaboration through self-paced language learning. Since its introduction, learners have completed 26,896 activities, totaling 11,994 hours.

These platforms empower our people to learn anytime, anywhere, enabling them to build skills aligned with both personal goals and business needs.

928

Coursera Participants

2,119

goFluent Participants



Solenis Learns

“Solenis Learns is about turning challenges into opportunities for growth, innovation, and success. By embracing constraints as catalysts for creativity rather than obstacles—and by prioritizing learning and development—we can unlock breakthrough thinking and inspire continuous growth across the organization.”

Somer Gundogdu

Vice President and General Manager, Emerging Markets, Featured Leader for Solenis Learns



LEADing the way

LEAD (Leadership Engagement Alignment & Development) global training experience:

A live webinar series for all employees, covering 9 leadership topics in 13 hour-and-a-half sessions. In 2025, the nearly 9,000 participants heard topics such as:

- Transforming outlook to energize teams
- Developing skills for continuous learning and growth
- Strengthening alignment through effective communication
- Staying present while leading through change
- Making strategic decisions that engage and empower
- Delegating effectively to promote growth and autonomy
- Turning daily tasks into AI-assisted workflows
- Connecting vision to action
- Building relationships to support performance and career growth



Elevate

A monthly virtual program for 200 employees, covering leadership, communication, confidence, and career development to empower learning and growth.

CornerStone



Supports aspiring leaders to develop foundational skills and perspectives necessary to thrive in first-level leadership roles. (334 participants)

GEMStone



Introduced in 2024, this new People Manager Program is tailored for first and second-line managers seeking to elevate their leadership capabilities. Participants learn fundamental leadership skills crucial for success in today's dynamic business landscape and master effective delegation and conflict resolution. (780 participants)

WINStone



A networking and development program designed and launched to focus on building more inclusive communities for employees. This program was developed by our WINS EBRG and provides mentorship, peer learning and networking opportunities to help employees thrive and advance their careers. (68 participants)

Stars represent participant satisfaction

TouchStone



A flagship leadership development program re-designed for senior managers and associate directors. Tailored to prepare experienced leaders for greater organizational impact, the program builds capabilities in five critical areas:

- Mastery of leadership
- Leading teams through change
- Leading complex challenges with creativity
Mastering the art of execution
- Financial acumen

Through interactive modules, case studies and practical exercises, participants build the skills, mindset and behaviors to lead with clarity, influence across the organization and deliver sustainable results. (220 participants)

DirectImpact



Launched in 2025, the DirectImpact Program is a high-impact development experience for all company directors at Solenis. Through in-person sessions, it provides an environment for directors to connect, exchange perspectives and build critical leadership skills. The program emphasizes applying leadership concepts to practical business challenges, sharpening strategic thinking and fostering a culture of purposeful, results-driven leadership across Solenis' global businesses. (182 participants)

Executive program



A nine-month initiative designed to empower VP-level executives at Solenis to lead with impact. The program fosters a strong network of leaders while advancing their strategic leadership capabilities and amplifying differing perspectives across the organization. (11 participants)

GEMStone program wins gold award

Solenis' GEMStone Management Excellence Program received a Gold Award from [Brandon Hall Group](#) for Best Leadership Development Program.

Entries for the Brandon Hall Group award were evaluated by industry experts, analysts and executives on business alignment, program design, innovation and measurable impact. This recognition highlights GEMStone's effectiveness in developing leaders and driving organizational excellence.





DirectImpact program

Solenis hosted the DirectImpact Program, an immersive development experience for company directors worldwide. Over two days (three for DirectImpact Plus), participants:

- Engaged in discussions and perspective-sharing
- Applied leadership concepts to real-world business challenges
- Strengthened strategic thinking and leadership skills

DirectImpact Plus included a cornerstone project, enabling directors to envision new ways to drive purposeful, results-oriented leadership across Solenis' global operations



WE Rise: Executive program

This year, Solenis launched a new program to strengthen senior leaders within the business. The program combined immersive sessions, personalized coaching, and peer collaboration across three phases:

- Reconnecting with authentic your self
- Stepping into your talents
- Owning your role as a change maker

The program concluded with a capstone project, fostering a shared initiative to drive meaningful change, amplify voices, and inspire innovation across the organization.



Building Commercial Excellence through learning and development

At Solenis, Commercial Excellence is enabled through an integrated learning and development strategy that builds long-term value creation. Our approach combines structured early-career development, ongoing competency assessment and role-based learning pathways to ensure commercial teams are equipped to deliver customer value.

By aligning learning with commercial priorities, we strengthen performance, support internal mobility, and build a sustainable pipeline of commercial talent across the organization.

Sales Technology Application Rotation (STAR) program

Solenis' STAR program is a rigorous, hands-on development pathway designed to bring fresh talent into key areas of Solenis' commercial business. Each year, over 25 recent graduates - many of whom joined Solenis as interns - are immersed in rotational assignments covering sales process, technical development, product development and delivering new customer solutions each year.

TREK competency assessment

Available to all Commercial employees and recognized with a Brandon Hall Award for Excellence in Learning, Solenis' TREK program is currently utilized by over 8,000 commercial employees in 10 languages across four distinct businesses. TREK provides a structured environment for employees to assess their abilities in over 70 commercial and technical competencies, identifying areas of improvement and setting annual achievable development goals and focused training with their manager.

Learn more about all our global learning and development training programs, opportunities, and impact in [Grow with Solenis](#).

Leaders for the future

Our Future Leaders Program is a cohort-based development experience designed to prepare high-potential sales employees for future leadership and people-management roles. Launched as a targeted investment in succession planning, the program builds inclusive leadership and commercial capabilities through structured learning, networking and real-world application.

Nearly half of program graduates have already advanced into expanded roles or people-manager positions, reinforcing Solenis' commitment to internal mobility and sustainable leadership.

Pictures to the right show the two cohorts that participated in the training including one in Atlanta and one in Chicago.





Driving growth through people

Performance, development & rewards

Performance, development and rewards (PD&R) at Solenis fosters ongoing communication between employees and managers about performance and growth. Each employee’s objectives are linked to company goals through annual goal setting, mid-year updates, ongoing feedback and year-end reviews. Team-based objectives in each business unit align with Solenis’ growth strategy and are then tailored to individual goals with accountability reinforced through action planning and connections to compensation.

Agile conversations are integral to continuous development. Structured interactions, including one-on-one discussions and team meetings, allow employees and managers to realign objectives, identify development opportunities and address performance barriers.

Additionally, we integrate diverse sources of input, including 360-degree assessments and talent scorecards, as part of a comprehensive approach to evaluating performance and leadership. The assessment catalogue currently includes, but is not limited to:

- DiSC assessments
- 360° assessments through Spidergap, our cloud-based feedback tool
- Objective Management Group sales assessments

We stay informed on the most innovative offerings and review our programs annually to ensure they meet employee and leadership needs. Combined with assessments, leadership development and coaching, these efforts provide a comprehensive view of individual effectiveness and leadership potential across the organization.

Strategic talent management

In 2025, Solenis strengthened its focus on leadership development by enhancing the global Talent Review process and expanding career-level assessments to better identify strengths, development needs and future readiness. These efforts improve the identification, development, and retention of top talent, ensuring the right people are in the right roles to drive the business forward.

Throughout the year, we review the talent pipeline, succession plans, retention strategies and mobility rates. This process adds calibration to reduce bias, ensures fairness in promotions and supports the growth of all employees. Combined with formal year-end executive succession and development discussions, these reviews position Solenis to remain competitive, adaptable and prepared for future challenges and opportunities.



Looking forward

Solenis is focused on building momentum, enhancing employee satisfaction and strengthening engagement through insights from our Culture Survey. We are expanding inclusion programs, strengthening early-career talent pipelines and monitoring labor practices to strengthen workplace well-being.

Leadership development remains a priority through flagship programs such as the newly launched DirectImpact program and the Northlight Leadership program. Northlight is a two-session, eight-hour learning experience for managers that combines personal development with practical tools to lead with clarity, care and courage. The program focuses on psychological safety, performance management, and impactful team conversations.

By aligning our talent strategies with our growth ambitions, we ensure that Solenis remains a place where high performance is recognized and celebrated, development is intentional and every employee sees a clear path to making an impact. Innovation will continue to be at the core of our talent programs, ensuring we attract, retain and inspire the best talent to drive what’s next for our business.



Well-being, compensation, benefits and recognition

We are dedicated to the success of our employees and helping them fulfill their personal and professional goals, not only at work, but outside of work and for every aspect of their lives.

Our total rewards programs enable employees to lead balanced, financially secure lives while feeling valued for their contributions. We work to support the lives of our team members today and in preparation for retirement. We provide this support through competitive compensation, benefits, well-being and recognition offerings that help us attract and retain the talent that drives long-term success.

Being well physically, emotionally, socially and financially

Our well-being strategy supports four pillars - physical, emotional, social, and financial health.

To promote physical health, we provide competitive health benefits, annual checkups and wellness incentives. We also encourage an active lifestyle that supports physical health and sustainability through activities like our “Global Walk Challenge.”

We advance social well-being through Employee Business Resource Groups (EBRGs) and our global philanthropic giving platform, “SolenisGives,” while a variety of financial education programs strengthen employees’ long-term stability.

By integrating these initiatives, we empower employees to lead healthier, more connected and financially secure lives while reinforcing our commitment to a healthy and sustainable future.



“BeYou” global well-being program

Introduced in 2024 and continued in 2025, Solenis’ global Employee Assistance Program (EAP), known as the “BeYou” Employee Well-being Program, has become a cornerstone of company culture.

In 2025, the global well-being calendar was refreshed with structured programming, including Mental Health Awareness Month and World Mental Health Day, co-developed with the Minds Matter EBRG to promote mental health and psychological safety. Twelve BeYou webinars were integrated into Solenis’ learning pathways, supporting employees’ 5% annual learning goal and linking well-being with career growth.

Accessible through meetings, helplines, an online platform and a mobile app, BeYou provides confidential support on stress management, financial literacy, legal matters, and career development for employees and their families. These efforts strengthened a culture of care, inclusion and resilience.



Mental health in motion

Employees from our Minds Matter Mental Health and Well-being EBRG during Mental Health Awareness Month participating in the Wings for Life run.



Global Walk Challenge

We believe the path to a healthier future begins with a single step. This popular program continued from last year, Solenis' Global Walk Challenge evolved into a more inclusive and balanced experience, shaped by employee feedback and culture survey insights. Under the theme "Small Steps, Real Impact," the month-long initiative focused on well-being, connection, and enjoyment rather than competition.

Employees were encouraged to move in any way that suited them, including walking, running, cycling, or other forms of activity, at their own pace. More than 1,440 participants from 58 countries joined the challenge, logging 266 million steps and over 110,000 minutes of high-intensity activity, equal to circling the Earth five times.

The event also spotlighted personal initiatives, including one employee's 500-mile charity walk to raise funds for MPN Voice, which inspired colleagues around the world. By connecting movement with inclusion and purpose, the Global Walk Challenge advanced employee well-being, strengthened community, and demonstrated how collective participation can create measurable, lasting impact aligned with Solenis' sustainability values



266 million

Steps logged during the challenge

>110,000

Minutes of high-intensity activity recorded

>1,400

Total participants

58

Countries

REAL WORLD STORY

One teammate's challenge that inspired many

Jamie Boyle, a maintenance technician for Solenis, set out to walk 500 miles in the month of September to support MPN Voice, a UK charity that provides information, peer support, and advocacy for people living with myeloproliferative neoplasms (MPNs) and their families.

He was able to integrate his personal challenge with the Global Walk Challenge, creating a powerful overlap that inspired colleagues around the world. Jamie's determination demonstrates how one person's commitment can motivate a global team, foster connection, and encourage participation while raising awareness for an important cause.



"Challenges happen in life, but you keep moving forward and make the most of every step."



Compensation

Our compensation philosophy is grounded in three principles: market competitiveness; fairness and equity; and performance. We ensure equitable pay across similar jobs, regardless of gender, race or other factors, while considering differentiating elements like location and performance.

Our global compensation governance and processes are standardized across the organization and administered based on merit, qualifications and competence. Key elements include annual salary reviews, market and industry benchmarking, annual merit and bonus planning and the annual Performance, Development and Rewards process.

Solenis uses a salary structure composed of grades and pay ranges to manage base salaries, ensuring fair, equitable and competitive compensation. Each grade has a pay range with minimum and maximum salary levels based on market data from a third-party survey. Salary grades are assigned to groups of jobs with comparable internal value and market demand. For non-executive roles, Solenis collaborates with Willis Towers Watson and CompAnalyst, while Semler Brossy is used for executive benchmarking.

All employees have mandatory safety and culture sustainability performance goals. Over 500 senior management and management employees submitted critical performance accountabilities for 2025, aligning with the company's long-term strategic objectives, growth, shareholder value and sustainability commitments. Managers and individual contributors are responsible for designated key performance indicators and objectives, including business results relating to the company's sustainability strategy and goals. These accountabilities are evaluated as part of the Performance, Development and Rewards process.

100% of Solenis employees, excluding employees covered by a collective bargaining agreement, receive performance-based compensation.

Their individual and company performance is reflected in employee merit awards and bonus payments, aligning compensation with a pay-for-performance culture.

We conduct an annual global wage benchmarking study that covers all full-time* and part-time permanent employees. This year's analysis determined that all employees are paid above minimum wage, and, on average, our employees' pay is aligned with the market median. Solenis monitors the total compensation ratio to minimize pay disparities between the highest-paid and median employees and follows fair pay practices to ensure equitable compensation across all levels.

In the U.S., the lowest entry-level wage was \$17.30 per hour, more than twice the federal minimum wage. This is an increase from the previous year's lowest entry-level wage of \$16.13.

Solenis has implemented targeted pay adjustments in hyper-inflationary countries including Argentina, Turkey and elsewhere in Europe and Asia to support employees with more frequent salary increases to help mitigate the impact of hyper-inflationary market conditions.

Solenis remains committed to advancing pay equity across all regions. Our current global gender base pays ratio stands at 1:0.79, meaning that for every dollar a man earns, a woman earns \$0.21 less. While this reflects a slight change from the 2024 ratio, when women earned \$0.19 less, we continue to make meaningful strides toward closing the global gender pay gap through targeted initiatives and data-driven actions.

Gender pay parity for mid-career to senior roles has improved in Europe, North America and the Middle East and Africa, where gender base pay ratios are 1:1.08, 1:0.99 and 1:1.06 respectively. We are maintaining focus on equalizing pay in Latin America (1:0.86) and Asia Pacific (1:0.79), while also addressing entry-level disparities in Europe, where the ratio remains 1:0.80. Through our Living Wage Certification initiative with

the Fair Wage Network, we have made measurable progress in reducing identified living-wage gaps across our global workforce. We continue to strengthen our compensation practices by systematically monitoring and benchmarking pay levels to ensure ongoing alignment with recognized living-wage standards and to address any remaining gaps. As part of this commitment, we have established a target to obtain Living Wage Certification by 2027. Achieving certification will independently validate that employees across our workforce are paid a living wage, reinforcing our broader objective of maintaining fair, equitable, and responsible compensation practices globally.

An annual analysis is conducted by an external compensation consulting firm, Semler Brossy, to compare executive pay against a custom peer group. Executive compensation benchmarking is reviewed by the Compensation Committee Working Group. Based on this review and analysis, our CEO formulates recommendations to the Operating Council regarding executive pay. Executive compensation consists of the same elements generally available to our non-executive employees, including base salary, an annual incentive bonus, along with retirement and other standard health and welfare benefits. Additionally, our executives and senior management participate in our long-term incentive program and severance policy.



* Data reporting for all full-time employees is managed consistently across the company using the same reporting principles.



Labor association rights

We support the rights afforded to employees by law regarding association and collective bargaining. Employees have the right and freedom to choose to be represented by a union or works council wherever it exists inside or outside Solenis without fear of reprisal, intimidation or harassment. We align our management of labor/management relations and Collective Bargaining Agreements (CBA) to local and national government regulations, and to protocols set forth by the International Labor Organization and the U.S. National Labor Relations Board. Employees are provided clear, region-specific information on their rights, and key materials are translated where appropriate to ensure understanding.

Solenis supports fair and transparent processes for union formation, recognition, and engagement with employee representatives. We promote an inclusive culture that encourages open dialogue and feedback, and provide structured, confidential grievance mechanisms along with prompt investigations and a zero-tolerance approach to retaliation. HR, Legal and local leadership collaborate to ensure labor rights are respected consistently across all regions. Designated HR representatives regularly consult with representative bodies and policies are reviewed periodically to align with evolving labor standards and legal obligations.

In 2025, 17.9% of our union employees and 37.4% represented through Work Councils or Unions were covered by collective bargaining relationships. Where a CBA specifies a notice period for significant operational changes, we observe and follow the requirement. We also abide by the statutory minimum notice period required to make operational changes in each country in which we operate. Notice periods may vary depending on the operational change itself and number of employees impacted.

Benefits

Solenis provides comprehensive benefits tailored to employees worldwide. Our offerings include healthcare insurance, life and disability programs, retirement plans, parental leave, vacation and sick leave. Our benefits programs are based on country-specific requirements to ensure that they are competitive and add value for our employees.

In the U.S., all full-time employees may elect either a Preferred Provider Organization (PPO) or a Consumer-Driven Health Plan (CDHP). They are also eligible for pharmacy plans, dental insurance, life insurance, business travel accident/medical coverage and short-term and long-term disability coverage.

Outside of the U.S., Solenis offers various corporate benefit programs, including healthcare insurance, life insurance, disability benefits, parental leave and retirement plans. These programs are actively managed to ensure regulatory compliance and market competitiveness. Solenis provides an opportunity for employees in 61 countries to participate in country-specific benefit programs.

We provide comprehensive retirement benefits to ensure employees' long-term financial security. This includes defined benefit plans that guarantee a certain payout upon retirement, supported by company contributions and effective fund management. We regularly reviews these plans to ensure they meet regulatory requirements and align with the financial well-being of employees.

In the U.S., an employer-matching 401(k) retirement plan is available to full-time and part-time employees. Solenis provides a 4% dollar-for-dollar match and provides additional contributions for employee tenure (Basic Retirement Contribution) to the individual employees' 401(k) accounts. Employees may defer 1% to 65% of their eligible pay on a pre-tax, after-tax and Roth 401(k) basis, up to the annual U.S. Internal Revenue Service dollar limits. Approximately 90% of the Solenis employee population is participating in the 401(k) plan.

Outside of the U.S., Solenis employees in 31 countries can participate in country-specific, market-driven retirement programs with full or partial contribution by the employer.

Parental leave

In 2024, Solenis updated its Global Parental Leave policy with an aim to provide up to eight weeks of paid parental leave in the U.S. (previously four weeks) and up to 18 weeks globally for primary and eight weeks for secondary caregivers.

In 2025, 16,142 Solenis employees were entitled to parental leave; 11,355 were men, 4,773 were women, and 14 were undisclosed gender. Of these, 296, or 1.83%, of the eligible employees took advantage of the parental leave program. Of the 296 employees, 153 were male, 143 were female. All but two of the men returned to work in the reporting period after parental leave ended, all but 46 of the women returned.

REAL WORLD STORY

Focus on family

“Taking parental leave gave me the space to embrace those first weeks with my child, learning, bonding and adjusting to a new rhythm. Having the confidence to step away from work without stress showed me how much family and well-being is truly valued. That support made the transition less overwhelming and more meaningful, reinforcing why I’m proud to be part of a team that cares about people as much as the work we do.”



Kelly Midwood, Project Manager



Recognition

As part of our Global Reward and Recognition Program, Solenis significantly expanded the reach and impact of our “Inspire” program. Now active in 66 countries, Inspire continues to strengthen our culture of appreciation and engagement across a truly global workforce.

During fiscal year 2025, more than 9,000 employees, representing 55% of our team, were recognized through the program. This is a 13% increase from last year.

As a cornerstone of how we celebrate collaboration, performance, and innovation, Inspire is complemented by departmental recognition initiatives and our prestigious annual President’s Roundtable Awards. Together, these programs reinforce our commitment to valuing people and driving excellence across every level of the organization.

The President’s Roundtable is Solenis’ highest individual honor, celebrating excellence across eight categories. Each winner receives \$10,000 and a custom-designed crystal sculpture.

Departmental recognition	President’s roundtable
Eagle Award <i>Sales</i>	Our highest honor (eight awards given in 2024) <ul style="list-style-type: none"> • Innovation • Leadership • EHS & Quality • Social Responsibility • Supply Chain Excellence • Business Growth • Customer Focus • Corporate Functional Excellence
Pinnacle Award <i>Applications & Marketing</i>	
Lulu Mena Award <i>Customer Service</i>	
High Five Award <i>Supply Chain</i>	
Darcy Dauterive WINS Award <i>Female Leadership</i>	
Safety Award <i>Plant Level Excellence</i>	
People’s Choice Award <i>Human Resources & Communications (4x/year)</i>	
John Marquart Impact Award <i>Work Ethic & Character</i>	

Inspire recognition program

>9,000

Employees received recognition

66

Countries participating in Inspire Program

55%

Total workforce recognized

REAL WORLD STORY

And the President’s roundtable winner is...

In 2025, Derk Reilink was honored with the Innovation Award for his work on the LESSEAU™ Manual Soap Dispenser system, a project that delivers a more sustainable approach to hand hygiene. Derk led the technical development from concept through production, identifying the core dosing technology, creating early prototypes for customer testing, and overseeing verification in the lab. The result is a dispenser that eliminates single-use plastics without compromising the handwashing experience, reducing environmental waste and supporting our commitment to practical sustainability.



In 2024, Diversey entered into a partnership with Slimstones B.V. to launch LESSEAU™, a touchless dispensing and solid soap hand-wash technology.



Serving our communities

Solenis' Corporate Social Responsibility (CSR) program continued to generate impact in 2025. Solenis' multi-faceted program - "SolenisGives" - offers our employees a variety of ways to give back to our communities and help improve the world in which we live.

Caring for the communities we serve

SolenisGives is led by a diverse group of global volunteers across all regions. These representatives lead regional employee groups that support local to national initiatives, drive employee engagement through various channels and collaborate with our Employee Business Resource Groups (EBRGs) to enable employees worldwide to support their communities and charitable causes.

SolenisGives offers opportunities for donations, volunteerism and participation in global, quarterly challenge events. These challenges, which have included reducing water and plastics use and organizing clothing and food drives, bring employees together to conserve resources and help communities.

Aligned with our sustainability goals and culture, the SolenisGives team focuses on three main causes:

- Environmental stewardship
- Science, technology, engineering and math (STEM) education
- Support for women and girls



Raising Awareness of Child Exploitation in Hospitality

Solenis presents Anti-SECTT (Sexual Exploitation of Children in Travel and Tourism) training programs for hospitality employees around the world. The program equips staff with practical tools to recognize and respond to signs of child exploitation, giving them confidence to handle situations that can be difficult and sensitive.

Hotel workers around the world have received this training. Hospitality customers have responded positively, recognizing the value of raising awareness of an issue that is often overlooked yet deeply important.

By supporting this program, Solenis helps customers strengthen their own social responsibility efforts while fostering safer environments for guests and communities.

Supporting Women in STEM

On International Women's Day, Solenis joined the University of Bradford, SkillsHouse, and local partners to host the "Women in STEM Bradford" event for girls in school years 9-11.

The event featured a careers fair and panel discussions with women working in science, technology, engineering, and math, giving students the chance to connect directly with role models and potential future employers.

By participating, Solenis helped raise awareness of STEM opportunities and encouraged more young women to consider education and careers in these fields.





Solenis Volunteers Celebrate Culture and Community at Festa Junina

Solenis volunteers helped the Associação Acorde to deliver a Festa Junina for children and youth in Embu das Artes, Brazil. Volunteers engaged with the children through cultural storytelling, art and traditional games such as archery and fishing, while preparing food and fostering personal connections.

Associação Acorde is an organization that promotes integral development of children, adolescents, and young people. It serves underprivileged communities through free socio-educational programs offered during out-of-school hours, fostering creativity, youth empowerment, socio-emotional skills, and community.

Alongside this event, Solenis continues to support Associação Acorde throughout the year through a variety of cultural and social initiatives. By dedicating time, energy and resources to volunteer efforts, we reaffirm our belief that education should promote inclusion and contribute to a more just and equitable society. These initiatives help strengthen community ties, empower youth leadership and foster sustainable development.



Supporting students in Kempton Park

Solenis teams in Kempton Park supported Khatlamping Primary School, a public school serving children living in poverty near the facility. Since 2006, employees have contributed to the school’s meal program, which provides one daily meal for 980 learners ages 6–13.

To expand support in FY2025, the team supplied winter uniforms for 996 learners and partnered with [McMillan](#) to donate new books. The items were delivered during a school event on June 11, helping students stay warm and prepared for the winter season while strengthening Solenis’ connection to the local community.



Solenis Supports “Step Into Swim” to Expand Water Safety

As a Gold Level sponsor of the Pool & Hot Tub Alliance’s [Step Into Swim](#) initiative, Solenis’ Pool Solutions business is helping provide learn-to-swim programming for 700 children in the U.S.A.

Supporting Step Into Swim reflects Solenis’ commitment to child safety, education access, and responsibility to the community. By making swimming lessons more accessible, we not only reduce drowning risks but also enable more people to safely enjoy pools and the benefits of aquatic recreation.





Collaborating with customers to improve the world

As a pioneer in providing hygiene solutions throughout the world, our [Creating Shared Value](#) (CSV) programs bring our hospitality customers closer to the communities where they operate. Our CSV programs help repurpose operational waste like soap, linen, single-use plastic waste and coffee discards into reusable extended-life products available for underprivileged communities. These programs help provide a livelihood for those in need and support the environment by diverting waste from landfills.

Soap For Hope™

The [Soap For Hope™](#) program collects soap bars that would be thrown out and teaches people in at-risk communities how to reprocess them – without using electricity or water – into sanitary, larger new bars. The products are then distributed in the community or taken to areas in need, helping reduce the spread of pathogens and prevent infections. More than 1,200 hotels in 256 cities in 56 countries have now signed on to this program and more than 1,500 metric tons of soap waste have been repurposed into lifesaving bars.

In 2025, 69 new hotels joined the Soap For Hope program, expanding the initiative across Asia, Africa, the Middle East, Europe and the Pacific.



Soap For Hope™ impact

>1,200

Hotels participate in the program

256

Cities with at least one participating hotel

56

Countries with active programs

>1,500

Metric tons of soap waste repurposed

Linens For Life™

[Linens For Life](#) works with hotels to collect linens too worn for guests, but good enough to be repurposed into simple clothing, tote bags and reusable face masks. Families in needy areas can make a small income by learning how to sew on donated machines.

In 2025, Rixos Hotels expanded its involvement in the Linens For Life program, providing used linens that were transformed into thousands of handcrafted items. Women artisans in Ankara and Istanbul produced 5,800 items using 200 kilograms of repurposed linens, generating 686 hours of paid work. Their earnings reflected fair living wage benchmarks for their regions, helping strengthen household income and build long-term skills. The project supported local producer groups while keeping valuable textiles in circulation.





CoffeeBriquesSM

Around the world, spent coffee grounds represent a significant global waste stream. The [CoffeeBriquesSM](#) program addresses this challenge by transforming used coffee grounds into briquettes that offer a cleaner alternative to firewood and charcoal for cooking and heating.

This innovative fuel alternative supports environmental and social progress by:

- Reducing carbon emissions through lower dependence on traditional fuels
- Advancing circular economy principles by repurposing waste materials
- Empowering communities through training and resources to produce and sell coffee-based briquettes, creating income opportunities for at-risk families

In 2025, Diversey expanded the CoffeeBriquesSM program in Southeast Asia by supporting the first café chain in the Philippines to collect and convert used coffee grounds into sustainable briquettes for community distribution.



PlasticShredsSM

[PlasticShredsSM](#) provides a solution in areas with limited recycling options by shredding single-use plastics into chips that replace gravel in construction. A single badminton court can repurpose up to 72,000 plastic bottles, showing how everyday waste can support local infrastructure.

Over the past year, PlasticShredsSM expanded to 51 hotels around the world, reducing waste and supporting community projects.

The plastic chips are used in roads, pavements and sports courts, keeping waste out of landfills and waterways while creating durable infrastructure.

By turning discarded plastics into useful building materials, PlasticShredsSM supports environmental sustainability and community development.



Governance

We manage our enterprise with strict adherence not only to laws and regulations around the world, but more importantly with an uncompromising commitment to integrity, ethics and principles. We believe in the fundamental rights of human beings in all walks of life, and we insist on honesty, transparency and openness in order to help us maintain the highest levels of governance.





“Strong governance is essential to building trust with our customers, partners, and employees. At Solenis, we hold ourselves accountable to high ethical standards and operate with transparency and integrity. Clear policies, regular training, and consistent oversight help ensure that our teams are equipped to make responsible decisions every day. This includes protecting data, respecting human rights, and complying with the standards that define how we do business. These principles are not optional. They form the foundation of trust that supports long-term performance.”

Royce A. Warrick

Senior Vice President, General Counsel and Corporate Secretary





Corporate and sustainability governance

We maintain robust sustainability governance practices to ensure that important topics are managed at the highest level and that we continue to evolve our approach to sustainability. As part of the Platinum Equity Advisors, LLC portfolio, the company’s governance structure is aligned to other Platinum portfolio companies.

This structure consists of three bodies: the Operating Council, the Leadership Team and the Leadership Council. These bodies work in close cooperation, partnership and communication with each other and with Solenis’ Sustainability Leadership Team and Sustainability Task Force. Working together, these teams develop and implement our strategy on sustainability, ensure that important topics are managed consistent with our values, and monitor global developments and sustainability trends to ensure that Solenis’ efforts remain relevant, competitive and compliant with governmental requirements.

Through our governance structure, the company monitors and facilitates progress to ensure consistency with our strategy, goals and reporting standards. A core component of our governance framework involves industry benchmarking. We also establish and maintain relationships with external authorities, government agencies, regulatory bodies, industry representatives, customers and other external parties while representing and protecting our business interests in the communities where we operate.

The governance structure is subject to the compliance obligations under Solenis’ Global Standards of Business Conduct (the Code), including the reporting of any potential conflicts of interest, as defined under the Code and the supporting policies.

Our values



No Compromise

Always doing the right thing and putting safety first.



Business Ethics

Maintaining the highest standards for business responsibility, integrity and ethics.



Visionary

Being the catalyst that improves the world.



Relationships

Fostering strong bonds with customers, suppliers and colleagues.



Respect

Embracing an inclusive culture where every voice is heard and valued.



Learning

Always growing, inquiring, developing.



Results

Working together to deliver customer value and company profits.



Governance roles and responsibilities around sustainability

Operating Council

- Directs Solenis’ business strategy and oversight
- Sets sustainability priorities and monitors progress
- Provides final review of annual sustainability results

Solenis Leadership Team

- Leads strategic planning process
- Reviews key initiatives supporting strategic goals
- Reviews and updates annual operating plan
- Reviews and approves corporate development efforts

Solenis Leadership Council

- Manages and leads Solenis’ day-to-day business operations
- Builds company commitment to sustainability culture
- Reviews and approves the sustainability strategy and goals
- Reviews and approves materiality matrix
- Ensures that company leadership is accountable for sustainability goals and progress

Sustainability Leadership Team

- Develops sustainability strategy
- Responsible for global sustainability goal setting
- Drives company culture and education around sustainability
- Ensures ongoing data gathering and review
- Provides regular updates to Operating Council, Leadership Team and Leadership Council on progress

Sustainability Task Force

- Manages efforts to achieve goals related to sustainability
- Updates double materiality matrix on regular basis
- Oversees the efforts of cross-functional workstreams
- Identifies and recommends partnerships and certifications
- Defines and executes internal and external communication
- Develops educational programming for Solenis employees

8%

23%

44%

62%

68%

Gender and Racial Ethnic Diversity



Operating Council

The highest governing body at Solenis is the Operating Council. This group of nine people provides business strategy and operations oversight and measures the company’s progress toward its stated goals via our Key Performance Indicators (KPIs). The body consists of Platinum’s chief financial officer (who is a permanent member of all Platinum portfolio companies’ Operating Councils); six other Platinum representatives who are selected by Platinum’s senior managers; Solenis’ CEO; and one independent advisor, who is the only member who is compensated specifically for participating. A managing partner of operations chairs the Operating Council. There are three key working groups within the Operating Council: Audit, Compensation, and Sustainability. The Sustainability Working Group works closely with the Operating Council’s independent advisor. Solenis’ chief sustainability officer provides periodic updates each year to the Operating Council and meets bimonthly with Solenis’ independent sustainability advisor to review strategy and execution of sustainability initiatives. As a privately-held company, the Operating Council members are not compensated but rather appointed and led by a Platinum partner.

Leadership Team

The [Leadership Team](#) is led by Solenis’ CEO and consists of senior leaders including vice presidents and other C-suite leaders from across the company. The team is charged with development and continuous review of the company’s strategy, business execution and results, and is responsible for the day-to-day management and operations of the company. The team also is responsible for updating and maintaining the company’s purpose, vision, mission, values and beliefs statements, and has primary responsibility for the development of corporate policies and procedures. Various members of the Executive Leadership Team have responsibility for designated KPIs and objectives, including those relating to the company’s sustainability strategy and driving their performance. The team meets monthly and provides monthly reports to the Operating Council as well as meets with the Operating Council four times a year.

Leadership Council

The Leadership Council consists of 48 leaders from across the company. The council meets monthly to support the progression of the company’s overall strategy. The council also reviews Solenis’ performance related to the annual business plan, the company’s safety and environmental performance, capital projects, supply chain, cash flow and working capital, employee and culture issues, as well as any other operational issues.

Sustainability Leadership Team

Solenis’ sustainability organization is led by the Chief Sustainability Officer (CSO) who has the primary responsibility to develop and implement Solenis’ sustainability strategy. The CSO is supported by a Sustainability Leadership Team that meets weekly to manage long-term planning and set workstream agendas in alignment with the strategy.

Sustainability Task Force

Solenis’ Sustainability Task Force is comprised of 80 people representing various businesses, functions and locations throughout Solenis. This team has the primary responsibility for overseeing the work associated with Solenis’ sustainability tactical plans and acts as a resource to obtain the necessary support to drive improvement. The task force also coordinates work on key cross functional initiatives aimed at improving Solenis’ sustainability profile across the corporation.

Cross-Functional Workstream	Functional Responsibility
Product Stewardship	Product Management
Water-related Risks	Supply Chain
Operational Eco-efficiency	Supply Chain
Climate Strategy	Sustainability Leadership Team
GHG Scope 3	Sourcing
Voice of Customer	Commercial Team

Cross-Functional Workstream	Functional Responsibility
Talent Attraction and Retention	Human Resources
Human Capital Development	Human Resources
Diversity, Equity and Inclusion	Human Resources
Governance, Compliance, Laws and Regulations and Due Diligence	Legal / Office of Ethics and Compliance
Compliance	Finance



Business ethics and compliance

We operate with the highest ethical standards in all aspects of our business and protect the rights and interests of all our stakeholders. We conduct our business in strict compliance with the laws that apply to Solenis globally and in accordance with our Global Standards of Business Conduct (the Code) and supporting policies. The Code sets expectations for Solenis employees as well as third parties for interactions with each other, customers, vendors and other individuals or entities in the communities in which we do business.

The Code underpins our Deliberate EthicsSM Culture – a focused approach of doing business consistent with our core values across all our operations around the world - without exception - to enable sustainable growth. Deliberate EthicsSM Culture is a shared mindset of being intentional about driving and maintaining a high-performance culture while keeping our core values and the Code top-of-mind.

We have tailored our compliance program to fit the unique circumstances of our company.

Our Office of Ethics and Compliance (OEC), managed by our Legal Department, oversees and constantly improves the compliance infrastructure to be consistent with the applicable government guidelines and international compliance best practices.

As part of our commitment to the UN Global Compact, we have incorporated Deliberate EthicsSM Culture initiatives to proactively address risks including bribery, conflicts of interest, fraud and anticompetitive behavior. These initiatives extend beyond legal compliance strategy, reinforcing consistent ethical standards and business practices across all regions.

Our compliance approach also emphasizes respect for human rights, nondiscrimination, and responsibility to one another and the communities where we operate. These principles guide how we foster a culture of integrity and accountability throughout our operations. The OEC developed multiple initiatives to promote an ethical culture across all operations and promote compliance. The company’s senior

management is periodically updated on the state of the compliance infrastructure and the compliance topics that are being identified and addressed.

Global standards of business conduct: The Code

[Our Code](#) which is available in 26 languages, sets the foundation of our ethics culture and is a how-to guide for doing business at Solenis. All Solenis employees, regardless of their location, are required to comply with the Code and the supporting company policies. Solenis employees are asked to review and certify compliance with the Code on an annual basis and report any known violations, including any actual or potential conflicts of interest. The OEC actively follows up on all outstanding certifications and continuously looks for opportunities to further improve the process.

In addition, business associates, such as agents, distributors or

other third-party representatives acting on behalf of Solenis in any country are expected to confirm their commitment to the compliance principles found in the Code.

The company’s senior management provides executive oversight and direction over the implementation and enforcement of the Code across all company operations. The management reviews and endorses compliance-related activities, including training and education, completion of compliance assessments and audits, and drives personal accountability through communication and awareness initiatives.

Supporting policies

The policies that support the Code also apply to all employees at Solenis and, where applicable, to third parties that operate on behalf of Solenis. These policies cover a range of activities and business operations and form the foundation of how we operate and drive sustainability.

Key policies
Anti-corruption policy
Anti-harassment policy
Antitrust and Competition Law policy
Conflicts of Interest policy
Data Protection policy
Fraud policy
Human Rights policy
Internal Operations Human Rights Risk Assessment
Investigations policy
Reporting policy
Responsible Care® policy
Responsible Chemistry
Supplier Code of Conduct
Sustainable Procurement of Raw Materials
Sustainability policy
Third-party Due Diligence policy
Third-party Gifts policy

2030 Goal

>95%

Employees acknowledge the code of conduct



Compliance training and communication

Solenis provides employees at all levels of the company with the support they need to make ethical choices through a variety of training and communication programs and modules, designed to reinforce our **Deliberate EthicsSM Culture**. Our objective is to make sure all employees understand the Code and the supporting policies, comply with the law and know the standards of behavior expected of them. Starting in 2024, Solenis also made compliance training available to contractors.

Solenis' Annual Compliance Training and Communication Plan sets out mandatory training requirements for all employees globally on key compliance topics, including the key topics covered under the Code, anti-corruption and anti-harassment. These trainings are mandated and implemented globally.

Training is key element in preventing violations. Accordingly, our Annual Training and Communication Plan includes both online and in-person sessions, tailored to general and targeted audiences. Additionally, we provide tailored trainings to employees in various functions, based on risk assessments or operational needs, including competition and trade sanctions compliance training. Moreover, as part of the onboarding process, new hires are oriented on OEC initiatives, the Code and supporting policies and are assigned to complete mandatory compliance training.

As part of our Annual Training and Communication Plan, the OEC strengthens employees' awareness through periodic internal communications and newsletters, which highlight key updates on policies, training, and useful resources.

Share Your Concern Platform

We encourage our employees to ask questions and raise concerns about any potential breaches of the Code, other policies and violations of the law, including those related to:

- Conflicts of interests
- Bribery and corruption
- Competition law
- Fraud
- Financial crime
- Data privacy
- Harassment and discrimination
- Human rights and protection of individuals
- Environmental compliance

We make sure that the employees are fully aware of all the reporting tools available for that purpose. Employees have easy access to our Share Your Concern platform via our intranet, where they can submit anonymous written reports or find phone connections to make verbal reports. Additionally, any third-party can access the hotline channel through [Solenis' website](#). The hotline is operational 24 hours a day, seven days a week with translation services available for callers who do not speak English. The Share Your Concern platform also allows employees to ask any compliance-related questions. In addition, employees

are encouraged to speak with their line managers, contact HR representatives or reach out to the OEC or anyone in the Legal Department with any questions or concerns.

Our Reporting Policy provides a framework with a view toward ensuring that no adverse actions are taken against any employee who, in good faith, reports a concern or initiates a complaint. Any form of retaliation may be subject to disciplinary measures.

In 2025, we received 164 reports through our Share Your Concern channels. Managed by our general counsel with engagement from company leadership, each report received is classified and assigned to the appropriate team to investigate with strict confidentiality. If the allegations are substantiated or any review of procedures or processes is applicable, the OEC and the Legal Department recommend and support the adoption of remediation and mitigation measures, including individual disciplinary actions or collective reviews. Given the confidentiality of Solenis' investigation process, data is provided for reporting purposes on a combined basis for any topics in the Code, supporting policies and/or applicable laws.

Ethics Week

Complementing our compliance and training efforts is our annual Ethics Week. This year, the company-wide event was dedicated to reinforcing our Deliberate EthicsSM Culture by spotlighting a timely and relevant topic observed throughout the year.

Ethics Week features leadership messages, interactive activities that invite employees to reflect on compliance and ethics, and two live sessions designed to foster dialogue, share best practices and help our employees in navigating ethical decision-making scenarios in their daily work.



Political contributions

Solenis does not make any political contributions.



Risk Assessments

Solenis’ OEC monitors compliance and collects risk-related data through various sources, including Code certifications and internal investigations. The OEC conducts annual risk assessments on key topics, such as anti-corruption and conflicts of interest to better align our compliance focus. Moreover, the Internal Audit team conducts their own audit processes based on the information provided by the OEC. The risk data is also processed within the scope of the company’s Enterprise Risk Management process. Risk assessment processes cover all of the company’s operations that are potentially susceptible to compliance violations, such as anti-corruption and conflicts of interest risks, and continuously inform revisions to Solenis’ policies, processes, training and communication programs.

Marketing and labeling compliance

As a [Responsible Care®](#) company, Solenis has a long-standing commitment to product stewardship and the practice of making health, safety and environmental information readily available to those who need it. Our Product Regulatory, Safety and Stewardship team produces the necessary documentation and petitions and subsequent notifications for a wide range of compliances, including:

- U.S. Food and Drug Administration (FDA) regulations
- U.S. Environmental Protection Agency (EPA) regulations
- U.S. Occupational Safety and Health Administration’s (OSHA) Hazard Communication Regulation
- European Chemicals Agency Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation
- Chinese GB regulation framework
- German Federal Application Institute for Risk Assessment (BfR) recommendations
- European Union Ecolabel; Blue Angel (Germany) Ecolabel or the Nordic Swan Ecolabel (Nordic countries)
- National Sanitation Foundation (U.S.A.), Kiwa (Netherlands), EN (France) standards for drinking water
- Biocidal products regulations in the U.S.A., Europe and other regions

Our portfolio also covers dietary certifications, such as kosher and halal.

These compliance obligations require strong internal coordination across our global operations.

Every new product introduction, product composition change, market entry or raw material assessment is tracked through an IT-based process involving multiple regulatory teams. This network, connected to quality, product and formulation management and production ensures compliance with all regulatory requirements and includes input from our corporate toxicology unit. These assessments, which apply to all products and raw materials, are a prerequisite for both raw material use in production and product marketing. The results are published through the release of safety and regulatory data sheets. As part of harmonization efforts across businesses, we are developing a more advanced tracking system.

With toxicology specialists located in every region of the world, close contact and communications is possible with our customers and with regional regulatory stakeholders, including authorities, customer organizations and nongovernmental organizations (NGOs). Solenis classifies its products according to the United Nations’ Globally Harmonized System of Classification and Labeling of Chemicals (GHS) worldwide. Even when GHS methodology has not yet been implemented in the country legislation, Solenis aligns and uses this classification methodology globally on all its Safety Data Sheets (SDSs) and product (handling) labels. Our SDS are provided directly to customers in the official language(s) of the country. We have the capability of using labels in 36 different languages and have specific SDS templates for 58 countries.

Solenis has integrated customer support around regulatory and product stewardship in our sales management tools. This provides the necessary streamlined process to make sure all requests are answered in a timely manner. In 2025, we managed 16,074 regulatory customer requests.

To ensure compliance with regulations, marketing communications materials (print and electronic) are reviewed by the Legal, Technology and Product Stewardship departments and approved prior to publication.

Our approach to tax

As a multinational company, Solenis is subject to taxation in each country in which we operate. We seek to minimize our tax risk and prevent unnecessary tax disputes by complying with our [Global Tax Strategy](#). More specifically, we do this by adopting clear technical tax positions, consulting with outside CPA and law firms, and establishing and maintaining open and constructive relationships with tax authorities. In addition, we monitor changes in relevant tax law and practice and undertake regular training if necessary.

The vice president of Tax and the CFO meet regularly to review current tax initiatives. All significant, non-routine tax transactions are approved first by the CFO and then by the CEO before being presented to the Operating Council or appropriate sub-committee. The board plays a key role in overseeing management of our risks and to ensure our risk management policies are consistent with our corporate strategy. Solenis strives to meet tax obligations and disclosure requirements in the countries where we operate. We aim to file tax returns in a timely manner, supported by documentation when required.



Data protection governance

At Solenis, we view privacy as a basic human right, and we take the protection of personal data very seriously. Solenis’ Office of Data Privacy (ODP) ensures that we handle personal data – from employees, customers, suppliers, etc. – confidentially and collect it and use it in accordance with applicable laws and regulations.

Our global privacy framework is anchored in the EU General Data Protection Regulation (GDPR) and supported by robust policies ensuring lawfulness, fairness, transparency, integrity and confidentiality. Where local regulations exceed our global standards, we comply with the stricter requirements. We also track emerging data privacy laws worldwide and update our practices as needed.

The collection, use, retention, safeguarding and disclosure of personal data is regulated in our [Privacy Statement](#), Data Protection Policy, [Fair Processing Notice](#) and Data Subject Rights Guidelines. We ensure data privacy, including personal integrity through implementation of our Data Protection Impact Assessment Process Guidelines and Data Breach Notification Policy. Should a data security incident occur, we assess the resulting risks to individuals and respond appropriately.

Following the recent mergers, we updated our website privacy notice to reflect the combined business structure and align with our unified privacy standards. Our [Privacy Statement](#) is available on Solenis’ website. Our policies and guidelines have been reviewed, updated and communicated to our

employees as part of our global data privacy rollout implementation program, which currently complies with and addresses the requirements of more than 50 jurisdictions. We also employ leading edge detection and correction technology, and in 2025, we did not receive any administrative fines or complaints about personal data management.

To promote the ethical use of artificial intelligence (AI), we have established robust AI policies and launched an AI Resource Center. These initiatives are closely linked to our commitment to data privacy and protection, ensuring that AI technologies align with principles of transparency, fairness and accountability. In 2025, we strengthened our approach to responsible AI by launching a Global AI Governance Framework. This framework supports our commitment to data privacy and protection by ensuring that AI technologies operate transparently, fairly, and accountably.

The framework serves as the foundation of our Global AI Strategy and includes:

- Clear cross-functional ownership
- AI policies and guidelines
- Standardized templates and system inventory
- Risk assessment and regulatory readiness processes
- Training and awareness programs

This structured approach embeds privacy and security into all AI initiatives, reinforces organizational accountability, and promotes a culture of responsible innovation across the company.





Data privacy awareness

At Solenis, we educate employees about their role in building privacy into day-to-day activities. This is especially important as the digital world becomes increasingly driven by remote work. All our employees having permanent or regular access to personal data are required to complete annual data protection training and participate in various data privacy awareness sessions, which are held regularly at individual units throughout Solenis. In addition, we have developed quarterly digital security awareness trainings. New content is added every three months and is assigned as mandatory training to employees and contractors with a Solenis account.

We have also increased awareness of cyber-threats through various methods, including global emails, announcements, phishing simulations and phishing-specific training.



Technological safeguards

At Solenis, we use a combination of operational and technological safeguards to ensure that we have the correct information structure to protect our operations and the reliability and confidentiality of business and individual data. These include:

1. The latest cybersecurity prevention and detection techniques with a globally distributed team of highly skilled experts.
2. An evolving security model that helps us understand and respond to the ever changing threat landscape.
3. Focusing on the digital assets of our partners as much as our own.
4. Auditing and programmatically responding to identified vulnerabilities.

Internal and external information technology assessments are conducted multiple times per year by industry-recognized third parties. All identified risks are reported to our Operating Council, quickly remediated and retested. Solenis has achieved ISO 27001 certification, which underscores our commitment to ensuring the highest level of information security.



Data Privacy Week

Each year, we celebrate Data Privacy Week, which is an international effort to create awareness about data privacy. In 2025, the focus shifted to the role of artificial intelligence in the workplace, exploring how organizations can embrace innovation while safeguarding privacy.

Under the theme “Balancing AI Innovation and Privacy,” our activities emphasized responsible and ethical AI use, equipping employees and stakeholders with the knowledge to recognize risks and protect data in an AI-driven environment. We hosted interactive sessions and workshops on AI transparency, data minimization, and regulatory compliance, alongside practical resources to help employees make informed decisions when engaging with AI tools.



Human rights

Our commitment

Solenis is committed to ensuring and protecting every human being’s entitled rights regardless of ethnicity, color, gender, sex, age, language, religion, political or other opinion, national or social origin, property, birth or other status. To reinforce this commitment, Solenis screens 100% of new hires and has already screened more than 70% of Tier 1 direct suppliers by spend, to ensure no child labor or forced labor exists in our operations or supply chain.

Solenis’ approach to respecting human rights is guided by the Universal Declaration of Human Rights and the International Labor Organization’s Declaration on Fundamental Principles and Rights at Work. Solenis has also incorporated principles of the United Nations (UN) Global Compact and the UN Sustainable Development Goals into its initiatives and policies.

Led by our chief sustainability officer, our approach to human rights is supported by an operating team of cross-functional leaders from Legal, HR, and Procurement. This team works collaboratively to ensure that all aspects of human rights are upheld across our operations, policies, and business practices, helping to embed respect for human rights into every area of the organization.

Our material issues

In 2024, Solenis completed a double materiality assessment aligned with the EU Corporate Sustainability Reporting Directive (CSRD). The process evaluated financial and non-financial risks and identified key human rights topics that include:

- Economic, social and cultural rights in affected communities
- Equal treatment and opportunities across our workforce and value chain
- Working conditions across our workforce and value chain

Additionally, as part of our ongoing commitment to strengthening our sustainability and human rights practices, Solenis conducted a Human Rights Gap Assessment in 2025. Key areas for improvement were identified to better align with leading international standards, including the United Nations Guiding Principles and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises on Responsible Business Conduct.

Outcomes of this work are included in our Remedy Framework and Supply Chain Management Plan.

Policies and codes

Solenis outlines its human rights commitments through the following policies:

Global Standards of Business Conduct (the Code): Defines ethical expectations for all employees and business partners. It includes clear guidance on labor rights, anti-discrimination, harassment prevention, and reporting channels.

Supplier Code of Conduct: Sets global expectations for suppliers to respect human rights, uphold fair labor standards, and use grievance mechanisms responsibly.

Human Rights Policy: Affirms Solenis’ commitment to protect the dignity and rights of all individuals associated with our operations and business relationships. Key commitments cover:

- Non-discrimination
- Workplace environment and equal opportunity
- Health and safety
- Compensation
- Forced labor, human trafficking and working time
- Children and young workers
- Freedom of association
- Data privacy

Internal Operations Human Rights Risk Assessment Policy: Outlines risks, mitigation and remediation measures in Solenis’ own operations. We regularly review, assess, prevent and mitigate human rights risks.





Due diligence

Human rights due diligence at Solenis is carried out in accordance with our [Internal Operations Human Rights Risk Assessment Policy](#) and [Human Rights Management Plan](#). We consider both the likelihood and severity of potential adverse impacts on individuals and communities. As of 2024, this work has supported the identification of eight salient human rights topics including:

- Community well-being, health and safety
- Discrimination
- Employee health and safety
- Employee data security
- Exploitative labor
- Environmental impacts on communities
- Freedom of association and collective bargaining
- Working conditions

Solenis continuously monitors these topics to guide actions, support mitigation efforts, and inform decision-making. Findings are integrated into our enterprise risk and sustainability processes. Open reporting channels promote accountability and continuous improvement.

Supply chain management and human rights

In 2025, we worked with nearly 2,200 direct chemical suppliers worldwide. The majority of our spend was with suppliers located in United States, Germany, Cina, Netherlands and the United Kingdom. The goods and services procured by Solenis include:

- Chemicals
- Professional Services
- Commercial Services
- Logistics
- Energy and Utilities
- Packaging
- Materials and Equipment
- Real Estate Services
- Information Technology

Solenis implements several measures to prevent and mitigate potential human rights issues throughout its global supply chain, primarily through our Supplier Risk Management Program, as outlined in our Supplier Risk Assessment Protocol and Modern Slavery Statement. Our enhanced Supplier Risk Management program provides a framework for identifying, scoring and mitigating risks associated with our direct suppliers. Key components include:

- Continuous AI-enabled risk screening for existing and new suppliers in-scope
- Contract clauses aligned with human rights recognized international standards
- Active engagement with suppliers for due diligence purposes, including ESG questionnaires for in-scope (yearly) or at-risk suppliers
- Supplier onboarding assessments

If a potential human rights risk is detected, Solenis conducts an in-depth investigation. For suppliers that are identified with a potential risk of human rights violation, a secondary level of due diligence is conducted using Kharon, a dedicated software solution. This assessment enables Solenis to assess Tier 1 and Non-Tier 1 suppliers.

In 2025, we recorded zero risks of human rights violations and no human rights-related due diligences were launched.

We have also updated our Human Rights in Our Supply Chain page and reinforced our Labor Practices Commitment to explicitly reference Freedom of Association and the Right to Collective Bargaining, as well as in our Supplier Code of Conduct.

As a member of the Supplier Ethical Data Exchange (SEDEX), Solenis also requires production sites to complete self-assessments aligned with our SEDEX

Members Ethical Trade Audit (SMETA) pillars. These cover key human rights issues and complement our internal risk management processes.

Performance in 2025

This year, Solenis strengthened its commitment to human rights across operations and the supply chain through:

- Equitable hiring practices to prevent discrimination
- Zero-tolerance policy towards child labor and unpaid work
- Ongoing targeted supplier assessments and mitigation action plans
- Employee training
- Community engagement
- Pursuit of a living wage certification
- Ongoing maintenance and accessibility of the Share Your Concern portal

Looking forward

In the coming year, Solenis will continue advancing human rights programs by joining the UN Global Compact Human Rights Business Accelerator. Through this program we will strengthen our human rights due diligence, assess and mitigate salient impacts and align our approach with the UN Guiding Principles and internationally recognized human rights standards, demonstrating our continued investment in building a more responsible and people-centered operations and supply chain.



Customers

Our customers are integral components of the equation that we believe will ultimately drive sustainable change. It is through innovation, in partnership with our customers, that we are addressing some of the world's most critical problems. We're focused on helping our customers reach their sustainability goals and we work jointly to help create a cleaner, safer world. For when we help our customers succeed, we all succeed.





“Our customers look to us for solutions that deliver superior value. We bring technical expertise, digital capabilities, and strong field support to help them run more efficiently, improve asset reliability and operate in a safe and responsible manner. Through the ValueAdvantageSM program, we document the measurable outcomes we deliver, from conserving natural resources to labor and energy cost reductions. This value commitment helps us build confidence and deepen partnerships. We approach every customer relationship with a focus on continuous improvement. That is how we create enduring value.”

Ed Connors

Chief Business Officer, Americas





Customer partnerships

We live in a world full of opportunities to improve efficiency, create positive change and protect people and the planet. For more than 100 years, Solenis has partnered with its customers, providing customized solutions, expert insights and unmatched service. We innovate with purpose, helping businesses operate sustainably and prepare for the future.



Right people

Deploying one of the world’s largest field and service teams in our industry, Solenis works hand in hand with customers to provide practical solutions for water treatment, process improvement and hygiene challenges. These experts deliver superior value by providing solutions to challenges and identifying opportunities to manage natural resources while minimizing waste and greenhouse gas emissions. This improves our customers’ ability to design and manufacture their products in a more environmentally responsible way.



Right experience

Developing and maintaining the best problem-solving team in the industry requires continuous focus on attracting and retaining talented individuals and ongoing training. Every Solenis employee is required to commit 5% of their time to training and development annually in order to continuously upgrade their skills.



Right technology

Our world-renowned R&D team of more than 315 scientists and researchers delivers innovative and sustainable solutions that enable our customers to conserve natural resources and minimize waste in their operations. By working together, we help customers achieve their sustainability goals and tackle global water and hygiene challenges.

“Strong partnerships are built on understanding and shared goals. We listen to our customers, learn how their operations work, and collaborate to find solutions that improve performance and sustainability. Our teams combine expertise with innovation to address both immediate needs and future priorities. This approach helps customers stay competitive and ready for what comes next. Working together, we create value that lasts.”

Jacques Herber

Chief Business Officer, Europe, Middle East, Africa and Asia



ValueAdvantageSM partner program

The ValueAdvantage partner program is Solenis' value delivery program for customers.

The program was developed to identify, document and measure the value we bring to our customers' businesses with our products, services and expertise. It enables Solenis to quantify the environmental "handprint" of projects conducted with our customers, documenting sustainability savings at the project level. Much of the value we create for customers is driven by our ability to help them reach their sustainability goals, such as minimizing water and energy usage, reducing their carbon footprint and limiting waste.

The internal Solenis ValueAdvantage database contains thousands of improvement projects which are searchable by industry and application, providing our global sales force with a comprehensive pipeline of best practices.

This approach accelerates the learning curve for new Solenis representatives as the process for each project is clearly outlined and contains real-world examples. Value calculators have been developed and are continuously updated to enable consistent and uniform tracking of the financial and sustainability impact at our customers' sites, to ensure that we are delivering the value we promise.

The program also serves as a useful tool to identify sustainability successes and help our customers identify additional opportunities to reduce their environmental footprint.

The ValueAdvantage program pursues two key objectives. The first is to provide a minimum of 5% return on investment for eligible customers, the second is that every salesperson should have at least one ValueAdvantage project with a sustainability component documented using a sustainability calculator. This allows Solenis to provide verifiable improvements in areas such as greenhouse gas emissions, energy, waste and water reduction at our customers' sites.



"ValueAdvantageSM shows how our solutions deliver measurable business returns for customers while driving meaningful sustainability impact."

Mara Gea

Commercial Excellence Director, Eurasia

\$349 million

Achieved value for our customers globally



REAL WORLD RESULTS



Proprietary pool sanitizer tablet formula reduces water waste and prevents chlorine lock

HTHTM Brilliance Cal Hypo Chlorine Tablets offer a smarter, more sustainable way to sanitize pools. Because they contain no cyanuric acid (CYA), these tablets prevent chlorine lock and reduce the need for frequent water replacement compared to traditional chlorine tablets. Their slow-dissolving formula lasts longer, reduces packaging waste, and minimizes transport emissions - all while maintaining crystal-clear water with fewer corrective treatments.



Real world results

At Solenis, our focus is on providing solutions and services that allow our customers to reduce their environmental footprint and achieve their sustainability goals. We call it our handprint, and these efforts present opportunities to grow our business by engaging with our customers to manage water treatment, process improvement and hygiene challenges by leveraging our innovative and sustainable solutions. Nearly every new product introduction delivers sustainability benefits that fall broadly into one or more of these categories:



Water & resource efficiency

Innovations that significantly reduce water consumption, wastewater and energy use while also protecting these resources.



Sustainable chemistry & compliance

Solutions that eliminate harmful substances, improve safety and comply with evolving regulations.



Circularity & waste reduction

Technologies that promote biodegradability, plastic reduction and reusability.



Energy efficiency & greenhouse gas reduction

Innovations that improve process efficiency, reduce carbon footprints and support renewable energy.



REAL WORLD RESULTS



Smart water monitoring drives down usage and waste

AquaCheck™ helps food and beverage producers cut water consumption by up to 30% through real-time monitoring, data analytics and targeted efficiency improvements.

The AquaSolve step of the program identifies water use improvement projects that consider total water impact to a site – including the reuse of wastewater for secondary applications.

The AquaCheck approach to identifying leaks, optimizing reuse and reducing wastewater enables measurable progress toward water stewardship goals with minimal capital investment and rapid ROI.



Solenis Sustainability Award

The Solenis Sustainability Award is presented annually for verifiable customer projects that have delivered measurable results in support of sustainability commitments. The award is a celebration of our partnerships with our customers and forms a key part of our sustainability strategy. It is through these ongoing partnerships that we help customers drive sustainability while improving operational efficiency and productivity.

A Sustainability Award committee oversees the identification of suitable projects or achievements. Project candidates are identified through a nomination process and verified through the ValueAdvantage database. All winning projects or initiatives need to demonstrate measurable value; must have utilized a sustainability calculator; and need to have a clear sustainability component aligned to the customers' sustainability commitments.

Supporting customers with new knowledge center

Customers want clear and reliable sustainability information when evaluating who they work with. Our new tool supports those conversations by giving our sales teams quick access to accurate information:

- Access to over 300 verified sustainability questions and answers
- Consistent messaging from a single trusted source
- Quickly search and filter information during customer interactions
- Share answers instantly without follow-up delays
- Designed to grow as new topics and customer needs arise

By making information easy to access and use, the app empowers our people to respond confidently and efficiently, while giving customers timely, trustworthy answers that help them make informed decisions.



Water stewardship and cooling-system reliability

A large industrial facility strengthened its water-management strategy by optimizing raw-water, cooling-water and wastewater systems through a data-driven partnership with Solenis. Integrated monitoring and control strategies increased reuse opportunities, reduced corrosion rates, minimized chemical demand and enhanced asset protection. These improvements supported stronger water stewardship and long-term operational resilience.

Optimized beverage-production cleaning processes

A beverage-manufacturing site advanced its water-efficiency strategy by implementing a simplified, cold-temperature Cleaning-in-Place (CIP) process with Solenis. The optimized system reduced water and energy consumption, improved reduction of CO₂ emissions and increased equipment availability. These collective enhancements supported greater operational capacity and strengthened environmental performance.

Circular-water recovery

A heavy-industry operation expanded its circular-water strategy by partnering with Solenis to recover and reuse a previously underutilized, high-turbidity process-water stream. Using advanced clarification chemistry and OnGuard™ P900 monitoring, the facility significantly increased reclaimed-water availability and reduced solids loading on downstream equipment. These enhancements improved process stability and supported broader long-term water-conservation goals.

Fiber and energy optimization in pulp and paper

A major pulp and paper producer advanced fiber efficiency and reduced energy consumption by implementing targeted optimization initiatives with Solenis. Improvements in basis-weight control lowered fiber usage, while broader process refinements delivered meaningful reductions in carbon emissions, electrical energy consumption and steam demand. Enhanced data modeling enabled more precise validation of operational and sustainability gains.

Fermentation hygiene and resource efficiency

A bioethanol-production facility increased fermentation efficiency and resource conservation by optimizing its CIP processes through the Diversey CIPCheck™ program. The improvements enhanced product yield, lowered chemical usage, reduced waste generation and delivered meaningful energy savings. Together, these results advanced both sustainability performance and operational cost efficiency.



Innovation at Solenis

New ideas and continuous improvement permeate everything we do

At Solenis, innovation can be found in every part of our business, including:

- Inventing new products and solutions
- Improving how existing solutions are applied
- Ensuring our technologies support environmental and human well-being

In the office, the laboratory, the plant or the customer site, innovation is a key element of how we improve performance and efficiency. We also know that creativity and advancement do not occur in a vacuum, so we are continually expanding our R&D network and connections to share knowledge and best practices.

Accelerating innovation to deliver sustainable solutions

Solenis' new Global Research Center, located in Wilmington, Delaware, U.S.A, significantly expands our ability to develop sustainable water and hygiene solutions. Equipped with advanced laboratories, pilot-scale testing, and collaborative workspaces, the facility strengthens teamwork and knowledge sharing across our global R&D network.

This investment enhances our capacity to bring innovative, customer-focused solutions to market faster, helping customers meet their sustainability goals, improve operational efficiency and address complex challenges in their industries.



Innovating new solutions by focusing on global trends

Our research and development work focuses on global megatrends that in turn seek to address some of the world's most pressing problems. We focus on challenges such as water scarcity, hygiene needs, food safety and circularity in industrial materials. These priorities shape both how we develop products and how we apply them. The result is solutions that are effective, efficient and aligned with long-term sustainability.



Water stress

Demand for water treatment solutions such as wastewater and drinking water treatment



Health & well-being

Demand for higher standards for sanitization solutions



Recycle / reuse

Circular raw materials drive more sustainable solutions and reduce the impact on the environment



Food safety

Global food safety standards results in robust regulations aimed at improving safety and reducing waste



Customer-focused innovation

We use a structured approach to ensure that new solutions are customer-driven and commercially viable.

Customer discovery and blueprinting: We conduct in-depth customer interviews to uncover unmet needs and innovation opportunities. Insights are synthesized and prioritized in our ideation platform, ensuring solutions reflect real-world customer experience.

Stage-gate process: New product development follows rigorous checkpoints, cross-functional alignment, and iterative evaluation from ideation to commercialization.

FastTrack team: A dedicated team focuses on short-term opportunities, delivering interim solutions quickly while longer-term projects advance.

Customer impact at a glance

- Faster, safer, and more efficient operations
- Solutions aligned with global sustainability and health trends
- Expert guidance and real-time performance tracking
- Reduced environmental footprint and measurable ROI



REAL WORLD RESULTS



LESSEAU™ cuts single-use plastic packaging and carbon emissions



LESSEAU™ manual dispenser represents the next step in the development of the solid handwash platform. It continues to deliver the sustainability benefits established with the original LESSEAU™ technology including solid bars that use 95% less water, contain no single-use plastic packaging and significantly reduce product waste and CO₂ emissions.

The manual dispenser holds three refillable bars that provide 1,800 uses per unit while maintaining the transport and storage efficiencies demonstrated previously. One pallet of solid bars still replaces 38 pallets of liquid handwash which cuts transport emissions and reduces storage needs. Together, the manual dispenser and solid bar format show a clear progression in expanding the LESSEAU™ system while preserving sustainability performance.

In 2024, Diversey entered into a partnership with Slimstones B.V. to launch LESSEAU™, a touchless dispensing and solid soap hand-wash technology.



Ensuring customers get the most from our technologies

The impact of our products depends as much on their application as on their design. By combining advanced chemistry with digital tools, such as our [advanced dilution and dispensing equipment](#), we help customers optimize their processes, monitor chemical use and achieve enhanced results with fewer resources. Our work enhances operational outcomes and improves the end-user experience.

In addition, we deploy a unique approach called Solenis 360° to integrate field expertise, tailored chemistry, digital monitoring and our full product suite to deliver measurable results for our customers in water treatment and hygiene:

What we bring:

- End-to-end solutions
- Embedded field experts
- High-value, low-cost support
- Service-first culture with innovation at the core

What customers get:

- Lower water, energy and chemical usage
- Higher productivity, compliance and quality
- Clear ROI and sustainability alignment

How it works:

- Experts identify pain points or problem areas
- Deploy tailored solutions
- Track and optimize performance with digital systems

Our customer applications laboratories and [innovation network](#) support these efforts, providing testing, modeling, and analysis to optimize industrial water, pulp and paper, and packaging operations worldwide. These teams ensure that solutions are applied effectively and consistently, turning innovative chemistry and technology into measurable customer outcomes.

By combining these methodologies with Solenis 360°, customers experience faster, safer and more efficient operations. Solutions align with sustainability and health trends and deliver measurable operational and environmental benefits.




2030 Goals	Progress
90% of innovation projects focused on sustainability	91% achieved in 2025
30% of innovation projects focused on reducing carbon footprint	29%
75% of products by revenue with a PCF	54%

Innovation by the Numbers

~4,000

Patents for chemicals, equipment and process technologies

500

R&D employees, including 315 scientists

12

R&D centers located in all corners of the world

1.4%

Percent of revenue invested in technology and new product development annually

9

Customer Applications Laboratories, or CALs, focused on customer problem-solving

7

Centers of Excellence, offering deep domain and/or market expertise



Sustainability-focused innovation

We integrate environmental and operational impact considerations throughout product development

Product Carbon Footprint (PCF) transparency for our customers

Through Solenis' [Product Carbon Footprint Methodology](#), we help customers understand the carbon emissions associated with the products they purchase from us by providing transparent PCF data. This supports their Scope 3 Category 1 reporting and contributes to broader sustainability goals.

Our PCF calculations follow a cradle-to-gate approach, which includes emissions from raw material extraction, transportation and energy used during production. For certain products, we expand the scope to cradle-to-grave, capturing emissions from use-phase, packaging disposal and end-of-life treatment.

Sharing PCF data is not just about meeting regulatory compliance requirements. It enables meaningful collaboration with our customers and supports joint efforts to reduce emissions. These insights also guide our internal decisions, helping us improve product design and reduce packaging impacts.

Our methodology is verified by [TÜV Rheinland](#) and follows ISO 14067:2018, using the AR6 IPCC 2021 Global Warming Potential over a 100-year horizon.

Responsible chemistry

We are committed to ensuring safe, sustainable and responsible operations. As our business grows through acquisitions, we are updating our procedures to deal with the growing complexity of managing our Substances of Concern List (SCL). Our [Responsible Chemistry Policy](#) guides our efforts to reduce reliance on these substances across all operations, including newly acquired sites.

We are committed to phasing out all substances on the Candidate List of Substances of Very High Concern for Authorization by 2030, except where authorized uses apply. As new substances are added to the list, we will extend this commitment to include them as well.

Our holistic approach includes:

 **Exploring alternatives to fossil-based raw materials**

 **Optimizing supply chain logistics**

 **Enhancing manufacturing processes**



REAL WORLD RESULTS



Retention aid lowers carbon footprint and improves water quality

Telioform™ M800 enhances retention and drainage in papermaking while delivering measurable sustainability gains.

Its formulation reduces fossil-based content by 6%, lowering the product's carbon footprint without compromising performance. It also cuts chemical oxygen demand (COD) by 8%, resulting in cleaner effluent and reduced water treatment needs.

By combining environmental responsibility with cost efficiency, Telioform™ M800 supports more sustainable and economical paper production.



Open innovation with external partners

We actively seek out and collaborate with industry and university partners on joint, open innovation programs. For example, Diversey partnered with Slimstones B.V. to develop and launch LESSEAU™, a unique dispensing and solid soap hand-wash system using patented technology.

Over 79% of inquiries to the External Technology team focus on sustainability-related technologies



Other examples of these partnerships include:

A consortium coordinated by VTT Technical Research Centre of Finland Ltd., called “Piloting Alternatives for Plastics.” With a focus on cellulose-based structures, this €6.7 million program funded by multiple stakeholders emphasizes pilot-scale bio-based solutions for plastics replacement.

Engagement with Germany’s Industry Association for Food Technology and Packaging e.V. to complete a data-driven project that seeks to enhance our industry’s design capabilities for producing recyclable bio-based paper coatings for packaging with improved circularity. Partners include Solenis customers and the German government.

Collaborating with the Chinese company PHA Builder to produce polyhydroxyalkanoate (PHA), a promising biopolymer for various applications at an industrial scale and with an industrially relevant melting point.

Collaboration with the Renewable Bioproducts Institute at Georgia Institute of Technology, Atlanta, Georgia, U.S.A., to develop an innovative papermaking process using multi-phase forming that uses far less energy than conventional papermaking. The U.S. Department of Energy awarded this Georgia Tech consortium a \$3.75 million grant for this program.

Participation in Bioeconomy Research Program with RISE, Sweden’s Research Institute, and innovation partners. Fiber and chemical optimization are key components of the program, which envisions a fossil-free future where renewable sources are highly utilized.

For industrial water, Solenis’ innovation focus is identification of circular chemistries for use in corrosion and scale inhibition formulations, and in wastewater treatment applications. Activities include collaboration with universities and emerging technology companies examining production of key raw materials via biobased synthesis routes.

Participation in a three-year research project called “KonTriSol” funded by the German ministry of research and education. The goal of this project is to develop solutions for technical, legal and economic barriers in the use of nanofiltration / reverse osmosis processes (NF/RO) in drinking water treatment. A key challenge is the treatment of the concentrates/potential for the removal of environmental contaminants.

Participation in the TUDelft Impact contest, an entrepreneurial and innovation competition for Delft University of Technology students, bringing the academic institution, students, companies and organizations together in a community where innovation, entrepreneurship and co-creation are key.

Collaborating with Wetsus, a European center of excellence for sustainable water technology, to support research on advanced coagulation for removal of micro and nanoplastics from water. This collaboration focuses on addressing challenging water treatment and process improvements across various industries.

Collaboration with Wageningen University & Research in the Netherlands on the development of biobased and biodegradable packaging materials and circular chemistry solutions.

Our partnership with Pulpex Limited on optimizing a PET-free paper bottle, made from sustainably sourced pulp. Our chemical solutions include surface treatments to enable functional and visible properties, such as labeling with food-safe pigments and dyes.

Finally, we committed to sponsor an innovative sustainability consortium project, called “Films for the Future,” which seeks to develop easily recyclable bio-based packaging films and barrier materials and demonstrate their convertibility. This program began in the second half of 2022 and concluded in the fall of 2025.

For more information about how we work with our customers, visit [Our Approach to Innovation](#)



Driving digital transformation at Solenis

Our Digital team plays a key role in scaling our expertise, setting us apart from competitors and driving customer success. By leveraging digital solutions, we enhance Solenis' chemistry expertise, making it more valuable and actionable. We help customers make informed decisions in three key areas:

- Cleanliness and hygiene
- Water and food safety
- Reduction, reuse, recycling of scarce resources

Solenis is committed to designing and delivering frictionless, efficient, and sustainable experiences for our customers. Our digital ecosystem encompasses every aspect of the customer journey - from online ordering and learning programs for operators to self-service portals and 24/7 virtual technical support solutions. These initiatives aim to minimize operational downtime, enhance productivity and promote the efficient use of resources across our customers' operations.

Through the application of advanced digital technologies and data analytics, Solenis provides high-quality, actionable insights that enable customers to make informed decisions, improve process efficiency and reduce their environmental footprint. By integrating our proprietary data with the information entrusted to us by customers, we develop digital solutions that facilitate predictive analytics, process automation, and real-time performance optimization, supporting their transition toward more sustainable industrial operations.

Our continued investment in scalable and flexible technologies reflects Solenis' commitment to innovation and sustainability. These investments allow us to deliver state-of-the-art, customer-focused solutions that improve business processes, strengthen long-term relationships and contribute to measurable sustainability outcomes, including the reduction of water and energy consumption, waste generation and greenhouse gas emissions.

As customer expectations and market demands evolve, Solenis continues to advance and adapt our digital solutions to ensure they remain aligned with both customer requirements and global sustainability priorities. Through responsible innovation and digital transformation, we create shared value, enhance operational resilience and support our customers in achieving their economic, environmental and social sustainability goals.

Advancing AI-driven IoT solutions

Over the next five years, Solenis is making significant investments in AI, Internet of Things (IoT) solutions and data infrastructure, creating a scalable digital foundation for seamless customer experiences.

In 2025, **OPTIX™ Applied Intelligence** applications grew significantly, connecting over four dozen paper application machines. We are now extending its AI applications into wastewater treatment, cooling water and even beyond chemicals.

Additional IoT innovations include:

- **Recovery boiler asset health monitoring** – shifting from one-time audits to continuous tracking.
- **HexEval™** – assessing heat exchanger health to maximize efficiency and reduce water and energy use.
- **Predictive inventory management** – monitoring consumption in real time to optimize order timing and prevent stockouts or overfills.



Our digital strategy

To support Solenis' mission and business goals, our digital strategy serves as an enabler to unlock value for our customers, augment our existing success and deliver growth for the organization.

Digital IoT solutions

Provide added value

- Sensor-driven solutions, delivering real-time insights for superior sustainability and operations

Virtual service

Support & train

- Solve issues instantly with 24/7 remote virtual help and self-service platforms
- Interactive online education and training

Digital commerce

Sell & track orders

- Easy and intuitive
- Digital ordering process, available 24/7, from product selection to order tracking



Enhancing digital services & customer experience

ServiceNow: virtual technical support that gets you back into business in minutes.

We recognize the critical importance of every second in our customers' operations, where any disruption can have a profound impact on their efficiency and profitability.

Every second counts in customer operations, where downtime can cost up to 25 hours of productivity per month. ServiceNow's virtual service and support solutions quickly restore business operations. Our 24/7 self-service portal, accessible via a simple QR code, provides step-by-step resolutions on any mobile device. For more complex issues, our Remote Support team uses augmented reality tools to diagnose and resolve problems fast – getting customers back to full efficiency in no time.

150,000

Physical service visits avoided

2,850,000 kg

CO₂ equivalent avoided through remote support (estimated at 19kg per service visit)



REAL WORLD RESULTS



Micro scrubber drier cuts water, energy and chemical use

The TASKI® ULTIMAXX 360 delivers high-performance cleaning with a lower environmental footprint.

Built with recycled materials and powered by energy-efficient digital motors, it uses up to 30% less water and energy than traditional methods.

Its precision solution flow cleans more surface area per tank, while the compact design and superior performance enable effective one-pass cleaning that reduces repeat effort and resource use.





Voice of the customer

Listening to our customers

At Solenis, we gather customer feedback through a mix of channels across our five business units. Our Voice of the Customer (VOC) process helps us better understand customer experience, identify opportunities for improvement and hold teams accountable for driving positive change, all of which contribute to our overall growth.

Among the tools we use, two survey types play a key role:

- Relationship surveys track customer satisfaction and loyalty over time. Automated through Salesforce.com and available in more than 10 languages, they allow account managers to engage customers in their local language. Surveys can be initiated on demand to support business reviews, creating a two-way dialogue that helps identify strengths, address gaps and plan improvements for the year ahead.
- Monthly pulse surveys collect feedback after customer transactions in their preferred language. Sent centrally to customers from the previous month, the surveys measure Net Promoter Score (NPS), Customer Effort Score (CES) and Customer Satisfaction Score (CSAT), providing insight into loyalty, ease of doing business, and overall satisfaction. Customers can share additional comments through open feedback, and results are reviewed by regional and local business teams to guide actions that improve service and responsiveness.
- The Pool Solutions business also runs an annual VOC study with dealer channel customers. The study includes NPS results that track loyalty trends and pinpoint areas for improvement.

These ongoing efforts help us:

- Strengthen customer satisfaction and retention
- Align teams around customer needs
- Focus investments where they deliver the most value

As Solenis continues to grow through acquisitions, we are developing a more unified VOC system that will bring together feedback processes across all business units. Planned for 2026, the system will provide a consistent, company-wide view of customer insights and ensure that every business is equipped to listen, learn, and improve in a coordinated way.



Understanding customer experience metrics

To better serve our customers, we track three key scores that reflect how they feel about doing business with us:

Net Promoter Score (NPS)

- Measures customer loyalty by asking how likely they are to recommend us to others. A higher score means more customers are promoters of our brand.

Customer Satisfaction Score (CSAT)

- Reflects how satisfied customers are with a specific interaction or service. It's a direct measure of happiness with what we deliver.

Customer Effort Score (CES)

- Captures how easy it was for customers to complete their interaction with us. Lower effort means a better experience.

These scores help us track performance, identify areas for improvement, and ensure we deliver value to our customers.

REAL WORLD RESULTS

OnGuard™ CW Control System improves cooling water system efficiency

The OnGuard™ CW Control System continuously monitors and manages cooling water, improving corrosion, scale and biofilm control. By automating treatment and providing real-time insights, it reduces chemical use and protects customer assets. Customers using the novel system report lower maintenance costs, extended equipment life and fewer unplanned shutdowns. The solution supports sustainability by minimizing chemical consumption and improving overall operational efficiency.

Appendix





Stakeholder engagement

Stakeholder engagement is integral to achieving our sustainability commitments. Our sustainability leadership team reviews our key stakeholders annually and how we engage with them. We proactively create dialogue and engage with our stakeholders to assess and gain insight into the environmental, social, and governance issues that we face internally and externally. Our [Community Relations policy](#) outlines how we proactively engage and collaborate with the communities where we operate.

Stakeholder group	How we engage		
Employees	<ul style="list-style-type: none"> • Town Hall – global and regional • InSite and Intranet • AskJohn email • Virtual meetings • Health and Safety meetings and trainings 	<ul style="list-style-type: none"> • Professional training and development initiatives • EHS Impact meetings • Safety Toolbox meetings • Phone / e-mail contact • EHS Dashboard 	<ul style="list-style-type: none"> • Share Your Concern hotline • Employee surveys (Annual Culture Survey) • Recognition awards • Job Safety Assessments (JSA) • Behavior-Based Safety Observations (BBSOs)
Customers	<ul style="list-style-type: none"> • Product information (SDS, labeling, etc.) • Product Stewardship • Company website: www.solenis.com • Phone / e-mail contact 	<ul style="list-style-type: none"> • Sales Safety contact • Events and conferences • Product / Technical Bulletins 	<ul style="list-style-type: none"> • Emergency Response Call • Customer satisfaction survey • Customer awards
Financial partners	<ul style="list-style-type: none"> • Company website: www.solenis.com • Phone / e-mail contact 	<ul style="list-style-type: none"> • Quarterly financial statements • Quarterly earnings call 	<ul style="list-style-type: none"> • Events and conferences
Suppliers and contractors	<ul style="list-style-type: none"> • On-site orientation • Contractor procedure review (booklet) 	<ul style="list-style-type: none"> • Contractor Safety Audits • Safety meetings and training 	<ul style="list-style-type: none"> • Supplier assessments and audits • Phone / e-mail contact
Communities	<ul style="list-style-type: none"> • Company website: www.solenis.com • Phone / e-mail contact 	<ul style="list-style-type: none"> • Chambers of commerce • SolenisGives platform 	<ul style="list-style-type: none"> • Community Relations Plan • Company sites visits
National and local regulators	<ul style="list-style-type: none"> • Engagement through industry associations • Permit applications • Regulatory inspections 	<ul style="list-style-type: none"> • Ongoing regulatory compliance monitoring • Phone / e-mail contact 	<ul style="list-style-type: none"> • Written communications • Product and substance registrations and notifications



ESG data table

Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
General								
2-12, 2-13		Senior management oversight and responsibility						
		Board of Directors oversees and/or manages climate-related risks?		Yes	Yes	Yes	Yes	
		Senior management Team oversees and/or manages climate-related risks?		Yes	Yes	Yes	Yes	
2-6		Manufacturing sites						
		Solenis owned Manufacturing Facilities	#	45	45	67	59	x
		Solenis owned Manufacturing Equipment Operated at Customer Facilities	#	3	3	3	3	x
201-2		Sustainable CapEx Expenditure	\$				4,682,017	x
Solenis		Total production volume	metric tons	1,365,942	1,300,143	2,065,698	2,042,325	x
301-1		Purchased raw materials	metric tons	684,000	762,000	1,323,862	1,701,908	
Energy								
302-1	12	Energy consumption within the organisation						
		a. Total fuel consumption within the organization from non-renewable sources	GJ	3,262,953	3,331,421	3,832,123	2,992,475	x
		i) Natural Gas	GJ	2,892,910	2,909,618	3,138,568	2,370,206	
		ii) Distillate Fuels	GJ	299,160	340,647	566,169	571,423	
		iii) LPG	GJ	13,617	16,422	52,750	31,834	
		iv) Methanol	GJ	57,266	64,734	74,636	19,013	
		b. Total fuel consumption within the organization from renewable sources	GJ	123,200	26,346	7,670	11,157	x
		i) Landfill Gas	GJ	101,299	0	0	0	
		ii) Bio Gas	GJ	21,900	26,346	7,670	11,157	



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		c. Electricity, heat, cooling and steam consumed note: data is not collected on cooling	GJ	1,477,359	1,474,117	1,581,810	1,586,473	x
		i) Electricity	GJ	971,083	1,055,531	1,165,960	1,183,008	
		ii) Heating	GJ	4,226	4,435	4,421	4,506	
		iii) Cooling	GJ		0	0	148	
		iv) Steam	GJ	502,050	414,151	411,429	398,811	
		d. Electricity, heat, cooling and steam sold	GJ	256,087	185,627	206,595	86,142	x
		i) Electricity	GJ	107,052	50,653	66,696	5,299	
		ii) Heating	GJ		0	0	0	
		iii) Cooling	GJ	0	0	0	0	
		iv) Steam	GJ	149,035	134,974	139,899	80,842	
		e. Total energy consumption within the organization	GJ	4,607,425	4,646,258	5,215,009	4,503,964	x
302-3	12	Energy intensity ratio	GJ/metric ton production	3.37	3.57	2.52	2.21	x
Solenis		Total renewable energy	%	3 %	2 %	1 %	1 %	x
		Total renewable energy	GJ				62,545	x
Water and Effluents								
303-3	6	Water withdrawal						
		a. Total water withdrawal from all areas	megalitres	6,014	7,320	7,886	8,005	x
		i) Surface Water	megalitres	996	851	867	845	x
		ii) Groundwater	megalitres	2,078	2,046	1,813	1,903	x
		iii) Seawater	megalitres	0	0	0	0	x
		iv) Produced Water	megalitres	0	0	0	0	x
		v) Third-party water	megalitres	2,939	4,423	5,205	5,257	x
		b. Total water withdrawal from all areas with water stress	megalitres	288	1,015	1,155	1,127	x
		i) Surface Water	megalitres	0	0	0	0	x
		ii) Groundwater	megalitres	0	653	526	565	x
		iii) Seawater	megalitres	0	0	0	0	x
		iv) Produced Water	megalitres	0	0	0	0	x
		v) Third-party Water	megalitres	288	362	629	562	x



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
303-4	6	Water discharge						
		a. Total water discharge to all areas	megalitres	3,771	4,586	4,976	5,304	x
		i) Surface Water	megalitres	2,504	2,866	2,868	3,105	x
		ii) Groundwater	megalitres	0	0	0	0	x
		iii) Seawater	megalitres	0	0	0	0	x
		iv) Produced Water	megalitres	0	0	0	0	x
		v) Third-party Water	megalitres	1,267	1,720	2,107	2,199	x
		b. Total water discharge to all areas with water stress	megalitres	207	828	908	974	x
		i) Surface Water	megalitres	0	650	555	687	x
		ii) Groundwater	megalitres	0	0	0	0	x
		iii) Seawater	megalitres	0	0	0	0	x
		iv) Produced Water	megalitres	0	0	0	0	x
		v) Third-party Water	megalitres	207	178	353	287	x
303-4		Wastewater Quality						
		a. COD	metric ton				1246	x
		% data coverage	% global volume				14 %	x
		b. BOD	metric ton				314	
		% data coverage	% global volume				9 %	
		c. TOC	metric ton				104	
		% data coverage	% global volume				7 %	
303-5	6	Water consumption						
		a. Total water consumption from all areas	megalitres	2,242	2,734	2,910	2,701	x
		b. Total water consumption from all areas with water stress	megalitres	81	187	248	153	x
Solenis		Water consumption intensity	m3/metric ton production	1.64	2.10	1.41	1.32	x
		Water reclaimed	megalitres	2,504	2,866	2,849	3,105	



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
Emissions								
305-1	13	Direct (Scope 1) GHG emissions of CO2 equivalent	metric tons	168,271	184,398	212,712	166,985	x
305-2	13	Energy indirect (Scope 2) GHG emissions of CO2 equivalent						
		a. Gross location-based	metric tons	116,335	135,747	162,573	138,055	x
		b. Gross market-based	metric tons	122,980	142,930	175,456	167,342	x
305-3	13	Other indirect (Scope 3) GHG emissions						
		a. Gross other indirect (Scope 3) GHG emissions	metric tons	2,789,516	2,781,801	6,023,575	4,599,043	x
		c. Biogenic GHG emissions of CO2 equivalent	metric tons	6,110	1,325	390	567	
305-4	13	GHG emissions intensity (Scope 1 & Market based Scope 2)	metric ton CO2e / metric ton production	0.21	0.25	0.19	0.16	x
305-6	13	Emissions of ozone-depleting substances (ODS)	metric ton CFC-11e		0.20	0.16	0.07	
305-7	13	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions						
		a. NOx	metric tons	193	272	290	177	x
		b. SOx	metric tons	17	82	34	25	x
		b. VOC	metric tons	172	123	131	117	x
Waste								
306-3	12	Waste generated						
		a. Total weight of waste generated	metric tons	29,376	36,484	49,510	45,169	x
		i) Non-hazardous waste	metric tons	16,030	22,018	32,846	27,495	x
		ii) Hazardous waste	metric tons	13,346	14,466	16,664	17,674	x
306-4	12	Waste diverted from disposal						
		a. Total waste diverted from disposal	metric tons	10,268	9,935	13,533	17,938	
		i) Non-hazardous waste	metric tons	3,994	3,800	8,529	9,211	
		ii) Hazardous waste	metric tons	6,274	6,135	5,004	8,727	
		b. Hazardous waste diverted from disposal						
		i) Preparation for reuse	metric tons	1,068	2,317	1,658	2,715	
		ii) Recycling	metric tons	1,433	1,126	1,665	1,195	
		iii) Other recovery operations	metric tons	3,773	2,692	1,681	4,817	



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		c. Non-hazardous waste diverted from disposal						
		i) Preparation for reuse	metric tons	473	689	650	807	
		ii) Recycling	metric tons	1,414	1581	5,599	5,859	
		iii) Other recovery operations	metric tons	2,107	1529	2,280	2,545	
306-5	12	Waste directed to disposal						
		a. Total directed to disposal	metric tons	19,108	26,549	35,978	27,231	
		i) Non-hazardous waste	metric tons	12,036	18,218	24,317	18,284	
		ii) Hazardous waste	metric tons	7,072	8,331	11,660	8,946	
		b. Hazardous waste directed to disposal						
		i) Incineration with energy recovery	metric tons	2,264	1,114	1,982	1,789	
		ii) Incineration without energy recovery	metric tons	725	1,167	2,114	1,380	
		ii) Landfilling	metric tons	962	2,501	3,102	2,269	
		iii) Other disposal operations	metric tons	3,121	3,550	4,463	3,509	
		c. Non-hazardous waste directed to disposal						
		i) Incineration with energy recovery	metric tons	641	816	925	743	
		ii) Incineration without energy recovery	metric tons	243	437	465	123	
		ii) Landfilling	metric tons	6,511	11,586	16,447	14,440	
		iii) Other disposal operations	metric tons	4,641	5,380	6,480	2,978	
Solenis		Waste Intensity						
		a. Total generation intensity	kg/metric ton production	21.5	28.1	24.0	22.1	x
		b. Total disposal intensity	kg/metric ton production	14.0	20.4	17.4	13.3	
Incidents								
Solenis		Environmental Incident Classification (EIC) Score	#	49	79	206	122	x



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
Suppliers								
Solenis		Supplier Screening						
		Number of suppliers screened	#				635	x
		Number of non-Tier 1 visibility	#				> 42,640	x
		Number of suppliers subject to risk due diligence	#				216	x
		Supplier Code of Conduct acknowledgment	% Direct Spend				53 %	x
		ESG rating (Ecovadis, GRMS)	% Direct Spend				48 %	x
		Supplier Awareness						
		Number of awareness sessions	#				3	x
		Supplier mitigation plans						
		Mitigation plans implemented for ESG risk mitigation	#				15	x
		Plans implemented for Human Rights risk mitigation	#				0	x
		Supplier monitoring						
		Supplier performance monitoring	Yes/No				Yes	x
		Supplier ESG performance benchmark	Yes/No				Yes	x
		Local Spend	% Direct Spend				76 %	x
		Local Suppliers	% Direct Spend				90 %	x



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
2-7	5	Employees						
		a. Total number of employees	#	6,438	6,788	16,528	16,371	x
		i) Female employees	%	26 %	27 %	29 %	30 %	x
		ii) Diverse population of VP and above	%	24 %	27 %	28 %	26 %	x
		iii) Diverse population for director and above	%	25 %	27 %	25 %	27 %	x
		iv) Part time employees	%	2 %	2 %	2 %	2 %	x
		v) Diverse population for entire organization					38 %	x
2-21	5	Ratio of CEO total compensation to median full-time employee total compensation	#	41:1	39:1	57:1	55:1	x
		Ratio of CEO total compensation to mean full-time employee total compensation				44:1	43:1	x
401-1		Hires						
		Hires by Age						
		20 and under	%	-	6 %	3 %	6 %	
		21-30	%	-	36 %	17 %	36 %	
		31-40	%	-	30 %	30 %	31 %	
		41-50	%	-	16 %	26 %	16 %	
		51-60	%	-	10 %	19 %	8 %	
		61-64	%	-	2 %	4 %	1 %	
		65 and over	%	-	1 %	2 %	1 %	
		Hires by gender						
		Male	%	-	65 %	69 %	63 %	
		Female	%	-	34 %	30 %	36 %	
		Not Declared	%	-	-	1 %	1 %	
		Non binary	%	-	-	0 %	0 %	
		US Hires by Ethnicity						
		American Indian or Alaska Native (Not Hispanic or Latino) (United States of America)	%	-	1 %	0 %	0 %	
		Asian (Not Hispanic or Latino) (United States of America)	%	-	4 %	3 %	6 %	
		Black or African American (Not Hispanic or Latino) (United States of America)	%	-	13 %	11 %	14 %	
		Hispanic or Latino (United States of America)	%	-	6 %	9 %	14 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		I do not wish to answer. (United States of America)	%	-	5 %	7 %	1 %	
		Two or More Races (Not Hispanic or Latino) (United States of America)	%	-	2 %	2 %	3 %	
		White (Not Hispanic or Latino) (United States of America)	%	-	67 %	67 %	61 %	
		Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) (United States of America)	%	-	-	0 %	1 %	
		Hires by Management Level						
		Director	%	-	1 %	1 %	1 %	
		Executive	%	-	-	0 %	0 %	
		Individual Contributor	%	-	90 %	89 %	93 %	
		Manager	%	-	5%	6 %	4 %	
		Supervisor	%	-	3 %	3 %	2 %	
		Vice President	%	-	0 %	0 %	0 %	
401-1		Terminations						
		Terminations by Age						
		20 and under	%	-	7 %	10 %	4 %	
		21-30	%	-	27 %	19 %	21 %	
		31-40	%	-	27 %	26 %	25 %	
		41-50	%	-	15 %	19 %	22 %	
		51-60	%	-	13 %	16 %	17 %	
		61-64	%	-	6 %	6 %	7 %	
		65 and over	%	-	5 %	5 %	5 %	
		Terminations by Gender						
		Male	%	-	69 %	67 %	67 %	
		Female	%	-	31 %	29 %	32 %	
		Not Declared	%	-	0 %	4 %	0 %	
		Non binary	%	-	-	0 %	0 %	
		US Terminations by Ethnicity						
		American Indian or Alaska Native (Not Hispanic or Latino) (United States of America)	%	-	1 %	0 %	0 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		Asian (Not Hispanic or Latino) (United States of America)	%	-	6 %	3 %	4 %	
		Black or African American (Not Hispanic or Latino) (United States of America)	%	-	11 %	12 %	16 %	
		Hispanic or Latino (United States of America)	%	-	6 %	6 %	9 %	
		I do not wish to answer. (United States of America)	%	-	3 %	18 %	3 %	
		Two or More Races (Not Hispanic or Latino) (United States of America)	%	-	2 %	2 %	2 %	
		White (Not Hispanic or Latino) (United States of America)	%	-	68 %	59 %	65 %	
		Terminations by Management Level						
		Director	%	-	1 %	1 %	1 %	
		Individual Contributor	%	-	92 %	86 %	90 %	
		Manager	%	-	4 %	5 %	6 %	
		Supervisor	%	-	3 %	3 %	3 %	
		Vice President	%	-	0 %	0 %	0 %	
		Executive	%	-	-	0 %	0 %	
401-1b		Turnover						
		Total Turnover	%	12.1 %	9.8 %	12.7 %	16 %	x
		Voluntary Turnover	%	8.3 %	7.3 %	7.4 %	7 %	x
		Anti-Harassment Training						
		Global Workspace Harassment Prevention for Employees	%	-	88 %	88 %	88 %	
		Global Workspace Harassment Prevention for Managers	%	-	96 %	96 %	96 %	
		Certifications						
		Living Wage Certification	Yes/No	No	No	No	No	x
		Broad-Based Black Economic Empowerment (B-BBEE) certification	Yes/No	Yes	Yes	Yes	Yes	x
403-9	8	Work related injuries for the workforce (employees and contractors)						
		a. Fatalities as a result of work related injury	#	0	0	0	0	x
		b. High-consequence work related injuries	#	2	0	0	3	x
		c. Recordable work related injuries						
		i) Recordable Injuries (OSHA criteria)	#	17	28	114	82	x
		ii) Total Recordable Rate (OSHA criteria)		0.30	0.40	1.00	0.48	x



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		iii) Days away from work cases (OSHA criteria)	#	13	12	68	43	x
		iv) Days away from work rate (OSHA criteria)		0.23	0.17	0.40	0.25	x
		v) Lost time injury frequency rate (LTIFR)		1.13	0.86	2.00	1.26	x
		vi) Lost time injury severity rate (LTISR)	#	0.08	0.01	0.04	0.04	x
		d. Number of hours worked	Number of hours	11,466,000	13,883,387	33,826,370	34,026,126	x
		Work related injuries for the workforce (employees)						
		a. Fatalities as a result of work related injury	#				0	x
		b. High-consequence work related injuries	#				3	x
		c. Recordable work related injuries						
		i) Recordable Injuries (OSHA criteria)	#				76	x
		ii) Total Recordable Rate (OSHA criteria)					0.47	x
		iii) Days away from work cases (OSHA criteria)	#				41	x
		iv) Days away from work rate (OSHA criteria)					0.25	x
		v) Lost time injury frequency rate (LTIFR)					1.27	x
		vi) Lost time injury severity rate (LTISR)	#				0.04	x
		d. Number of hours worked	#				32,324,820	x
		Work related injuries for the workforce (contractors)						
		a. Fatalities as a result of work related injury	#				0	x
		b. High-consequence work related injuries	#				0	x
		c. Recordable work related injuries						
		i) Recordable Injuries (OSHA criteria)	#				6	x
		ii) Total Recordable Rate (OSHA criteria)					0.71	x
		iii) Days away from work cases (OSHA criteria)	#				2	x
		iv) Days away from work rate (OSHA criteria)					0.24	x
		v) Lost time injury frequency rate (LTIFR)					1.18	x
		vi) Lost time injury severity rate (LTISR)	#				0.03	x
		d. Number of hours worked	Number of hours				1,701,306	x



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
405-1	5	Diversity of governance bodies and employees						
		a. Governance Bodies						
		i) Gender						
		Board seats occupied by women	#	1	1	1	1	
		Committee chairs occupied by women	%	-	-	-	-	
		Women total management	%	24 %	24 %	28 %	27 %	
		Women VP and above	%	20 %	23 %	23 %	21 %	
		Women Director and above	%	19 %	23 %	22 %	22 %	
		Women junior level managers	%	25 %	24 %	29 %	28 %	
		Women in Management in revenue-generating fields	%	14 %	15 %	18 %	22 %	
		ii) Age						
		VP and Above < 30	%	0 %	0 %	0 %	0 %	
		Director and Above <30	%	-	1 %	0 %	0 %	
		Junior Management <30	%	2 %	3 %	3 %	2 %	
		Total Management <30	%	2 %	2 %	2 %	2 %	
		VP and Above 31-50	%	31 %	28 %	31 %	24 %	
		Director and Above 31-50	%	37 %	34 %	39 %	37 %	
		Junior Management 31-50	%	57 %	57 %	60 %	60 %	
		Total Management 31-50	%	54 %	53 %	57 %	56 %	
		VP and Above 50+	%	69 %	72 %	69 %	76 %	
		Director and Above 50+	%	63 %	65 %	61 %	63 %	
		Junior Management 50+	%	41 %	41 %	37 %	38 %	
		Total Management 50+	%	45 %	44 %	40 %	42 %	
		iii) Combined diversity						
		VP and above	%	25 %	27 %	28 %	26 %	x
		Director and above	%	25 %	27 %	25 %	27 %	x
		2030 Vision Director and above	%	-	28 %	30 %	-	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		iv) U.S. Race/Ethnicity						
		Total management	%	15 %	19 %	17 %	18 %	
		VP and above	%	9 %	12 %	17 %	18 %	
		Director and above	%	14 %	12 %	14 %	19 %	
		Junior level managers	%	15 %	21 %	18 %	18 %	
		b. Total employees						
		i) Gender						
		Total workforce - Women	%	26 %	27 %	29 %	30 %	x
		AP	%	25 %	25 %	34 %	36 %	
		MEA	%	-	-	26 %	27 %	
		LA	%	29 %	32 %	30 %	32 %	
		NA	%	24 %	24 %	25 %	25 %	
		Europe	%	28 %	29 %	31 %	32 %	
		Women <30 years old	%	37 %	39 %	40 %	41 %	
		Women 31-50 years old	%	28 %	28 %	30 %	31 %	
		Women >50 years old	%	18 %	19 %	21 %	20 %	
		Women in STEM related fields	%	18 %	19 %	20 %	21 %	
		ii) Age						
		<30 years old	%	18 %	17 %	16 %	16 %	x
		31-50 years old	%	51 %	52 %	56 %	56 %	x
		>50 years old	%	31 %	31 %	28 %	27 %	x
		iii) Combined diversity						
		Total workforce	%	31 %	32 %	32 %	38 %	
		<30 years old	%	40 %	42 %	43 %	49 %	
		31-50 years old	%	32 %	33 %	33 %	39 %	
		>50 years old	%	23 %	24 %	24 %	27 %	
		iv) U.S Race/Ethnicity						
		American Indian or Alaska Native	%	1 %	1 %	1 %	1 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		Asian	%	3 %	3 %	3 %	4 %	
		Black or African American	%	12 %	12 %	12 %	11 %	
		Hispanic or Latino	%	5 %	5 %	7 %	8 %	
		Native Hawaiian or Pacific Islander	%	0 %	0 %	0 %	0 %	
		Two or More Races	%	1 %	1 %	2 %	2 %	
		White	%	75 %	74 %	73 %	72 %	
		Not Disclosed	%	2 %	3 %	3 %	3 %	
		v) Racial/Ethnical Diversity, BIPOC						
		<30 years old	%	19 %	21.1 %	27.6 %	28.1 %	
		31-50 yesars old	%	29 %	28.5 %	29.6 %	31.9 %	
		>50 years old	%	19 %	18.5 %	17.8 %	17.7 %	
405-2		Ratio of basic salary and remuneration of women to men						
		a. Ratio of median female compensation to median male compensation	#	0:79:1	0.79:1	0:81:1	0.79:1	x
		b. Ratio of mean female compensation to mean male compensation	#				0.86:1	
		Pay Gap						
		a. Global Gender Pay Gap						
		Gender pay gap third-party verification	Yes/No			Yes	Yes	x
		Mean gender pay gap	%			13 %	14 %	x
		Median gender pay gap	%			19 %	21 %	x
		Median bonus pay gap	%			28 %	25 %	x
		Mean bonus pay gap	%			29 %	29 %	x
		b. Gender pay gap by Region						
		APAC	ratio			1:0.80	1:0.79	x
		EU	ratio			1:1.03	1:0.81	x
		LA	ratio			1:0.87	1:1.18	x
		MEA	ratio			1:1.01	1:1.03	x
		NA	ratio			1:0.94	1:0.98	x



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		Training						
		Average hours per FTE of training and development	Number of hours			98	102	x
		Average amount spent per FTE on training and development	\$			2914	3150	x
		Total training hours	Number of hours			1,622,029	1,642,787	x
		Leadership Program Participation	%			43 %	55 %	x
		Training Breakdowns by:						
		Training by Age						
		20 and under	avg hours			59	92	x
		21-30	avg hours			90	106	x
		31-40	avg hours			100	103	x
		41-50	avg hours			102	102	x
		51-60	avg hours			99	99	x
		61-64	avg hours			96	97	x
		65 and over	avg hours			94	97	x
		Training by gender						
		Male	avg hours			98	104	x
		Female	avg hours			98	98	x
		Not Declared	avg hours			99	121	x
		Non binary	avg hours			105	109	x
		US Training by Ethnicity						
		American Indian or Alaska Native (Not Hispanic or Latino) (United States of America)	avg hours			97	99	x
		Asian (Not Hispanic or Latino) (United States of America)	avg hours			113	101	x
		Black or African American (Not Hispanic or Latino) (United States of America)	avg hours			93	101	x
		Hispanic or Latino (United States of America)	avg hours			98	99	x
		I do not wish to answer. (United States of America)	avg hours			105	101	x
		Two or More Races (Not Hispanic or Latino) (United States of America)	avg hours			108	112	x
		White (Not Hispanic or Latino) (United States of America)	avg hours			104	115	x
		Native Hawaiian or Other Pacific Island (United States of America)	avg hours			88	70	x



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		Training by Management Level						
		Director	avg hours			110	110	x
		Executive	avg hours			110	96	x
		Individual Contributor	avg hours			96	100	x
		Manager	avg hours			113	113	x
		Supervisor	avg hours			105	108	x
		Vice President	avg hours			113	122	x
		Human Capital ROI						
		Total Revenue	\$			7.3B	7.4B	x
		Total Operating Expenses	\$			2.2B	2.6B	x
		Total employee-related expenses	\$			950M	1.3B	x
		Human Capital ROI ratio	#			6.44	5	x
		Employees covered by Collective Bargaining Agreement (CBA)						
		Covered Employees	%			18.6%	18 %	x
		Covered by Union and CBA	%				37 %	x
		Performance Review Metrics						
		Performance Reviews by gender						
		Male	%			84 %	82 %	x
		Female	%			82 %	82 %	x
		Not Declared	%			82 %	90 %	x
		Non binary	%			100 %	67 %	x
		Performance Reviews by Management Level						
		Director	%			96 %	93 %	x
		Executive	%			100 %	100 %	x



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
		Individual Contributor	%			81 %	80 %	x
		Manager	%			95 %	90 %	x
		Supervisor	%			92 %	91 %	x
		Vice President	%			100 %	88 %	x
		Human Rights assessment of internal operations and suppliers:						
		Own Operations						
		Percentage of total assessed in last three years	%			100 %	100 %	x
		Percentage of total assessed where risks have been identified	%			0%	0%	x
		Percentage of risk with mitigation actions taken	%			100 %	100 %	x
		Supply Chain						
		Percentage of total assessed in last three years	%			81 %	70 %	x
		Percentage of total assessed where risks have been identified	%			0%	0%	x
		Percentage of risk with mitigation actions taken	%			100 %	100 %	x



Governance data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
2-5		Company's sustainability disclosures assured or validated by a third party		Yes	Yes	Yes	Yes	x
2-9, 2-11		Company prohibit CEO from serving as board chair		No	No	No	No	
		Board seats occupied by independents	%	14 %	14 %	14 %	14 %	
2-19		Executives formally incentivized to perform on sustainability		No	No	No	No	
2-23		Vendors or suppliers required to follow a Code of Conduct		Yes	Yes	Yes	Yes	x
		Suppliers who have formally certified their compliance with the code (spend based)	%	60 %	88 %	41 %	53 %	x
		Ethics and/or Anti-Corruption policy		Yes	Yes	Yes	Yes	x
		Workforce who have formally certified its compliance with the policy	%	95 %	95 %	81 %	71 %	x
3-3		Management Systems						
		RC 14001 Certified Facilities	#	33	34	34	32	x
		RC 14001 Certified Facilities	%	92 %	94 %	97 %	89 %	x
		ISO 14001 Certified Facilities	#	33	35	47	43	x
		ISO 14001 Certified Facilities	%	92 %	95 %	98 %	91 %	x
		ISO 45001 Certified Facilities	#	33	35	45	42	x
		ISO 45001 Certified Facilities	%	92 %	95 %	98 %	91 %	x
		ISO 50001 Certified Facilities	#	2	2	2	2	x
		Sedex Facilites	#	36	36	51	51	x
		Sedex Facilites	%	97 %	97 %	96 %	94 %	x
		ISO 9001 Certified Facilities	#	37	40	56	50	x
		ISO 9001 Certified Facilities	%	95 %	98 %	100 %	91 %	x
		Environmental Policy		Yes	Yes	Yes	Yes	x
		Waste, water, energy, and/or recycling policies		Yes	Yes	Yes	Yes	x
		Sexual harassment and /or non-discrimination policy		Yes	Yes	Yes	Yes	x
		Occupational health and/or global health & safety policy		Yes	Yes	Yes	Yes	x
		Child and/or forced labor policy		Yes	Yes	Yes	Yes	x
		Child and/or forced labor policy cover suppliers and vendors		Yes	Yes	Yes	Yes	x
		Human rights policy		Yes	Yes	Yes	Yes	x



Governance data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2022	2023	2024	2025	Externally Assured Metrics
418		Data privacy policy		Yes	Yes	Yes	Yes	
		Steps to comply with GDPR rules		Yes	Yes	Yes	Yes	
		Company published Sustainability Report		Yes	Yes	Yes	Yes	x
		Sustainability data included in Regulatory Filings		-	Yes	Yes	Yes	x
		Sustainability data provided to sustainability reporting frameworks		Yes	Yes	Yes	Yes	x
		Company focus on specific UN Sustainable Development Goals (SDG's)		Yes	Yes	Yes	Yes	x
		Company set targets and report progress on the UN SDG's		Yes	Yes	Yes	Yes	x

[Basis of Reporting](#) document



GRI content index

Statement of use	Solenis has reported in accordance with the GRI Standards for the period [Oct 1,2024 - Sept 30, 2025].
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	none

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 12
	2-2 Entities included in the organization’s sustainability reporting	Page 8
	2-3 Reporting period, frequency and contact point	Page 8
	2-4 Restatements of information	Page 8
	2-5 External assurance	We seek external assurance of our annual sustainability reporting. Our external provider is appointed by our Chief Sustainability Officer.
	2-6 Activities, value chain and other business relationships	Value Chain
	2-7 Employees	Page 107
	2-8 Workers who are not employees	Page 48
	2-9 Governance structure and composition	Page 77
	2-10 Nomination and selection of the highest governance body	Not applicable
	2-11 Chair of the highest governance body	Page 77
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 76
	2-13 Delegation of responsibility for managing impacts	Page 76
	2-14 Role of the highest governance body in sustainability reporting	Page 77
	2-15 Conflicts of interest	Page 78
	2-16 Communication of critical concerns	Page 79
	2-17 Collective knowledge of the highest governance body	Page 77
	2-18 Evaluation of the performance of the highest governance body	Not applicable



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
	2-19 Remuneration policies	Page 66
	2-20 Process to determine remuneration	Page 66
	2-21 Annual total compensation ratio	Page 66
	2-22 Statement on sustainable development strategy	Page 15
	2-23 Policy commitments	Page 78
	2-24 Embedding policy commitments	Page 78
	2-25 Processes to remediate negative impacts	Page 79
	2-26 Mechanisms for seeking advice and raising concerns	Page 79
	2-27 Compliance with laws and regulations	None to report
	2-28 Membership associations	Memberships
	2-29 Approach to stakeholder engagement	Page 100
	2-30 Collective bargaining agreements	Page 67
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 6
	3-2 List of material topics	Double Materiality Assessment
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	Confidentiality constraints: Solenis is privately held and therefore does not disclose information on this topic
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	
	201-2 Financial implications and other risks and opportunities due to climate change	
	201-3 Defined benefit plan obligations and other retirement plans	
	201-4 Financial assistance received from government	
Market presence		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 64
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Page 66
	202-2 Proportion of senior management hired from the local community	Page 54



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
Indirect economic impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 20
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 20
	203-2 Significant indirect economic impacts	No significant impact to report
Procurement practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 21
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 23
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 79
	205-2 Communication and training about anti-corruption policies and procedures	Page 79
	205-3 Confirmed incidents of corruption and actions taken	Nothing material to report
Anti-competitive behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Nothing material to report
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 80
GRI 207: Tax 2019	207-1 Approach to tax	Page 80
	207-2 Tax governance, control, and risk management	Page 79
	207-3 Stakeholder engagement and management of concerns related to tax	Page 79
	207-4 Country-by-country reporting	Not applicable
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 42
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 101
	301-2 Recycled input materials used	Not tracked
	301-3 Reclaimed products and their packaging materials	Not tracked



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 32
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 101
	302-2 Energy consumption outside of the organization	Page 35
	302-3 Energy intensity	Page 102
	302-4 Reduction of energy consumption	Page 36
	302-5 Reductions in energy requirements of products and services	Page 88
Water and effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 37
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 37
	303-2 Management of water discharge-related impacts	None to report
	303-3 Water withdrawal	Page 102
	303-4 Water discharge	Page 103
	303-5 Water consumption	Page 103
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 40
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 40
	304-2 Significant impacts of activities, products and services on biodiversity	Page 40
	304-3 Habitats protected or restored	Page 40



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 32
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 104
	305-2 Energy indirect (Scope 2) GHG emissions	Page 104
	305-3 Other indirect (Scope 3) GHG emissions	Page 104
	305-4 GHG emissions intensity	Page 104
	305-5 Reduction of GHG emissions	Page 33
	305-6 Emissions of ozone-depleting substances (ODS)	Page 104
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page 104
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 42
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 42
	306-2 Management of significant waste-related impacts	Page 104
	306-3 Waste generated	Page 104
	306-4 Waste diverted from disposal	Page 104
	306-5 Waste directed to disposal	Page 105
Supplier environmental assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 21
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 26
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 24
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 54
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 107
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 67
	401-3 Parental leave	Page 67
Labor/management relations		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 67
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Page 67



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 20
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 20
	403-2 Hazard identification, risk assessment, and incident investigation	Page 20
	403-3 Occupational health services	Page 47
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 20
	403-5 Worker training on occupational health and safety	Page 46
	403-6 Promotion of worker health	Page 64
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 20
	403-8 Workers covered by an occupational health and safety management system	Page 20
	403-9 Work-related injuries	Page 109
	403-10 Work-related ill health	Page 109
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 55
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 57
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 57
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 63
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 49
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 111
	405-2 Ratio of basic salary and remuneration of women to men	Page 66
Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Not applicable
Freedom of association and collective bargaining		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 67
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 67



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
Child labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Page 78
Forced or compulsory labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 78
Security practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not applicable
Rights of indigenous peoples		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 78
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 69
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 69
	413-2 Operations with significant actual and potential negative impacts on local communities	Nothing material to report
Supplier social assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 21
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 25
	414-2 Negative social impacts in the supply chain and actions taken	Page 24
Public policy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 79
GRI 415: Public Policy 2016	415-1 Political contributions	Page 79



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
Customer health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 80
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Not tracked
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Not tracked
Marketing and labeling		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 80
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 80
	417-2 Incidents of non-compliance concerning product and service information and labeling	No incidents reported
	417-3 Incidents of non-compliance concerning marketing communications	No incidents reported
Customer privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 81
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 81



Assurance



Independent Limited Assurance Report

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by Solenis LLC ("Solenis") to provide limited assurance in relation to the Selected Information set out below and presented in Solenis' 2025 Sustainability Report (the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement	Whether the following Selected Information for 2025 is fairly presented, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report.
Selected Information	<ul style="list-style-type: none"> Whether the 2025 Sustainability Report is fairly presented, in all material respects, in accordance with the reporting criteria. The 2025 data for the ESG metrics marked with an X in the ESG Data Table on pages 101-118 of the Report.
Reporting period	Financial year 2025 (1 October 2024 to 30 September 2025)
Reporting criteria	Sustainability Report <ul style="list-style-type: none"> GRI Standards ESG metrics <ul style="list-style-type: none"> WBCSD/WRI GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition 2015) for Scope 1 and Scope 2 GHG emissions GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions The Corporate Value Chain (Scope 3) Accounting and Reporting Standard (WBCSD/WRI 2011) for Scope 3 GHG emissions Solenis' internal definitions for the ESG metrics included in the ESG Data Table, as set out in Solenis' Basis of Reporting 2025 document at https://sustainability.solenis.com/globalassets/resources/sustainability--regulatory-library/basis-of-reporting-fy2025-sustainability-report.pdf
Assurance standard and level of assurance	<p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' by the International Auditing and Assurance Standards Board.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
Respective responsibilities	<p>Solenis is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS' responsibility is to provide a conclusion to Solenis on the agreed assurance scope based on our engagement terms with Solenis, the assurance activities performed and exercising our professional judgement.</p>

OUR CONCLUSION

Based on our activities, as described below, nothing has come to our attention to indicate that the Report and the 2025 data for the ESG metrics marked with an X in the ESG Data Table on pages 101-118 of the Report are not fairly presented, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report and the 2025 data for the selected ESG metrics a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Report and the ESG metrics;
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing a sample of qualitative and quantitative evidence supporting the selected ESG metrics at a corporate level;
- Reviewing a sample of documentary evidence, including internal and external documents, relating to the assertions made in the Report regarding Solenis' 2025 sustainability performance and activities;
- Reviewing evidence related to the design, information collection, and production of the Report in accordance with the requirements of the GRI Standards;
- Performing an analytical review of the year-end data submitted by locations included in the consolidated 2025 group data for the ESG metrics which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary;
- Conducting in person site visits to four Solenis manufacturing facilities at Watertown (USA), Chicopee (USA), Bagnolo (Italy) and Bradford (UK) to review source data for the ESG metrics and local reporting systems and controls; and
- Reviewing the presentation of information relevant to the scope of our assurance engagement in the Report to ensure consistency with our findings.



24 February 2026
London, United Kingdom
ERM Certification and Verification Services Limited
www.ermcvs.com | post@ermcvs.com

THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to Solenis in any respect.

