



# Our Path Forward

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Solenis 2024  
Sustainability Report



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# About Solenis

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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 environmental, social and governance (ESG) progress and to partnering with our customers. We are excited to share our accomplishments — and our path forward.





# Letter from Solenis' CEO

## Taking care.

For each of the past 10 years, we at Solenis have endeavored to grow, adapt and reformulate ourselves to the benefit of our customers, employees and our society. And 2024 was no exception.

Last year, we focused on creating **one new company**. We completed the integration of Diversey Holdings, Ltd. – our largest acquisition to date – making Solenis a more diversified company with significantly increased scale, broader global reach and a “one-stop shop” suite of solutions for our customers. We acquired CedarChem, LLC, which distributes water and wastewater treatment products for industrial and municipal markets. We acquired Aqua ChemPacs, LLC, which enables our Institutional Solutions business customers to forego plastic bottles. Our acquisitions of Lilleborg and Predictive Food Safety Solutions, LLC allows Diversey to expand into new markets and offer food and beverage customers an expanded product portfolio. Lastly, we announced the imminent acquisition of BASF’s flocculant business for mining applications.

We quickly and efficiently integrated these businesses into our company since 2014. And, over the past decade, the 21 acquisitions that we made are all clear tributaries to a new Solenis. As such, it was fitting that during 2024, we adopted new vision, mission and values statements; and, we created and launched a new brand for our company.

**This bold new look heralds the next era in our progression, and today we stand as a strong, diversified, worldwide brand forging a path that leads customers to achieve their operational and sustainability goals.**

Together, as we move ahead, we have **one clear way forward**. At Solenis, we aim to ride the waves of four key macro-trends to leverage our new size and capabilities to not only grow

the company, but through our customers, make a real and lasting positive impact on the world. These trends include:

1. Increased consumption of drinking water that requires greater conservation and recycling
2. The need to better safeguard food and beverages in order to protect human health
3. Continued emphasis on cleanliness and hygiene
4. Growing consumer demand for fiber packaging that replaces single-use plastics.

As you can see, the common stream within all of these trends is water, which from the very beginning has been Solenis’ sweet spot.

These macro-trends underpin a new, comprehensive and circumspect growth strategy for our company that includes new markets, new applications, cross-selling and most importantly, a renewed focus on innovation. Furthermore, we are committed to the tenets of sustainability as a growth framework.

We are setting new sustainability goals, key performance indicators (KPIs) and are preparing for greater transparency through the Corporate Sustainability Reporting Directive (CSRD).

As I look to the future, I believe that we have **one bright tomorrow**, and that our greatest strength is the uniqueness of our “+C” mentality, which means that we do what we do ultimately for our customers. Having said that, it is actually the “ripple effect” of our customer focus that benefits the world at large. It’s through these ripples that we at Solenis believe that we have a critical role to play in helping to address the world’s water problems, protecting our resources and preserving our planet.

We have our work cut out for us and we know we must address our weaknesses while we capitalize on our strengths. We must redouble our efforts regarding safety, and we must invest in innovation and we must accelerate our ability to bring digital solutions to our customers. Lastly, we need to continue to focus on reducing our carbon footprint while we explore effective bio-processes.

To succeed, we must also invest in our people and our culture. Over the last decade, our culture has continued to grow through our unwavering commitment to empower and develop our people.

Ultimately, we believe that if we take care of our customers; if we take care of business; if we take care of our people; if we take care of our planet and its resources; if we take care of our neighbors throughout the world; then our success and sustainability will inevitably take care of itself.

I am very excited about our prospects in 2025, and beyond, as we leverage our new capabilities. **We are more than 16,000 strong, operating in 160 countries, and offering an innovative and sustainable product portfolio that is second to none.** I would like to thank the Solenis employees for everything they do every day to make our company stronger and our world a better place. And so, to all of you, I ask, please take care.



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

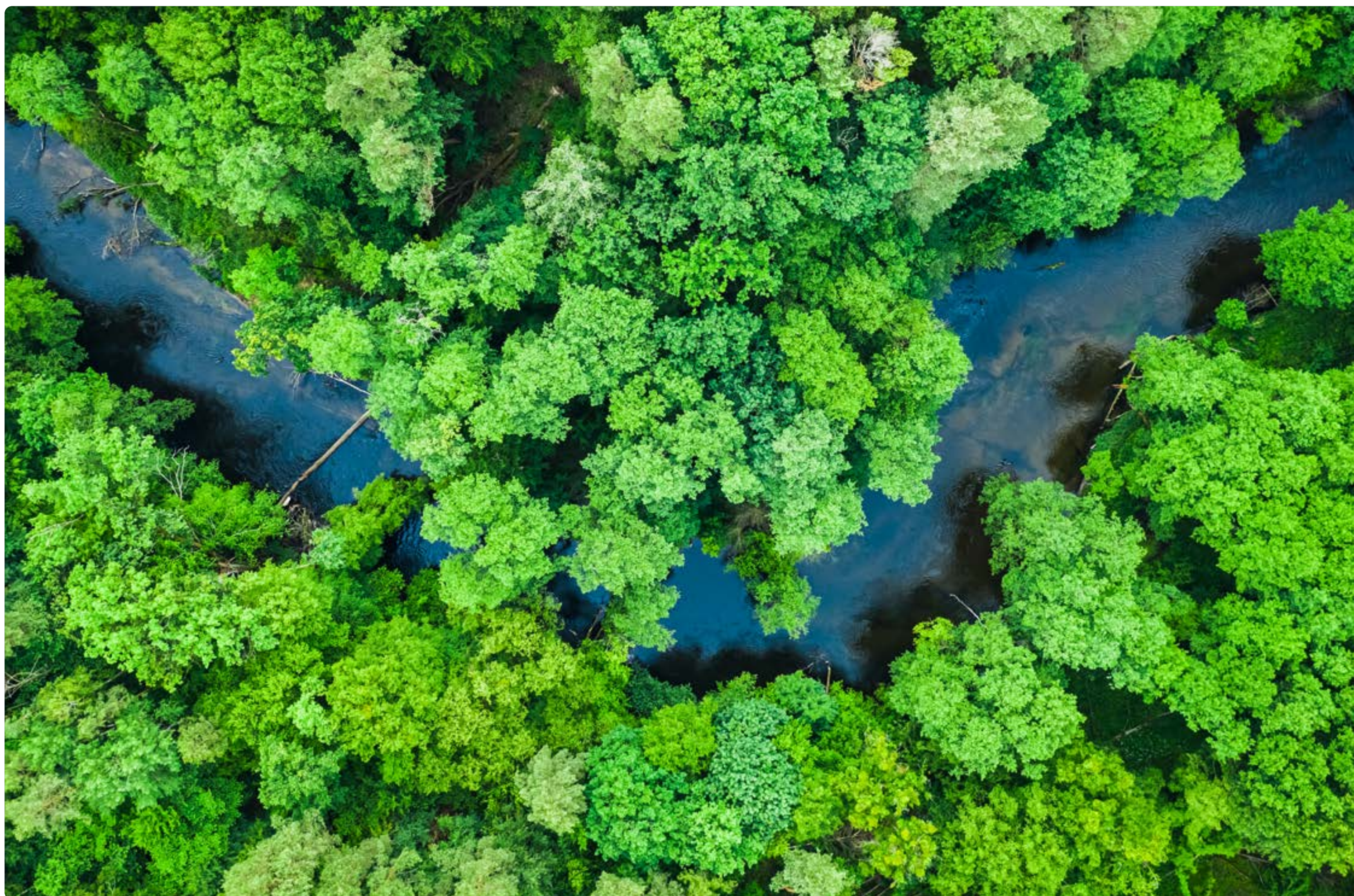


## Our vision

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

## Continued progress... as one company

While this is Solenis' fifth sustainability report, it is our first as a new combined, joint company following our acquisition of Diversey Holdings, Ltd. What is more remarkable is the degree to which this report presents integrated data for our new company. Getting here has been no small feat, and I am very proud of the significant amount of work on the part of our employees to be able to quickly present this unified picture of our sustainability performance in 2024.

What's more, in 2024, we made other significant strides in enhancing our reporting and transparency. This past June, we published our first climate risk and opportunity assessment index based on the Task Force on Climate-related Financial Disclosures (TCFD) framework. **We received a solid "B" rating for our very first Carbon Disclosure Project (CDP) Climate submission** which reflects an extensive amount of data and information. We received our third consecutive EcoVadis Platinum rating. And, we are continuing to prepare for even

more enhanced reporting through the Corporate Sustainability Reporting Directive (CSRD) which will require comprehensive and detailed disclosures over a wide swath of our company's performance metrics.

**As we advance our sustainability strategy, we are focused on continuous improvement in every aspect of our performance.** We are now utilizing gap analysis to an even greater extent to drive focused efforts on areas of our company which require greater attention. To this end, we have completed a double materiality assessment (DMA) which not only identifies how external issues create risks and opportunities for our company, but also how Solenis impacts the world around us both negatively and positively. As a requirement of CSRD, this assessment will help us identify the key risks we may face. More importantly, it will facilitate our efforts to measure the positive impact we have via our customers on the environment and guide our sustainability initiatives going forward.

When I think back on the year, I'm incredibly proud of our accomplishments. And our progress has not gone unnoticed. Solenis continues to receive recognition from our customers as we continue to partner with them in reaching their sustainability goals. We have also received acknowledgement from many of our community partners. You'll learn more about these achievements throughout this report which we have redesigned to reflect our new company and our new brand.

**Overall, I believe that our greatest strength is the degree to which our employees are not only engaged in their work, but engaged in our mission of sustainability.** We intend to continue to extend this from our leadership throughout the entire organization. Furthermore, we must continue to address our weaknesses. Our safety performance is not top-quartile, and our company's leadership is laser-focused on working to make step changes in this critical area. In addition, we must better engage our suppliers, especially as it relates to human rights and diversity issues. In many regards, we are continuing our integration with Diversey, especially as it relates to sustainability policies and direction.

I am very proud of the work that our Sustainability Task Force has done. We have come together as one company, set new targets (including validation by the Science Based Targets initiative for greenhouse gas emissions), and continue to improve on many fronts. We believe strongly that a bigger Solenis will drive more sustainability benefits in our operations and with our customers.



**Lotta Kanto Oeqvist**  
Solenis Chief Sustainability Officer



## Solenis is a committed and proud member of these sustainability-related organizations



### 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).



### International Association for Soaps, Detergents and Maintenance Products (A.I.S.E.) Charter for Sustainable Cleaning

A voluntary industry initiative that supports the whole industry to undertake continual sustainability improvements and encourages consumers to adopt more sustainable ways of doing their washing, cleaning, and household maintenance.



### 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.



## 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 20,000 participating companies and stakeholders across over 167 countries.



# About the report

## Stronger together - This report reflects our newly integrated organization!

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 data provided reflects integrated information for the legacy Solenis operations and, to the degree possible, the companies acquired. Notably, this includes the acquisition of Diversey Holdings, Ltd., which was completed in July 2023 or approximately three months prior to the beginning of fiscal year 2024. This was the largest acquisition in Solenis' history, and greatly expanded the company's scale and reach.

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.

In an effort to propel Solenis more quickly through the prioritization of sustainability initiatives, we have engaged consultants throughout our process to support our efforts, share best practices and help us focus on a sustainable growth strategy considered significant by our stakeholders. 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 105 of this Report. Questions regarding this report can be submitted using the "Contact" features on the company's website at [www.solenis.com](http://www.solenis.com).

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



### Earning Platinum 3x demonstrates our dedication to continuous progress

In 2024, Solenis received Platinum status from EcoVadis, a leading rating agency in corporate social responsibility and sustainable procurement. Obtaining this rating consistently demonstrates Solenis' continued commitment to further advancing our sustainability goals. We are committed to measuring our Environmental, Social and Governance (ESG) progress through the GRI-based reporting framework.







## Data integration for acquired companies

A key element of Solenis’ growth strategy is the identification and execution of strategic acquisitions that broaden the company, improve our customer value proposition and offer synergistic and/or cross-selling opportunities. From 2018 through 2024, Solenis has acquired 16 companies or businesses which have changed the product offering and structure of our company. Integrating acquisitions is a multi-faceted process during which information and data need to be aligned. As a result, our sustainability reporting reflects the impacts of these acquisitions in different ways and at different times. The table below illustrates our progress in integrating acquisition-related data into our annual report.

Origin of New Sites	Country	Acquisition Date	# of Plants	# of FTE	Year Data in Materiality Assessment	Year Data in Value Chain Analysis	Year HR Data in Report	Year HR Comp & Benefits & DEI Data in Report	HS & EIC Data in Report	Environmental Metrics (Plants)3	Baseline for Environmental Metrics	GHG Scope 3
Neu Kimya	TR	5/26/2022	1	55	2022	2023	2023	2024	2024	2023	-	2024
Diversey	US	07/06/2023	21	9315	2024	2024	2024	2024	2024	2024	2024	2024
CedarChem LLC	US	10/02/2023	0	17	2024	2024	2024	2024	2025	-	-	2024
Lilleborg	Norway	06/12/2024	0	132	2025	2025	2025	2025	-	-	-	2025
AquaChempacs	US	06/10/2024	1	24	2025	2025	2025	2025	2025	2025	2025	2025
Predictive Food Safety Solutions	US	7/16/2024	0	11	2025	2025	2025	2025	2025	-	-	2025



# 2024 in review

## Business highlights

This was a transformative year for Solenis as we began to see and realize the benefits of our acquisition of Diversey and several other strategic acquisitions. The Diversey acquisition required us to take a large, \$3 billion public company private and **integrate its businesses and more than 9,000 employees into Solenis**. This was a significant endeavor, and was only made possible by the strength and dedication of our employees.

Through this combination, we have created a provider of a comprehensive array of cleaning, sanitation and hygiene solutions. This strategic move has diversified Solenis, increased our scale and opened up numerous cross-selling opportunities. These efforts help our customers worldwide address critical sustainability challenges, reduce their environmental impact and contribute to a cleaner, safer world. And through our technologies, we are improving water quality and addressing a critical problem in our world as water consumption continues to outpace population growth.

In addition to Diversey, we acquired Predictive Food Safety, and Aqua ChemPacs, both in the

U.S.A., Lilleborg in Europe, and BASF's global flocculant business to close in the near future. These acquisitions have broadened our reach in diverse markets, including food and beverage, cleaning, mining and disinfection.

As a result of our acquisitions, we were able to add two new business units (Food & Beverage and Institutional) and build our financial strength via numerous synergies.

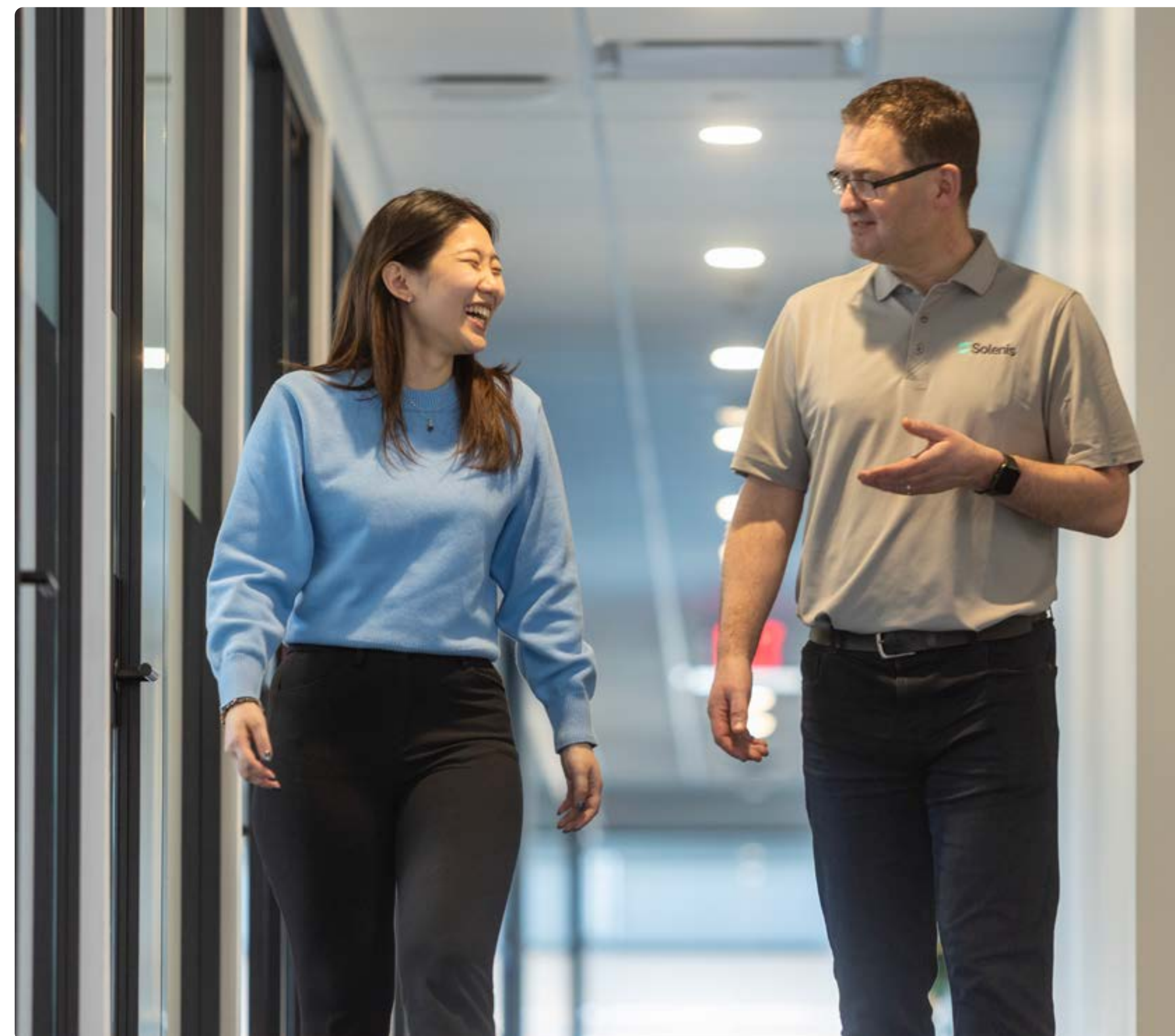
To mark our newly combined organization and 10-year anniversary we launched a new brand visual look. Our new logo includes two equal parts that signify the cooperation between Solenis and our customers with a “pathway” to sustainable solutions running through the middle. Despite our new “look,” we have maintained our vision “to build a safer and healthier world through sustainable innovation.”

Our employees are absolutely critical to our success. Our global Culture Survey this year revealed a high **employee satisfaction rate of 78%**. And we continued to encourage our employees to

dedicate 5% of their working time to learning and development.

Our ValueAdvantage™ program continues to demonstrate the value of our products and services. Each sales representative is required to complete at least one sustainability project with a customer every year. These projects, which document cost savings, process improvements, environmental initiatives and quality enhancements, produce measurable benefits. The best projects are nominated for the Solenis Sustainability Award, which has been awarded to customers in various industries around the world.

Overall, fiscal year 2024 has been a year of significant achievements and strategic growth for Solenis. We have strengthened our market position, and enhanced our product offerings.





# Solenis marks 10 year anniversary with new brand

Celebrating its 10th anniversary, Solenis launched its new brand identity in 2024. Updated brand elements reflect the company’s continued growth and vision while establishing a cohesive look for its growing global portfolio, which includes Diversey, a leading brand for hygiene, infection prevention and cleaning products and technology.

Changes in the brand include:

- A **new logo** leverages elements of legacy Solenis and Diversey logos. The top portion represents Solenis customers, while the bottom represents the Solenis team as it supports customers on their journey. Negative space in the center of the visual illustrates the pathway of opportunity to drive efficiencies, make measurable impacts and do what’s right for people and the planet. The legacy Diversey logo has been updated to reinforce global unity and visual consistency within the Solenis brand portfolio.
- The **new brand color palette** features contemporary colors, including Deep Navy to mirror the company’s strong foundation for solutions, Clear Blue to convey its commitment to creating a cleaner world and Vibrant Spruce to capture the brand’s drive to build a more sustainable future.
- The **new design** includes warmer photography to highlight collaborative interactions that underscore the company’s commitment to partnership with its customers and the communities it serves.



“With this refreshed brand identity, we bring Solenis and Diversey together under a shared vision of building a safer, healthier world through sustainable innovation. It reflects our strong customer focus and aligns with evolving market trends to better serve a wide range of industries. With a proven record of organic growth, strategic acquisitions in high-growth sectors, and significant investment in research and development, Solenis is positioned to become a global leader in water services and sustainability innovation.”

**John Panichella**  
CEO



# Awards and recognition

## In fiscal year 2024



### Sustainability

- Platinum rating from EcoVadis (third consecutive year)
- Giga Guru recognition by Walmart’s Project Gigaton
- Supply Chain Sustainability Award from Grief, Inc.
- Supplier Sustainability Stewardship award from Cintas
- Best Reverse Logistics Sustainability Award from Schütz Vasitex
- Recognized for Social Environmental Best Performance and Quality by Braskem
- Recognized as a Top Supplier by BP Bioenergy in Latin America



### Employee engagement and diversity

- US Best Managed Company by Deloitte (fourth consecutive year)
- 100 Best Companies for Women in India 2023 by AVTAR & SERAMOUNT Group
- Endorsement for training video series from the Institute of Hospitality
- Best use of Recruitment Technology & Tools - Gold Award for Diversey SEA from Employee Experience Award (EXA)
- Certification from Best Places to Work – Southeast Asia (SEA)
- Top 10 Best Companies to Work for Women in Gulf by AVTAR & SERAMOUNT Group
- Certified Great Place to Work India
- Top Employer for Middle East, Africa, and Turkey



### Commercial excellence and innovation

- Best Chemical Supplier Award from Associação Brasileira de Celulose e Papel (ABTCP)
- Top 10 Business Leaders (for Vikas Mittal, Managing Director from Diversey) from *Asia Business Outlook*
- Best Partnership Award for Diversey Thailand from the Executive Housekeeper Association of Thailand
- Business Partner – Platinum Award for Diversey Thailand from the ThaiBev Business Partner Conference
- Recognition for Diversey Brazil from Associação Brasileira do Mercado de Limpeza Profissional
- Innovative Product of the Year for TASKI Ergodisc Flexx / Diversey Middle East from Middle East Cleaning, Hygiene and Facilities Awards / *Clean Middle East*
- Amsterdam Innovation Award (Overall and Sustainability & Environment categories) for LESSAU® technology from Diversey and Slimstones B.V. by InterClean Amsterdam conference
- Global Award – Water from the Institution of Chemical Engineers



### Community relations and philanthropy

- Business Impact Award for Soap For Hope™ program from Dow
- CSR Excellence Awards by The Business Concept
- Best Community Program Award for Diversey Vietnam by the Global CSR & ESG Summit and Awards
- Corporate Social Impact – Gold Award for Diversey Thailand from the American Chamber of Commerce in Thailand (AMCHAM)



# 2024 Highlights

## Environmental

**24%**

Reduction in water consumption rate at Charleston, Tenn., U.S.A.

**\$42 M**

Invested in CapEx projects since 2019 to improve environmental, health and safety performance

**Implemented new biodiversity policies**

And approaches toward integrating biodiversity and deforestation into our operations

**Ongoing CO<sub>2</sub> reduction strategies**

Including the electrification of fleet starting in Europe and North America

## Social

**94%**

Participation in culture survey with 78% employees reporting high satisfaction.

**98 hours**

Spent on average per person on learning and development with 94% of eligible employees achieving 5% annual learning goal

**Addressing gender pay gaps**

Middle East, Africa and Latin America while maintaining parity in North America and Europe

**~ \$1.4 M donated**

To charities through “SolenisGives” program

## Governance

**Improved sustainability governance structure**

Aligned with integrated organization and sustainability strategy

**Completed first double materiality assessment**

DMA led to development of refreshed sustainability strategy and goals

**Completed CDP disclosure**

Second Carbon Disclosure Project including first water, forests and plastics submissions

**Instituted additional Human Rights requirements for suppliers**

GRMS program can trigger deep dive assessments

## Customers

**\$257 M**

Value delivered through ValueAdvantage<sup>SM</sup> program.

**73%**

Revenue derived from supporting customers’ sustainability initiatives

**90%**

Current innovation programs have sustainability or circularity focus

**Focus on bio-based materials use**

Implementing processes and certifications to improve sustainability profile of our products



# 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 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.

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 **6,000 global sales, technical and applications people**, we are well-positioned to serve customers in paper mills; chemical processing plants; municipal water treatment plants; food and beverage facilities; healthcare, educational and hospitality institutions; as well as owners and managers of commercial and residential pools; and many more markets and applications.

**The company has more than 16,500 employees and 70 manufacturing facilities, and our operations and products span approximately 160 countries and six continents.**

## Our company

**\$7.3B**

Sales

**~200K**

Customers

**>160**

Countries served

**70**

Manufacturing Sites

**~4,000**

Patents

**>6,000**

Sales & Service

## Our workforce\*

**16,528**

Total Headcount

**11,559**

Total New Hires  
(9,521 from acquisitions)

**7.4%**

Voluntary Turnover  
(excluding retirements)

**32.3%**

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

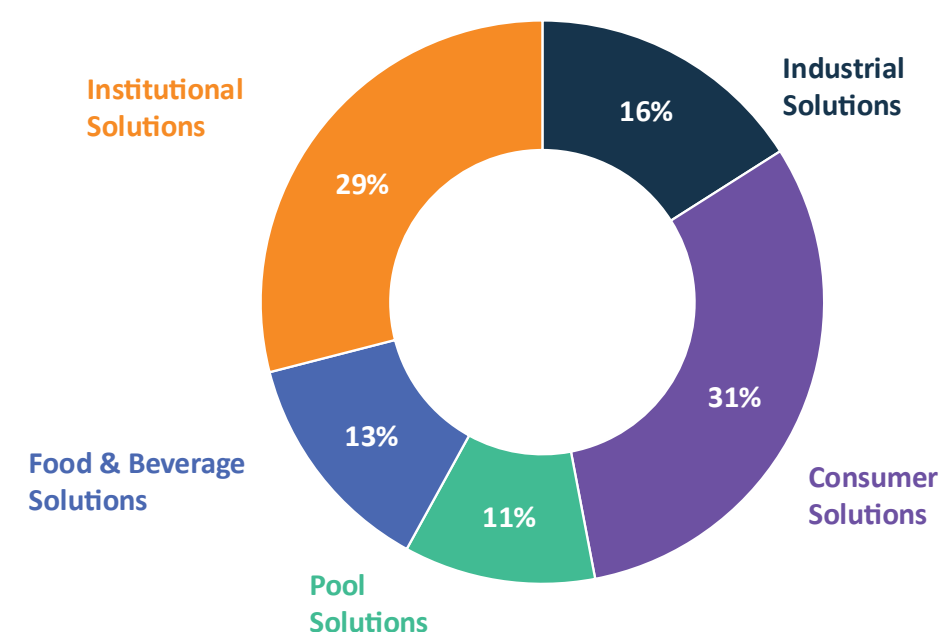
**22.4%**

Women in Leadership  
(director and above)

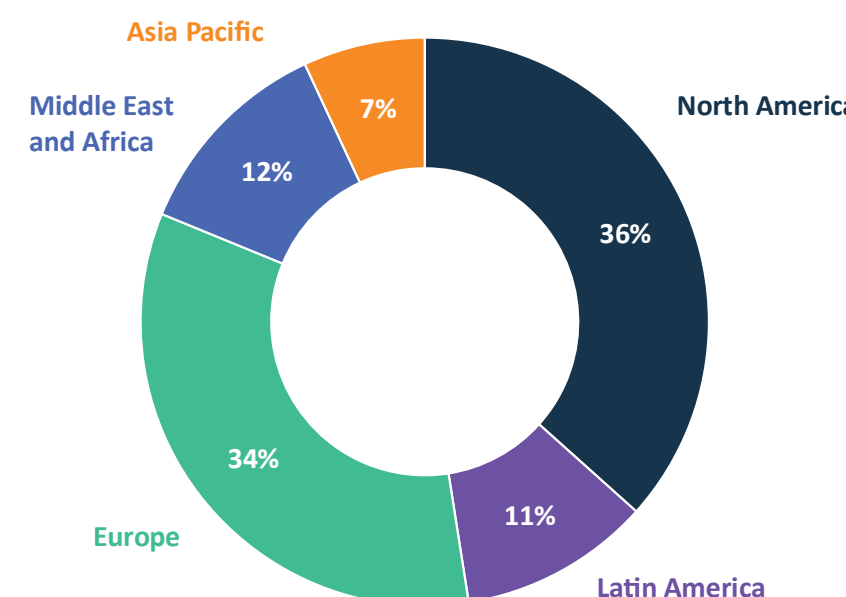
**18.6%**

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.



## Global footprint

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# 70

manufacturing plants, including 67 Solenis-owned and three Solenis-operated customer-site facilities, are strategically located worldwide to serve our customers.

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[Learn more →](#)





## 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 & 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, 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 a myriad of innovative water treatment 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.







# Our growth strategy

Over the past decade, Solenis has experienced rapid growth, increasing sales through both organic expansion and 16 acquisitions, including Diversey. The company aims for additional growth over the next five years, driven by global challenges such as water scarcity, food safety, infection prevention, and sustainability.

To achieve this, Solenis has structured its corporate growth strategy around four key pillars:

**Growing with Current Customers** – Enhancing products, services, and partnerships to drive sustainability and recurring revenue.

**Expanding into New Markets and Regions** – Entering water-intensive industries and high-growth regions.

**Innovating New Solutions & Increasing Digital Capabilities** – Aligning R&D with sustainability trends, with goals to reduce carbon footprint.

**Increasing Value & Productivity** – Enhancing financial performance through efficiency and value capture.

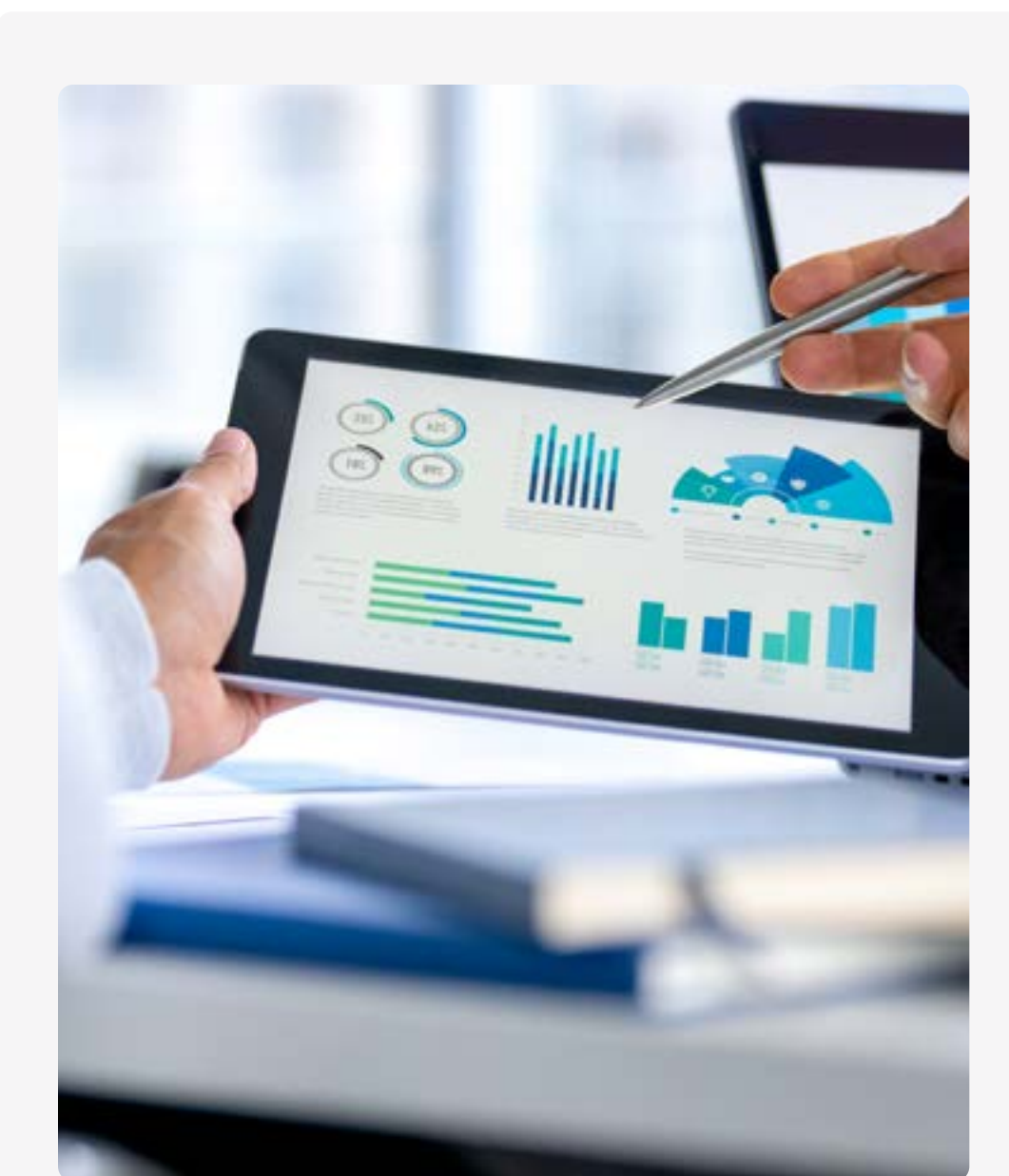
Mergers and acquisitions will continue to be a core part of growth, alongside sector-specific strategic roadmaps. With a strong strategy and talented workforce, Solenis aims to deliver tailored solutions and drive sustainability for its customers and the planet.

## Our first double materiality assessment

Implementing our growth strategy successfully starts with a keen understanding of the risks and opportunities for our businesses. To that end, in 2024, Solenis completed its first double materiality assessment (DMA) in alignment with the EU’s Corporate Sustainability Reporting Directive (CSRD). The scope of the assessment included newly acquired companies, including Diversey, and identified and prioritized the key material issues and associated impacts, risks, and opportunities for our business and our stakeholders. Solenis collected a broad range of inputs and stakeholder perspectives via AI, interviews, and workshops to conduct a comprehensive and robust assessment.

This work enabled us to better understand the sustainability risks and opportunities that influence Solenis’ business position from reputational, operational and financial perspectives, and will inform how we monitor and approach these matters going forward. In addition, a better understanding of our impacts on stakeholders, society, and the planet will help guide our efforts as we enhance our sustainability program. As a requirement of the CSRD, the DMA also helps support our regulatory compliance and tie our reporting to areas of key stakeholder interest.

We intend to update our materiality assessment on a regular basis to reflect changes in our industry and the broader external business environment in which we operate, as well as changes that may arise from newly acquired companies and businesses.



## Value Chain

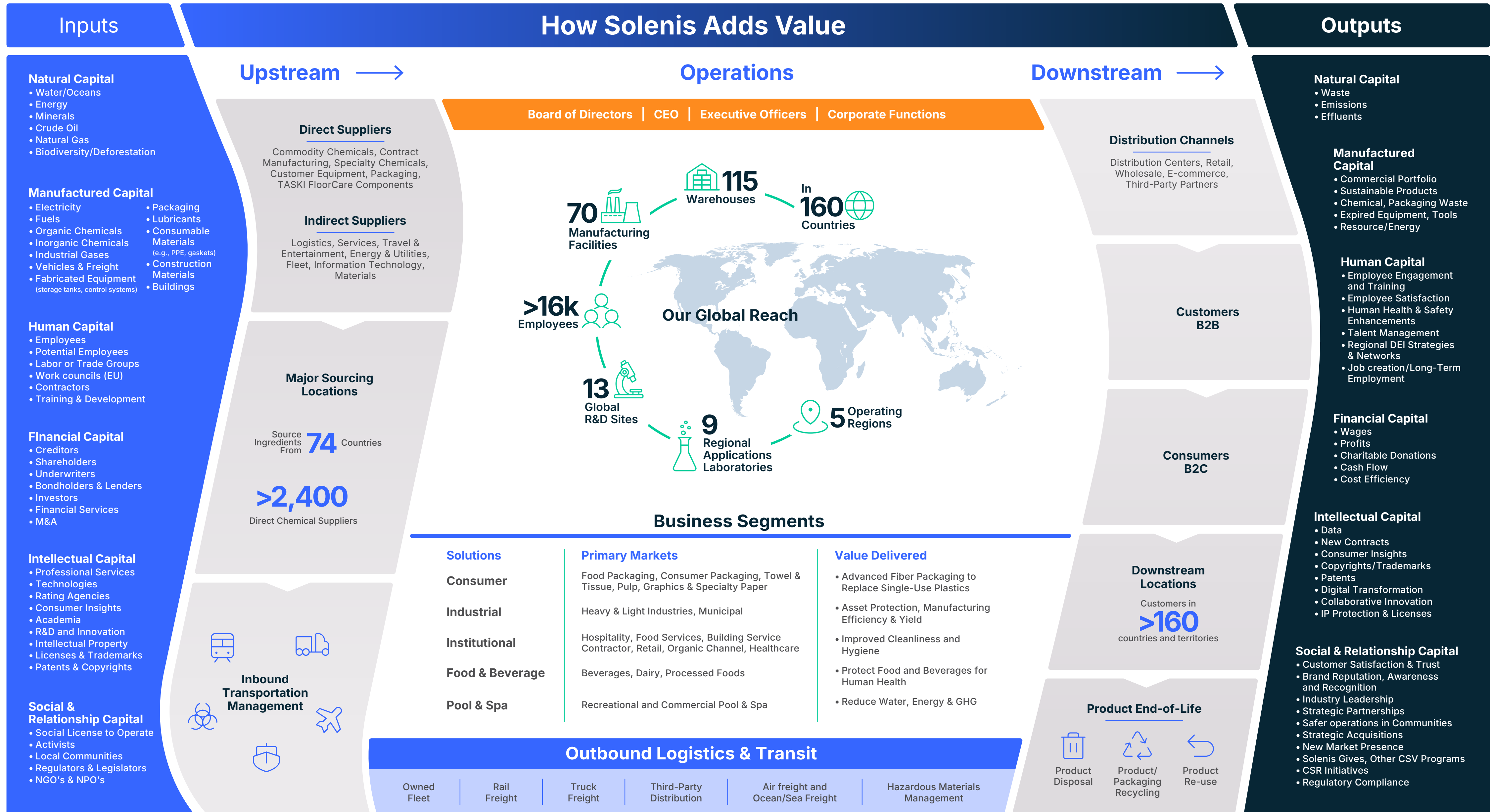
The assessment thoroughly covers Solenis’ entire value chain, which includes our own operations and upstream and downstream activities. This approach ensured that material impacts, risks and opportunities were identified across all stages of our business value chain. Read more on our Value Chain on page 17.



## Tracking our Impact: Results of the Double Materiality Assessment

The following table presents the consolidated impacts, risks and opportunities (IROs) from our double materiality assessment, highlighting the most significant sustainability issues and their impacts on both our business and our stakeholders.

ESG+C	ESRS Topic	Material Topic	IRO Topic Area	Financial Materiality		Impact Materiality		Our Response
				Risk	Opportunity	Positive Impact	Negative Impact	
Environmental	Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	Sustainable sourcing of raw materials			■		<a href="#">Environment - Global Supply Chain and Procurement</a>
			Irresponsible sourcing practices	■				<a href="#">Environment - EIM and Waste Management</a>
	Climate change	Climate change mitigation	Transition to low-carbon economy		■	■		<a href="#">Environment - Climate Change and Energy Management</a>
			SBTi risk	■				
		Energy	Transition to low-carbon economy		■			
			Environmental impacts of fossil fuel dependence				■	
	Climate change adaptation	Failure to transition to low-carbon economy	■					
		Pollution	Pollution of soil and water				■	<a href="#">Environment</a>
	Pollution	Substances of very high concern	Hazardous substances				■	<a href="#">Environment</a>
			Regulatory risks for chemicals	■				<a href="#">Customers - R&amp;D and Innovation</a>
	Resource use and circular economy	Resource inflows, including resource use	Sustainable packaging and circular economy solutions			■		<a href="#">Environment - Global Supply Chain and Procurement</a>
			Sustainable sourcing of raw materials		■			<a href="#">Environment - Global Supply Chain and Procurement</a>
			Market growth through sustainable products		■			<a href="#">Customers - Customer Partnerships</a>
		Resource outflows related to products and services	Product sustainability		■			<a href="#">Customers - R&amp;D and Innovation</a>
			Sustainable packaging and circular economy	■				<a href="#">Environment - EIM and Waste Management</a>
Waste		Hazardous waste management	■				<a href="#">Environment - EIM and Waste Management</a>	
Water and marine resources	Water consumption	Solenis' innovative solutions impact			■		<a href="#">Environment - Water Management</a>	
		Water withdrawals and water use		■		■		
Social	Affected communities	Communities' economic, social and cultural rights	Community engagement			■		<a href="#">Social - Serving our Communities</a>
	Own workforce	Equal treatment and opportunities for all	Workforce DE&I		■	■		<a href="#">Social - Building a Global Community</a>
			Workforce empowerment & ethical business practices		■			
		Working conditions	Workplace safety and employee welfare	■				<a href="#">Social - Health &amp; Safety</a>
	Workers in the value chain	Equal treatment and opportunities for all	Supplier diversity			■		<a href="#">Environment - Global Supply Chain and Procurement</a>
			Challenges in sustainable supply chain practices				■	
Working conditions	Risks from outside events	■						
Governance	Business conduct	Corporate culture	ESG governance and transparency		■			<a href="#">Governance - Corporate and Sustainability Governance</a>
			Governance and risk management failures	■				<a href="#">Governance - Business Ethics and Compliance</a>
			Compliance and regulatory risks	■				<a href="#">Governance - Data Protection &amp; Governance</a>
			Cybersecurity and data privacy risks	■				<a href="#">Governance - Business Ethics and Compliance</a>
		Corruption and bribery	Ethical governance and compliance failures	■				<a href="#">Governance - Business Ethics and Compliance</a>
		Management of relationships with suppliers including payment practices	Impact from outside events				■	<a href="#">Environment - Global Supply Chain and Procurement</a>
Customer	Consumers and end-users	Information-related impacts for consumers and/or end-users	Market risks	■				<a href="#">About Us - Solenis' Growth Strategy</a>
			Digital transformation and innovation for sustainability		■			<a href="#">Customers - Driving digital transformation at Solenis</a>
		Corporate culture	Risk of innovation and technology underinvestment	■				<a href="#">Customers - R&amp;D and Innovation</a>





# Sustainability strategy



## Environmental

### Climate and Energy:

- Net Zero GHG emissions by 2050
- 80% renewable electricity by 2035
- Set SBTi targets by September 2025



### Water:

- 10% reduction in process water intensity vs. 2023 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. 2023 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



### Certifications:

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



### Supplier Engagement:

- 90% of direct suppliers meet sustainability requirements by 2030
- 70% of direct suppliers have a recognized engagement in environmental protection 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




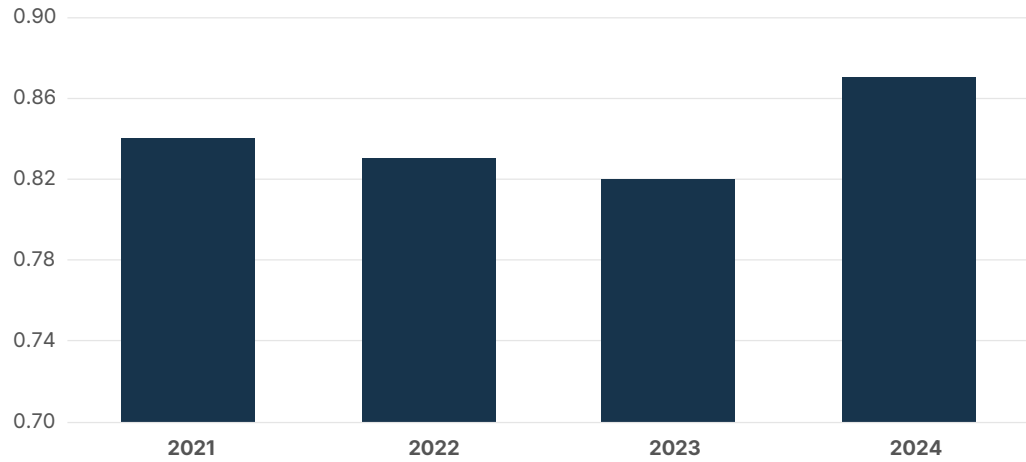

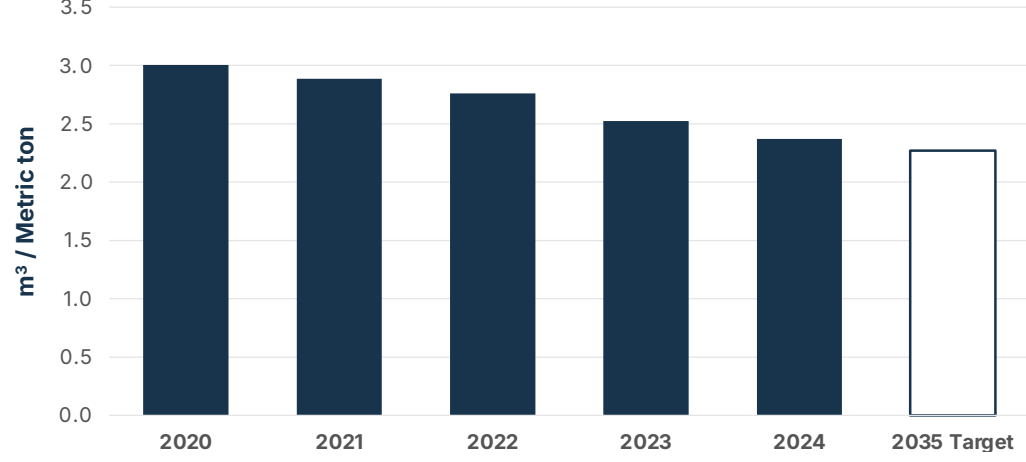
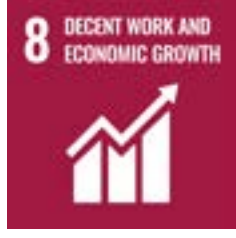
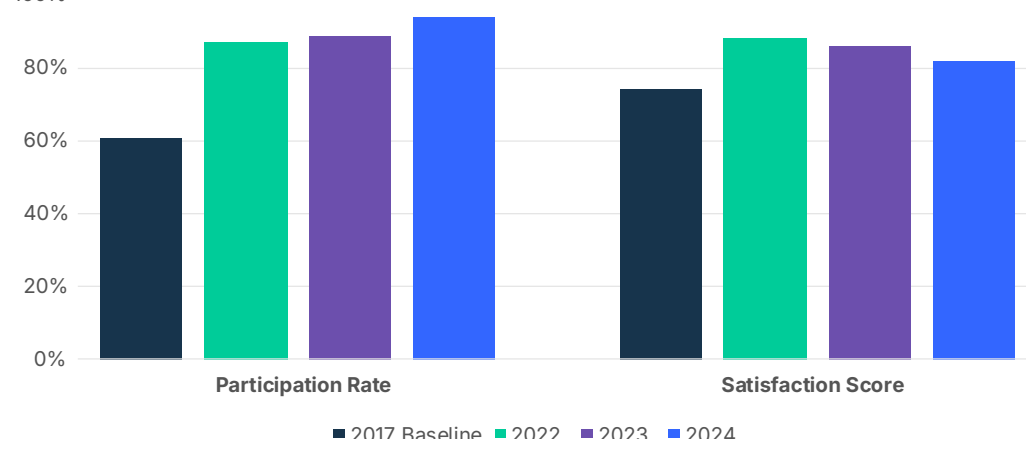
### Innovation:

- 90% of innovation projects focused on sustainability by 2030
- 30% of innovation projects aimed at reducing carbon footprint by 2030




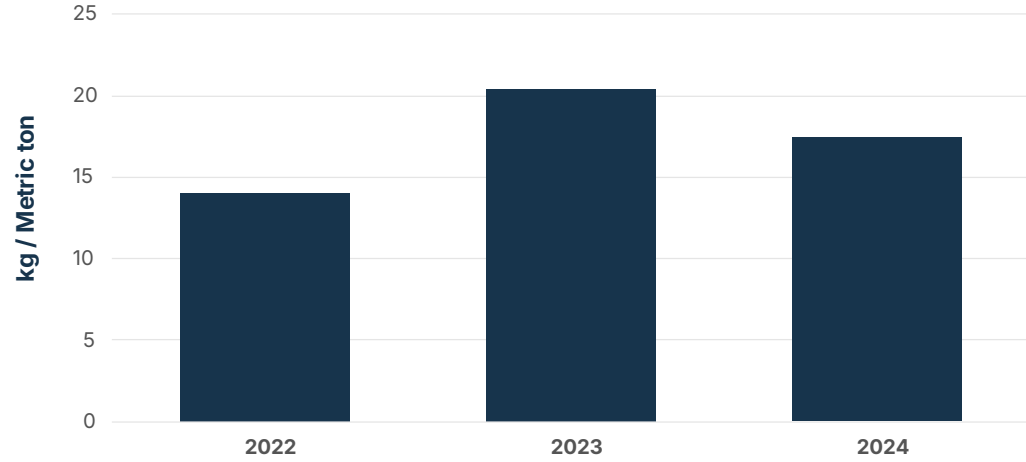

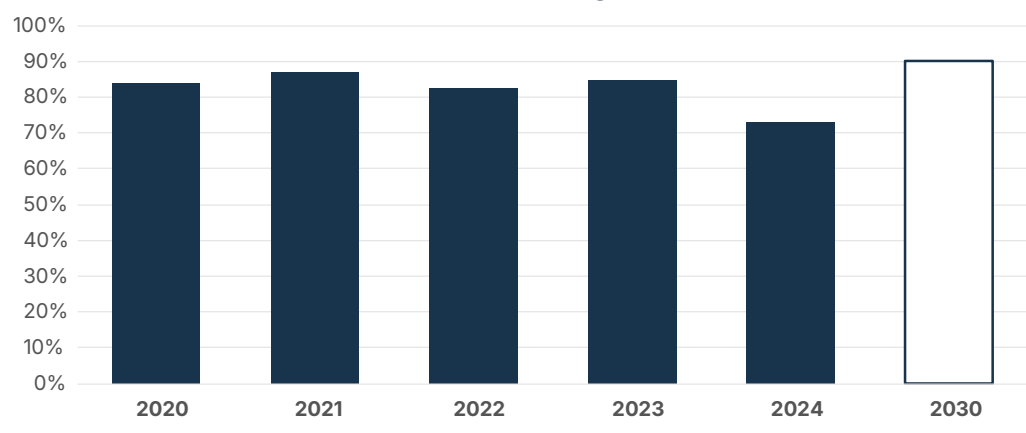

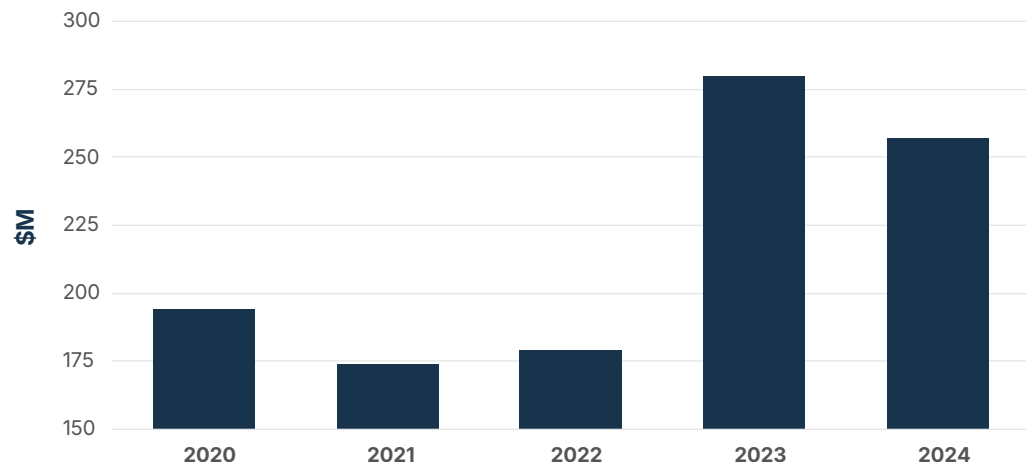


# How we support SDGs at Solenis

SDG	How we support	KPI and objectives	Performance															
	<p><b>People:</b> 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><b>KPI:</b> Measure global gender pay equity each year to work towards closing the gender pay gap</p> <p><b>Objective:</b> Create a diverse, equitable and inclusive workplace for all employees</p>	<p><b>Mean Global Gender Pay Ratio</b></p>  <table border="1"> <caption>Mean Global Gender Pay Ratio</caption> <thead> <tr> <th>Year</th> <th>Ratio</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>0.84</td> </tr> <tr> <td>2022</td> <td>0.83</td> </tr> <tr> <td>2023</td> <td>0.81</td> </tr> <tr> <td>2024</td> <td>0.86</td> </tr> </tbody> </table>	Year	Ratio	2021	0.84	2022	0.83	2023	0.81	2024	0.86					
Year	Ratio																	
2021	0.84																	
2022	0.83																	
2023	0.81																	
2024	0.86																	
	<p><b>Clean Water &amp; Sanitation:</b> 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><b>KPI:</b> By 2035, reduce process water intensity by 10% vs. 2023</p> <p><b>Objective:</b> Operate with zero environmental harm and reduce our footprint</p>	<p><b>Process Water Intensity</b></p>  <table border="1"> <caption>Process Water Intensity (m³ / Metric ton)</caption> <thead> <tr> <th>Year</th> <th>Intensity</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>3.0</td> </tr> <tr> <td>2021</td> <td>2.9</td> </tr> <tr> <td>2022</td> <td>2.8</td> </tr> <tr> <td>2023</td> <td>2.6</td> </tr> <tr> <td>2024</td> <td>2.4</td> </tr> <tr> <td>2035 Target</td> <td>2.2</td> </tr> </tbody> </table>	Year	Intensity	2020	3.0	2021	2.9	2022	2.8	2023	2.6	2024	2.4	2035 Target	2.2	
Year	Intensity																	
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2021	2.9																	
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2023	2.6																	
2024	2.4																	
2035 Target	2.2																	
	<p><b>Employee Engagement:</b> Promote sustainable economic growth, supported by a fully engaged and productive workforce, and provide decent work for all.</p>	<p><b>KPI:</b> Improve employee engagement survey participation and satisfaction score each year</p> <p><b>Objective:</b> 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><b>Culture Survey Results</b></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> </tr> </thead> <tbody> <tr> <td>Participation Rate</td> <td>60%</td> <td>85%</td> <td>88%</td> <td>92%</td> </tr> <tr> <td>Satisfaction Score</td> <td>75%</td> <td>85%</td> <td>82%</td> <td>80%</td> </tr> </tbody> </table>	Metric	2017 Baseline	2022	2023	2024	Participation Rate	60%	85%	88%	92%	Satisfaction Score	75%	85%	82%	80%
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# How we support SDGs at Solenis

SDG	How we support	KPI and objectives	Performance														
	<p><b>Responsible Production:</b> 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><b>KPI:</b> By 2035, reduce waste disposal intensity by 5% using 2023 baseline</p> <p><b>Objective:</b> Eliminate waste, increase recycling and reuse of materials</p>	<p><b>Waste Disposal Intensity</b></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>17.5</td></tr> </tbody> </table>	Year	Intensity	2022	14	2023	20	2024	17.5						
Year	Intensity																
2022	14																
2023	20																
2024	17.5																
	<p><b>Planet &amp; Climate:</b> 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><b>KPI:</b> By 2030, 90% revenue generation will result through support of customers' sustainability goals</p> <p><b>Objective:</b> Enable our customers to manage resources and manufacturing processes more efficiently</p>	<p><b>% Revenue Generated by Support of Customer Sustainability Goals</b></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>2020</td><td>82</td></tr> <tr><td>2021</td><td>85</td></tr> <tr><td>2022</td><td>80</td></tr> <tr><td>2023</td><td>82</td></tr> <tr><td>2024</td><td>72</td></tr> <tr><td>2030</td><td>90</td></tr> </tbody> </table>	Year	Percentage	2020	82	2021	85	2022	80	2023	82	2024	72	2030	90
Year	Percentage																
2020	82																
2021	85																
2022	80																
2023	82																
2024	72																
2030	90																
	<p><b>Customers:</b> 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><b>KPI:</b> Deliver 5% return on investment for every customer</p> <p><b>Objective:</b> Drive value for our customers</p>	<p><b>5% Return on Investment</b></p>  <table border="1"> <caption>5% Return on Investment (\$M)</caption> <thead> <tr><th>Year</th><th>Value</th></tr> </thead> <tbody> <tr><td>2020</td><td>195</td></tr> <tr><td>2021</td><td>170</td></tr> <tr><td>2022</td><td>180</td></tr> <tr><td>2023</td><td>280</td></tr> <tr><td>2024</td><td>260</td></tr> </tbody> </table>	Year	Value	2020	195	2021	170	2022	180	2023	280	2024	260		
Year	Value																
2020	195																
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# Environmental

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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, protecting the communities we live in and environment is not just a responsibility—it is built into our everyday processes and decision making. From reducing air emissions and cutting waste to using resources more efficiently, operating responsibly is embedded in everything we do. By working closely with suppliers and customers, we develop smarter solutions that minimize environmental impact while improving service to our customers. Every step we take today not only strengthens our operations but also helps our customers, communities, and employees thrive for generations to come.”

**Dan Key**

Senior Vice President and Chief Operations Officer







# Dedication to Responsible Care®\*

Solenis is committed to the [American Chemistry Council's Responsible Care®](#) program, a global initiative to advance the safe, sustainable, and secure management of chemical products and operations. [Solenis' Responsible Care Policy](#) reflects our commitment to global health and safety excellence and further demonstrates our unwavering commitment to industry collaboration, learning and our employees. At Solenis, our Responsible Care program encompasses environmental and regulatory programs; product risk management; product regulatory information; remediation; process safety management; and audits. Within Responsible Care, each operating facility conducts periodic risk assessments to identify risks and opportunities.

We identify and assess environmental risks through a company-wide global environmental, health and safety (EH&S) management system (certified under RC14001 and ISO 14001).

Our combined [certification programs](#) include annual internal and certification audits, ensuring continuous improvement and adherence to our company policies and procedures, including local, regional and business-specific Responsible Care obligations. Hazard identification, facility risk assessments and injury/illness risk assessments are included in these certifications. In the event of an incident, investigations are conducted and documented, and all recordable injury and illness events undergo review by the CEO and Chief Operating Officer, and corrective actions plans are developed and implemented.

Each site is required to establish and maintain a Health and Safety Committee which provides the opportunity for participation from workforce representatives.

We annually assess our Environmental, Health and Safety program via company-wide survey to improve the sustainability status of our manufacturing plants. The survey covers different environmental topics, such as biodiversity, energy management, water management, spill management, hazardous materials and waste management.

New facilities added through mergers and acquisitions are introduced to our Responsible Care certification process through our integration efforts. In addition, we are committed to certification of all global manufacturing plants to RC14001 certification. As a result, Solenis adds any new manufacturing facility to its certification program within three years of becoming part of the Solenis organization. The former Diversey sites will undergo third party auditing in 2026 to be fully integrated into the company's Responsible Care and ISO certifications.

**Since 2019, Solenis has implemented over \$42 million USD in capital expenditure projects to improve our EH&S performance.**



\*Trademark owned by a third party



# Global supply chain and procurement

Sustainable raw material sourcing is critical to support Solenis' commitment to environmental, social and economic responsibility. From extraction to production processing, we recognize the impacts of raw materials and aim to minimize them through rigorous sustainability requirements and adherence to local regulations. By embedding these principles into our operations, Solenis seeks to reduce our environmental footprint while upholding ethical labor practices.

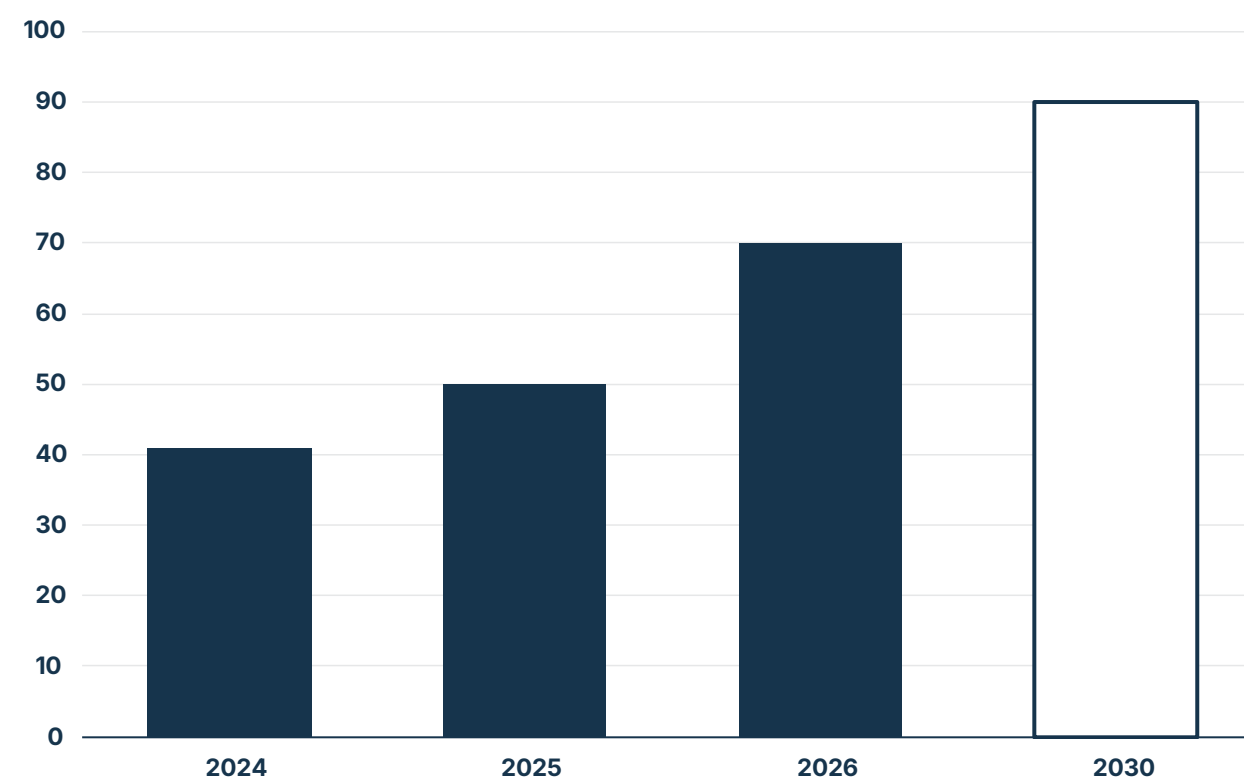
We actively collaborate with our suppliers to help them set ambitious sustainability goals. These can include reducing their carbon footprint, driving emissions reductions across the supply chain, and promoting adherence to recognized standards such as ISO certifications and Science Based Targets initiative (SBTi) commitments. By partnering with suppliers that align with Solenis' sustainability standards, we can contribute to a more sustainable future.

Additional information about our supplier sustainability requirements can be found in our [Supplier Sourcing Policy](#).

With more than **2,400 direct chemical suppliers worldwide**, we have a significant opportunity to drive meaningful impact across the supply chain. By total spend, over 54% of our suppliers' deliveries are sourced locally within our regions with more than 80% of the suppliers being classified as local.

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. Additionally, we align our processes with global regulations like Registration, Evaluation, Authorization and Restriction of Chemicals (REACH), Restriction of Hazardous Substances Directive (ROHS) and the American Chemistry Council's Responsible Care® program.

% Direct Suppliers Meeting Solenis' Sustainability Requirements

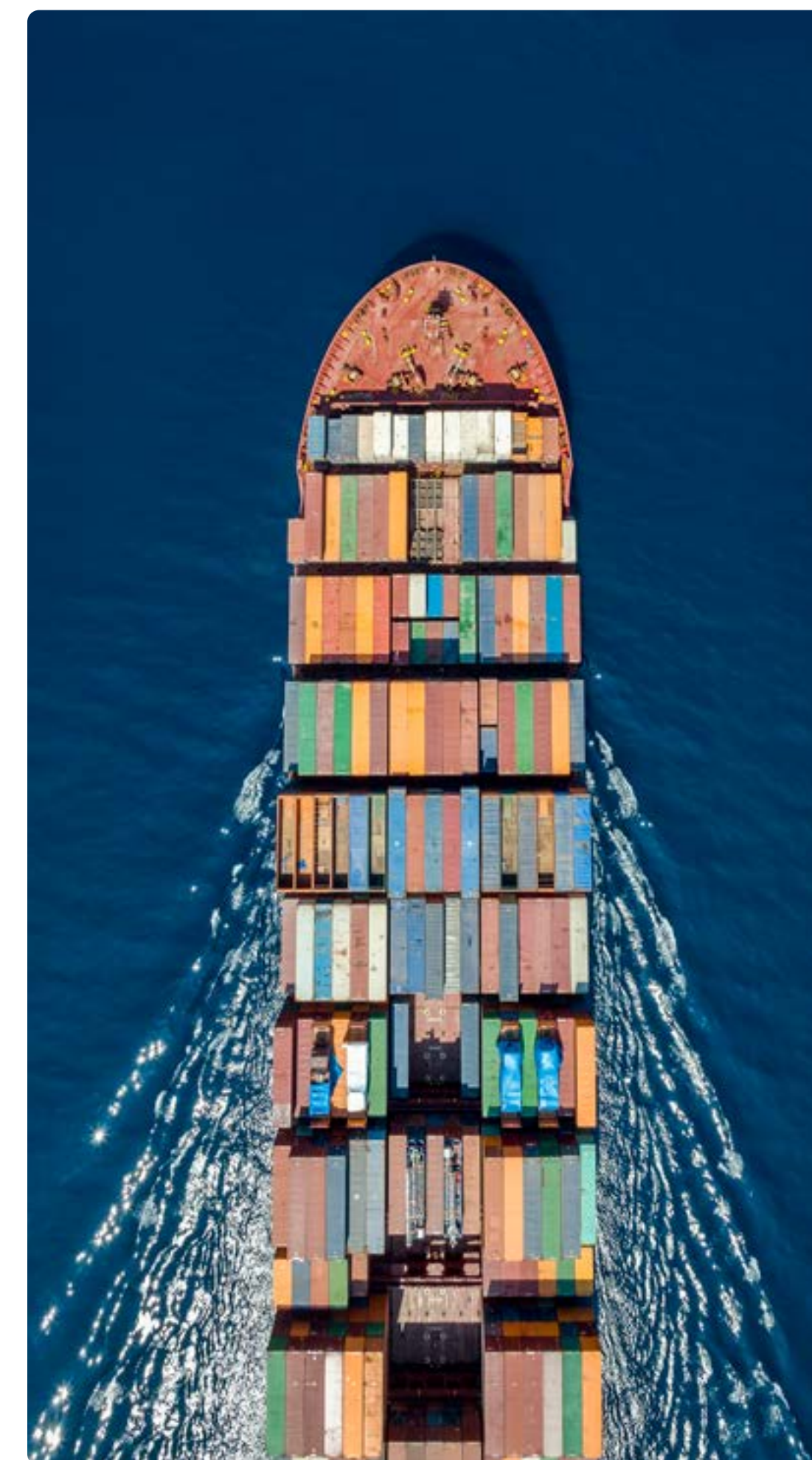


## Fostering local partnerships

**80%**  
Suppliers local to our regions\*

**54%**  
Deliveries sourced within our regions\*

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





## Fostering partnerships with diverse suppliers

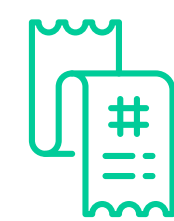
Solenis’ U.S. Supplier Diversity program is intended to foster an inclusive business landscape. We recognize the value diverse suppliers bring – a wealth of perspectives and innovative solutions that drive success and mitigate risks for both Solenis and our partners. To support these efforts, we work with Supplier.io, a platform leveraging data intelligence to connect us with a wider network of verified, sustainable and diverse suppliers. Currently, 5% of our total U.S. spend is with diverse suppliers that range across 13 categories.

Solenis continues to develop partnerships with diverse suppliers by inviting them to join upcoming sourcing events that can include requests for quotes and requests for proposals. One benefit of our new Coupa spend management software will be to identify new opportunities to engage with diverse suppliers. Additionally, we will encourage our larger spend suppliers to develop their own supplier diversity programs, maximizing the impact throughout our supply chain.



### Partnering with diverse suppliers in the U.S.

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	



428  
Suppliers supported



5%  
Total U.S. spend

REAL WORLD RESULTS



## Advancing responsible sourcing through sustainable spend management

Solenis is currently implementing Coupa, a global procurement and spend management system that has already demonstrated improvements in the way we manage purchasing across the organization. The platform enables our team to improve how we interact with suppliers, enforce our policies, and support our sustainability strategy.

In 2024, we implemented the first e-sourcing module of the program making all sustainability requirements mandatory for new business. As a result, we will have greater visibility of the sustainability impact of our products.

We anticipate that this new program will transform our procurement processes and enable Solenis to promote a culture of sustainable decision-making across the organization through prioritization of eco-friendly suppliers, ensuring ESG standards compliance.



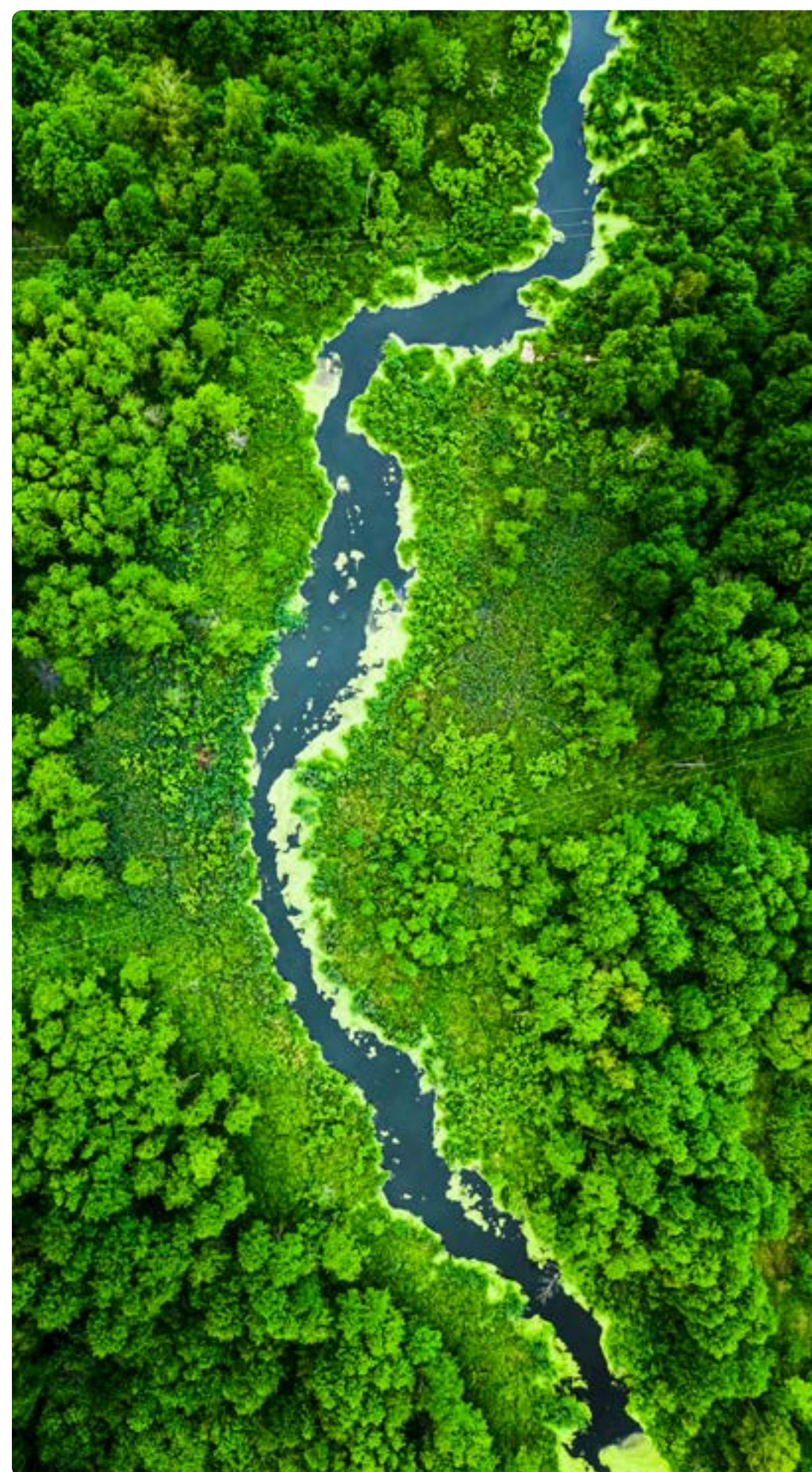
## Continuously evaluating and assessing our supplier network

Through our Global Risk Management Solutions (GRMS) platform, Solenis aims to enhance supplier risk management and improve the oversight of direct raw material suppliers exceeding \$250,000 in annual spend.

In 2024, 53% of Solenis’ total direct spend, encompassing chemicals, packaging, customer equipment and TASKI™ Intelligent Floor Care Machines, were enrolled and screened via our GRMS program. Of this 53%, the chemical suppliers with annual spend greater than \$3M reached 81%. Additionally, 61 new suppliers joined the program in 2024, representing 29% of total enrollment.

Adhering to our [Supplier Risk Management protocol](#), Solenis conducts due diligence assessments of our direct raw material suppliers to ensure that they are meeting our sustainability requirements through recognized ESG certifications or through Solenis’ sustainability assessment outputs. To ensure compliance with our [Human Rights](#) criteria, we are implementing an extra due diligence process using [Kharon](#), a third-party solution to identify and manage risk. If a risk is confirmed, we will work with the supplier on an action plan to mitigate the risk, which could include suspending allocation of new business until the issue is resolved.

Going forward, we plan to extend the criteria within our risk assessment program as well as expand risk types to a broader range of suppliers. This will enable us to identify trends and emerging risks, and conduct proactive due diligence to ensure compliance.



### Global risk management solutions enrollment



53%

Total direct spend



81%

Chemical suppliers with annual spend >\$3M



29%

Total enrollment from new suppliers

	Percentage of new suppliers that were screened using environmental and social criteria using GRMS platform	Number of suppliers assessed for environmental and social impacts using GRMS platform
2020	NA	NA
2021	100%	140
2022	24%	177
2023	17.4%	209
2024	29%	210



## Building sustainability into our procurement journey

In 2024, we prioritized strengthening our processes and policies while engaging our teams through several key initiatives:

- New [Procurement Sourcing Policy](#): This policy supports our efforts to prioritize raw materials with a lower environmental impact and consider alternatives by including new supplier sustainability requirements that include:
  - Prioritizing biodiversity
  - Mitigating deforestation
  - [Sourcing palm oil responsibly](#)
- Supplier Relationship Management Program: We initiated this program with strategic and critical suppliers to help build strong, collaborative relationships with a focus on sustainability.
- Supplier Performance Scorecards: A new 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 compliance
- Solenis' Supplier Contract Templates: We have updated the templates to reflect new regulations and requirements as well as ensuring compliance with our ESG requirements.
- Invest in mandatory sustainability training: Attended by 100% of the Solenis Global Procurement Team, this training provides the knowledge and skills needed to integrate sustainability into daily work, including a yearly goal linked to sustainability that is reviewed on a yearly basis. We also recently launched an additional training focused on human rights.

### REAL WORLD RESULTS



## Solenis recognized as Best Reverse Logistics Company in Brazil

Schütz Vasitex, a leading multinational company in industrial packaging recognized Solenis as the best reverse logistics company in Brazil for the recovery of Intermediate Bulk Containers (IBCs).

“We are extremely proud of this recognition, which reinforces our commitment to sustainability and the circular economy,” said Marcelo Castrignano, procurement associate director, Latin America at Solenis. “The recovery of IBCs is a crucial step toward reducing waste and preserving natural resources, and this award is a testament to Solenis’ continued effort to lead through responsible action.”

### Award highlights

89,873

IBC units returned

3,774.6

Tons of steel preserved

1,437.9

Tons of high-density polyethylene preserved

8,987.3

Tons of CO<sub>2</sub> emissions reduced

According to Schütz Vasitex's controls





## Committed to reduce – reuse – recycle plastics

**In 2024, Solenis launched a global initiative focused on reducing, reusing and recycling plastic packaging throughout our value chain.**

The goal is to enable Solenis – and our customers – to reduce plastic and waste. As part of this commitment, we reported plastics-related data in our 2024 CDP submission, highlighting our efforts to drive sustainable solutions.

Data collection from the most significant and impactful regions began in 2024. In 2025, we plan to improve our method to systemically collect, store and analyze data linked to plastic purchases and usage within our procurement, production and distribution.

Through a company-wide collaboration that includes R&D, regulatory and compliance, global procurement, and customers and suppliers, Solenis has already been able to identify, design and deploy several plastic reduction efforts. This cross-functional team has launched an internal awareness campaign to help drive input and ideas.

### 2035 Goal

**100%**

packaging materiality  
circularity index > 0.94

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





# Climate change & energy management

**As a key player in the chemical industry, Solenis has a vital role to play in addressing impact from climate change, starting with our own operations. Every day, Solenis is taking action and managing its impact by combining energy-related investments with efficient manufacturing best practices.**

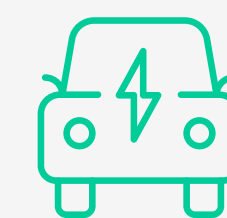
Solenis’ acquisitions over the past 10 years have greatly altered the landscape of the company’s technologies, chemistries and processes. As a result of our recent acquisition of Diversey, the company has re-evaluated its environmental goals. As such, today, Solenis’ strategy for reducing its impact on climate change and the planet is based in large part on the company’s commitment to the SBTi, which it made in 2023. 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) that drives ambitious climate action in the private sector by enabling organizations to set science-based emissions reduction targets. Through this initiative, Solenis is committing to embark on a journey towards reaching net-zero carbon impact by 2050.

We are currently working with outside consultants to frame our near-term goals in conjunction with SBTi and expect to complete this work by September 2025.

In the meantime, we have established strategic initiatives for greenhouse gas (GHG) emissions reductions, as well as reductions in energy consumption, water consumption, environmental incidents and waste management. Solenis tracks GHG emissions against the World Resource Institute’s Greenhouse Gas Protocol’s Scope 1, 2 and 3 categories. In addition, we have a detailed Scope 1, 2 and 3 emissions inventory that is helping us to identify ways to decarbonize our value chain.



REAL WORLD RESULTS



## Transitioning fleet vehicles to hybrids and EVs

To support our goals for operational efficiency and environmental responsibility, Solenis has initiated the [transition](#) of our commercial fleet to hybrid and fully electric vehicles (EVs). Our initial transition focuses on the 82% of our fleet located in Europe and North America.

- Europe — Transition to battery electric vehicles where possible and plug-in hybrid vehicles as needed.
- North America — Target 100% hybrid vehicles in the U.S., while Canada will be phased in as the local charging infrastructure matures.
- Latin America, Asia Pacific, Middle East, India and Africa will be reassessed annually, with electrification based on vehicle availability and infrastructure.

Recent research shows that road transportation accounted for approximately 16% of global greenhouse gas emissions in 2023, the second-largest source of emissions behind coal-fired power. EVs are considered the single most important technology for decarbonizing the transportation sector, as they have lower life cycle emissions when compared to internal combustion engines.

### 2035 Goal

**80%** renewable electricity



## GHG scope 1 & 2

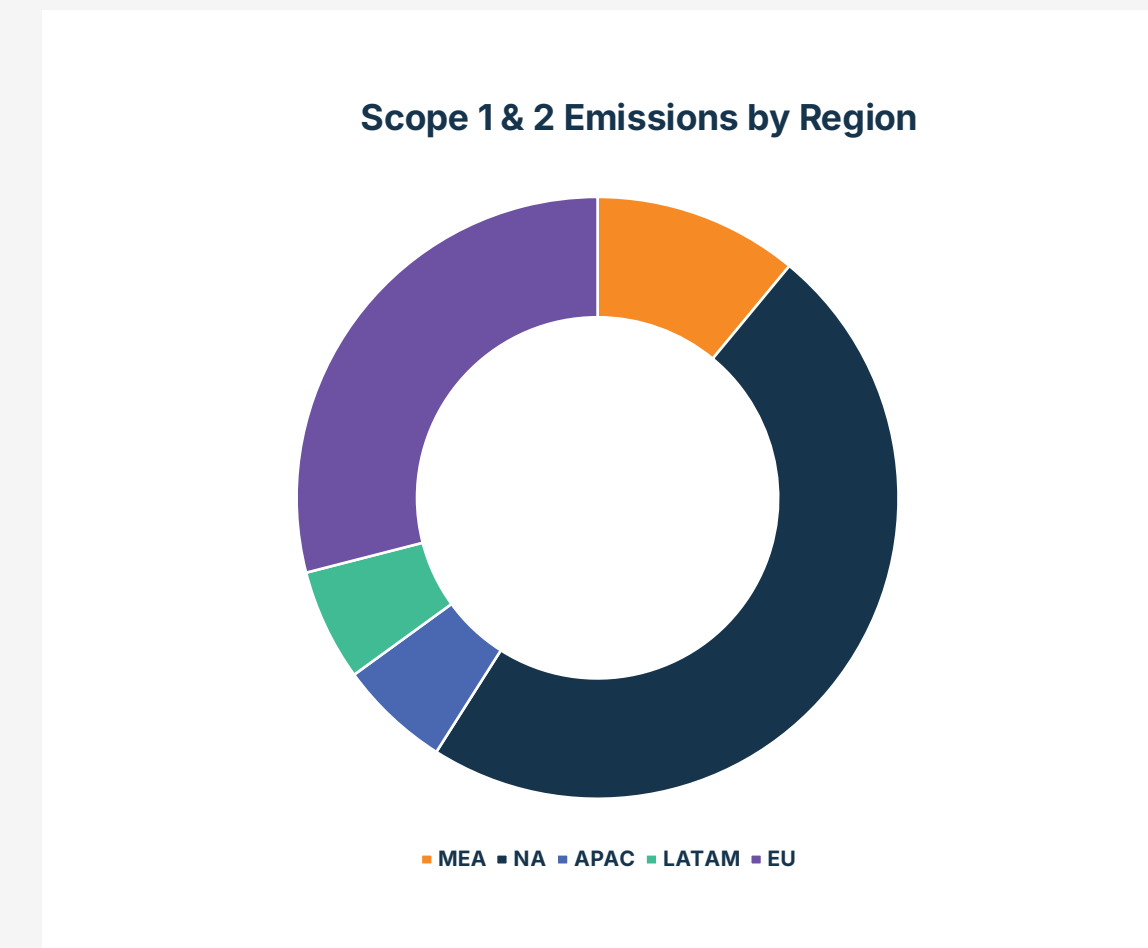
GHG in our operations are primarily related to fuel and electricity consumption. Scope 1 covers all direct emissions from company-owned or controlled sources, emissions from combustion in owned or controlled boilers, vehicles, etc. Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating or cooling energy consumed by the company.

To reach our near-term GHG Scope 1 and 2 targets, we are focusing on three key areas:

- 1. Greater use of renewable electricity:** Our short-term strategy related to “green energy” includes 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. Electrifying our fleet:** Transitioning our fleet away from fossil fuels toward the use of hybrid and fully electric vehicles (EVs). The company will conduct annual reviews to introduce new vehicles and expand into new countries.
- 3. Increased investment in energy saving projects at manufacturing sites:** These include both process-related and non-process projects. Some examples include:
  - Improved condensate recovery
  - Improved pipe and vessel thermal insulation
  - Elimination of compressed air leaks
  - New high-efficiency electric motors
  - Installation of variable-speed drives
  - Heat recovery and efficient steam generation systems
  - Installing low-energy LED lighting

### GHG scope 1 & 2 results

Greenhouse gas emissions (GHG) in our plants are primarily related to fuel and electricity consumption. In 2024, Solenis’ reported **Scope 1 and 2 GHG emissions increased by 19%**. This was due to the inclusion of the Diversey business. In comparison to the total for both companies in 2023, Scope 1 and 2 GHG emissions were essentially unchanged as the positive effect of energy reductions were offset by a **9% increase in production** at our larger sites in Krefeld, Germany, and Suffolk, Va., U.S.A.







## GHG scope 3

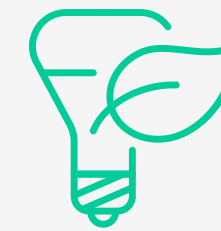
Scope 3 covers all indirect emissions that occur in the value chain, including upstream and downstream categories, such as purchased goods and services, logistics and product use.

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

- 1. Greater use of renewable raw materials:** These opportunities exist primarily in our industrial water treatment business where bio-based alternatives are currently being evaluated as future possibilities in the manufacture of our products.
- 2. Emissions reduction related to our customers' use of our cleaning and hygiene products:** This relates largely to the former Diversey product portfolio. We are evaluating ways that we can optimize the efficacy of our products so that our customers' use of fossil fuels in laundry and kitchenware washing processes is reduced through lower temperatures.
- 3. Optimized 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.



REAL WORLD RESULTS



## Solenis partners with Geodis to drive sustainability

Solenis has been working with one of its key transportation and logistics partners to improve the sustainability of their operations.

In 2024, Geodis completed a complete LED lighting retrofit at its McDonough, Ga., U.S.A., facilities, allowing the warehouse to utilize its current infrastructure while reaping the benefits of LED technology like reduced energy consumption and improved lighting quality. In the first two months of operation, the facilities experienced a 6% per month decrease in energy usage from this installation and estimate a 10% savings year over year.

In addition, several other Geodis facilities achieved Level 3 Green Site Certification, an internal Geodis standard which helps sites use resources efficiently and facilitates the facility's participation in environmental and sustainable practices. Through this program, Solenis' customers benefit by a reduction in waste generation and electricity consumption.



## Scope 3 emissions (metric tons)

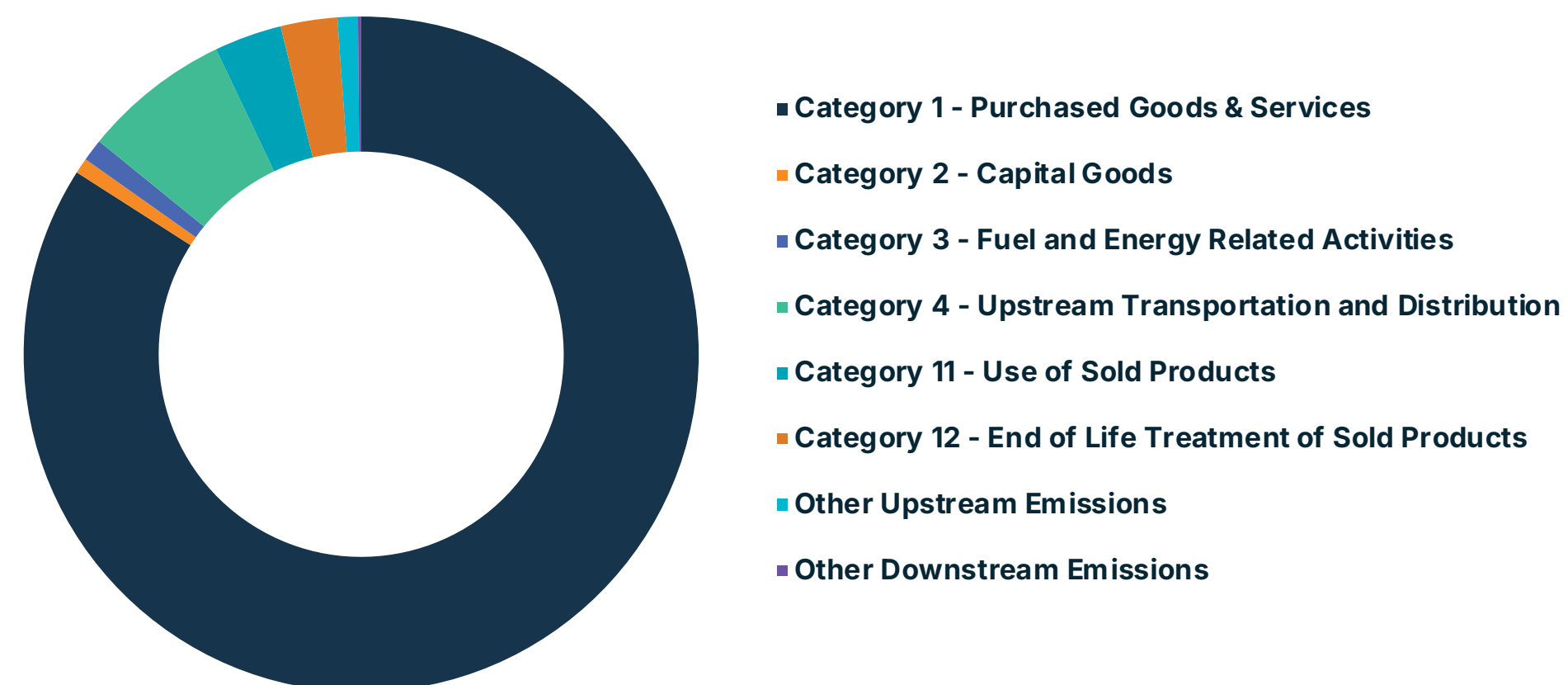
Category	2023 CO <sub>2</sub> e <sup>1</sup>	2024 CO <sub>2</sub> e
Category 1 - Purchased Goods and Services	3,941,498	5,062,772
Category 2 - Capital Goods	64,482	44,980
Category 3 - Fuel and Energy Related Activities	79,255	63,853
Category 4 - Upstream Transportation and Distribution	677,381	426,171
Category 5 - Waste Generated in Operations	20,530	21,713
Category 6 - Business Travel	19,032	24,075
Category 7 - Employee Commuting	16,030	12,741
Category 8 - Upstream Leased Assets	-	-
Category 9 - Downstream Transportation and Distribution	6,167	7,121
Category 10 - Processing of Sold Products	4,590	1,178
Category 11 - Use of Sold Products	67,271	194,512
Category 12 - End-of-life Treatment of Sold Products	213,271	163,410
Category 13 - Downstream Leased Assets	-	-
Category 14 - Franchises	-	-
Category 15 - Investments	1,029	1,049
<b>Total</b>	<b>5,110,536</b>	<b>6,023,575</b>

<sup>1</sup>Reflects the combination of data from both Solenis and Diversey.

### GHG scope 3 results

With the inclusion of the Diversey business, Solenis' reported Scope 3 GHG emissions essentially doubled in 2024. In comparing these 2024 reported values with combined 2023 data from Solenis and Diversey (as reported in the recent Carbon Disclosure Project submission), the changes were due to a variety of factors, including improved ability to calculate Scope 3 emissions and increased business travel necessitated by the Diversey integration process.

### CO<sub>2</sub> Emissions by Category





# Energy consumption

In 2024, Solenis' reported energy consumption increased 12.2%. This was due to the inclusion of the Diversey businesses. In comparison to the total for both companies in 2023, energy consumption decreased 4% due to energy saving projects, reduced production in higher energy-intensive operations, and the divestiture of the Perm, Russia, facility. In 2024, energy intensity decreased by 30% due to the lower energy requirements of the Diversey business.



### REAL WORLD RESULTS



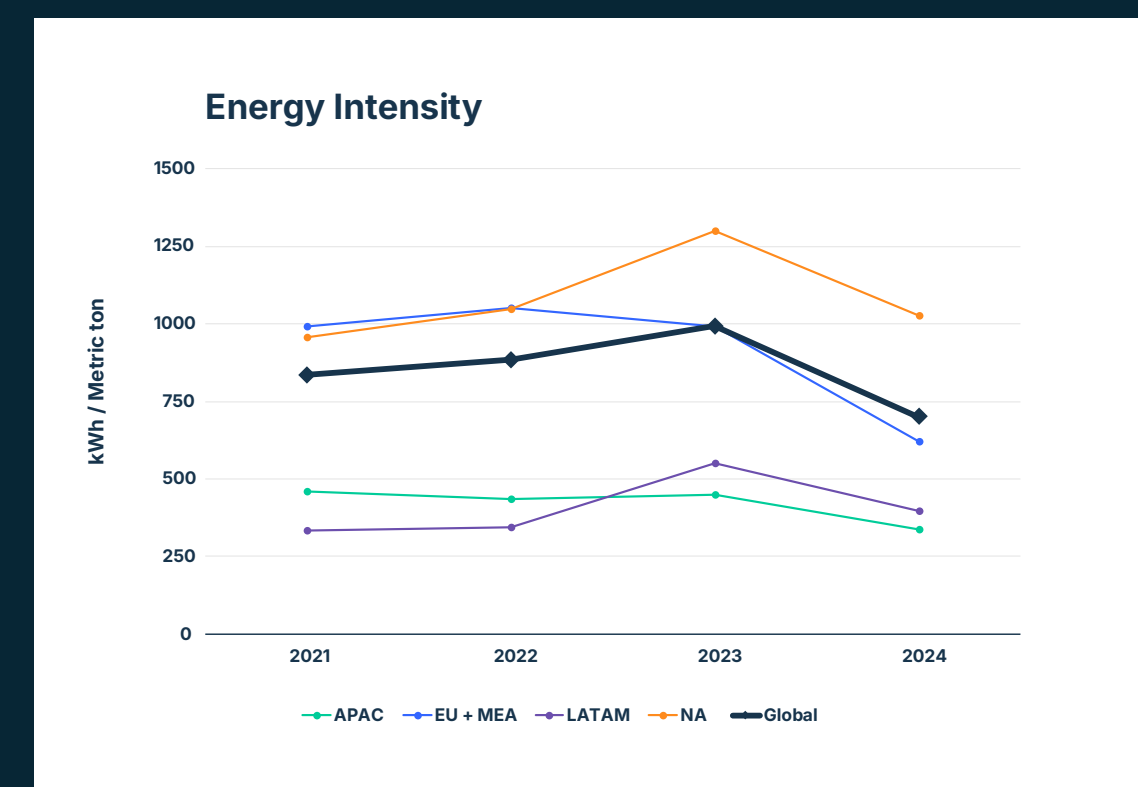
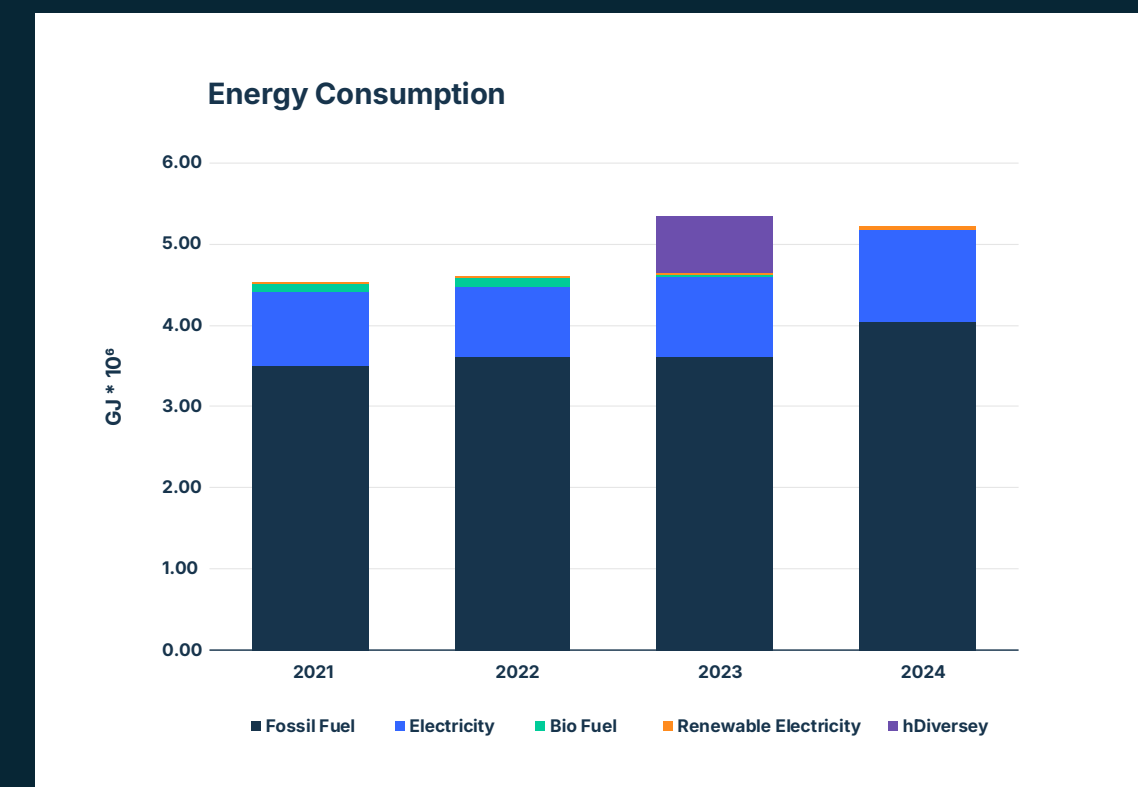
## Geothermal well cleaning program supports growth of clean, renewable energy

Advanced cleaning technology increases green energy output. Geothermal power plants help reduce the world's reliance on fossil fuels – but only if they remain productive. The GeoSol™ online well cleaning program enables geothermal power producers to safely remove scale in the rock formation, restoring diminished well capacity and maximizing production, ultimately supporting the growth of clean, renewable energy.

## Energy Consumption Results

Data for 2022 and years prior reflects that reported in previous sustainability reports for Solenis and any companies or businesses acquired as indicated in the table related to “Data Integration for Acquired Companies.” 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 reflects the fully integrated performance for Solenis, Diversey and other acquisitions.

Energy intensity is calculated by normalizing energy consumption against production volume.





# Water management

**At Solenis, water is of critical importance to us. Our purpose and strategic focus as a company is to help our customers conserve water. Our purpose and commitment to effective water management extends to our own operations.**

We assess and manage our water risks by reducing our water withdrawal from various sources such as bodies of water, groundwater and wells, and improving our wastewater 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 2024, Solenis has significantly enhanced its efforts and initiatives to reduce process water withdrawal. A corporate-level team has been formed, and each manufacturing site has established a site-level team and “water champion” to develop specific plans to better manage process water. The corporate team enables the sites to coordinate and share best practices. Some of the areas being examined include cleaning optimization, enhancing the performance of cooling water towers, reducing “once through” water usage, and process changes related to boiler water. In addition, Solenis is looking at ways to use its own technologies in recently acquired manufacturing plants. The company’s goal is to reduce water intensity by 10% by 2035 versus a 2023 baseline.



### REAL WORLD RESULTS

## Three-phase program to reduce water consumption — an ongoing success!

In 2024, Solenis’ Charleston, Tenn., U.S.A., facility launched a three-part program to reduce water consumption. After only the first two phases, the plant is already seeing significant results.

From December 1, 2023, until March 4, 2024, the plant’s treated water usage averaged 504 gallons per minute (GPM).

In the first phase, the plant team eliminated “once through” treated water to its four air compressor heat exchangers, and instead began utilizing chilled water, reducing the treated water usage rate by 60 GPM. In the second phase, the plant installed thermostats on the discharge side of its process pump seals that used “once through” treated water for cooling, thus reducing treated water usage by another 60 GPM.

The 120 GPM reduction translates to a reduction of approximately 24%.

In March 2025, the plant will be eliminating “twice through” treated water to its vacuum pumps by installing a shell and tube heat exchanger to cool the water that now recirculates. This is expected to reduce treated water usage by an additional 90 GPM.

### 2035 Goal

**10%**

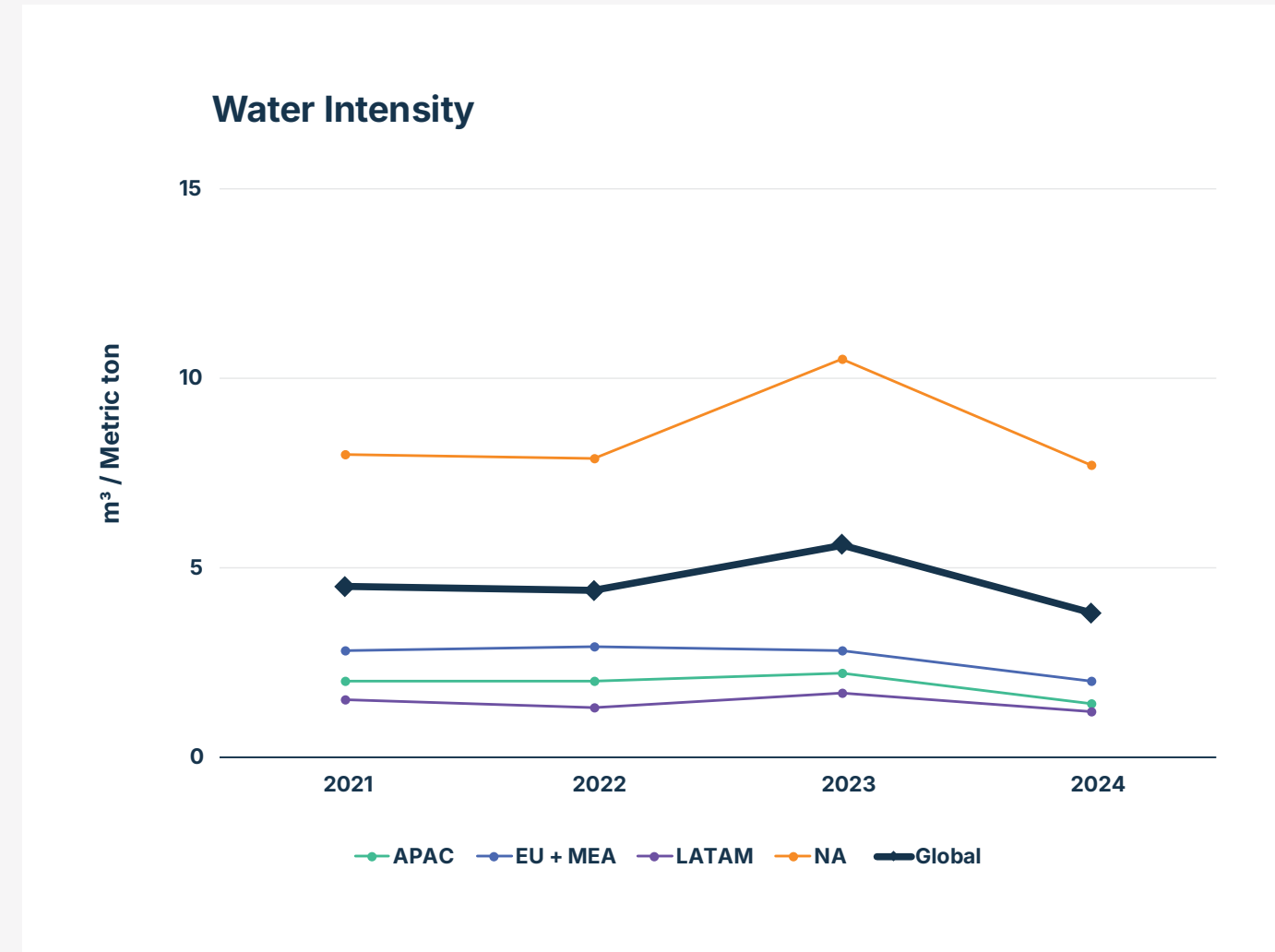
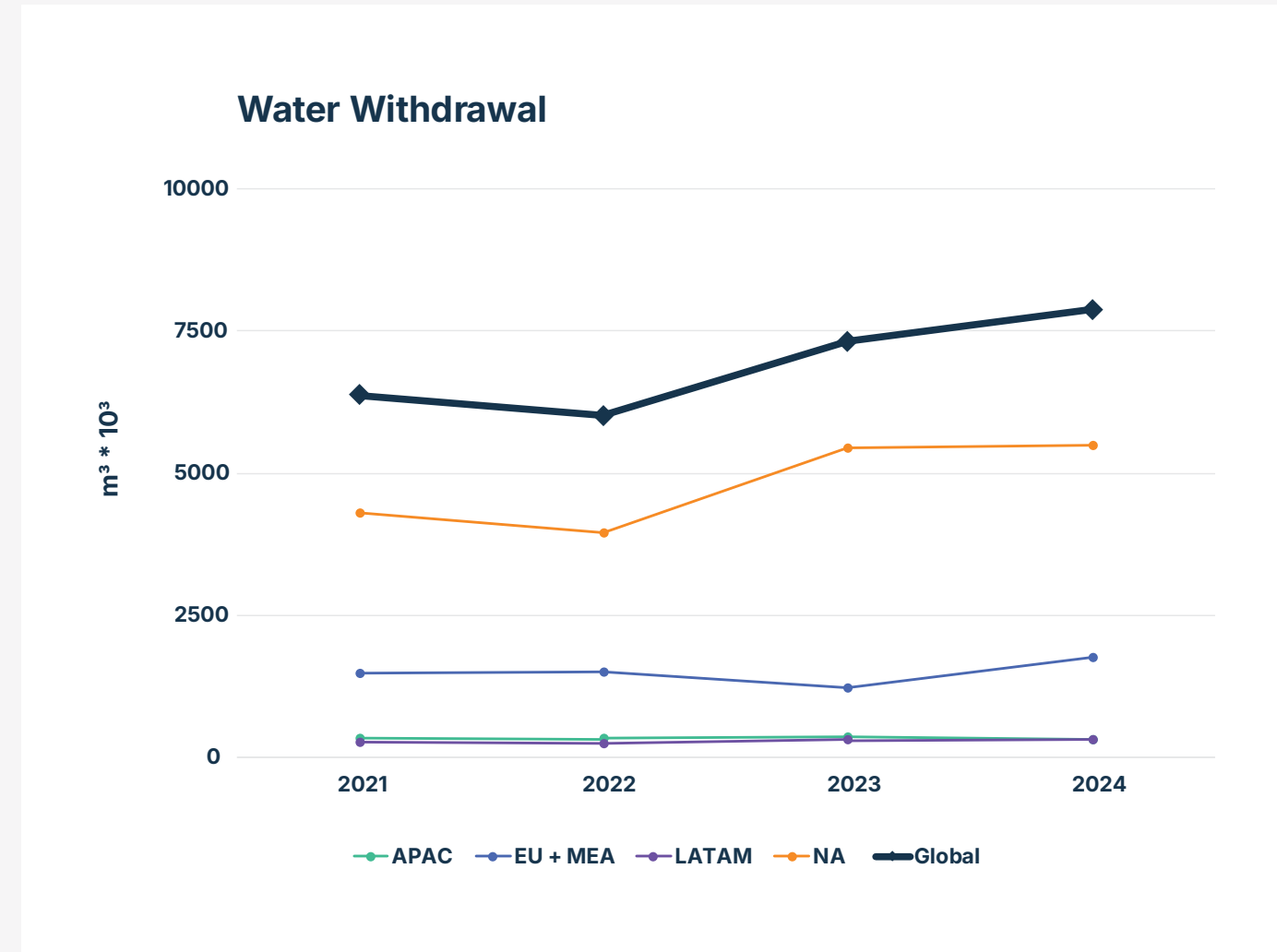
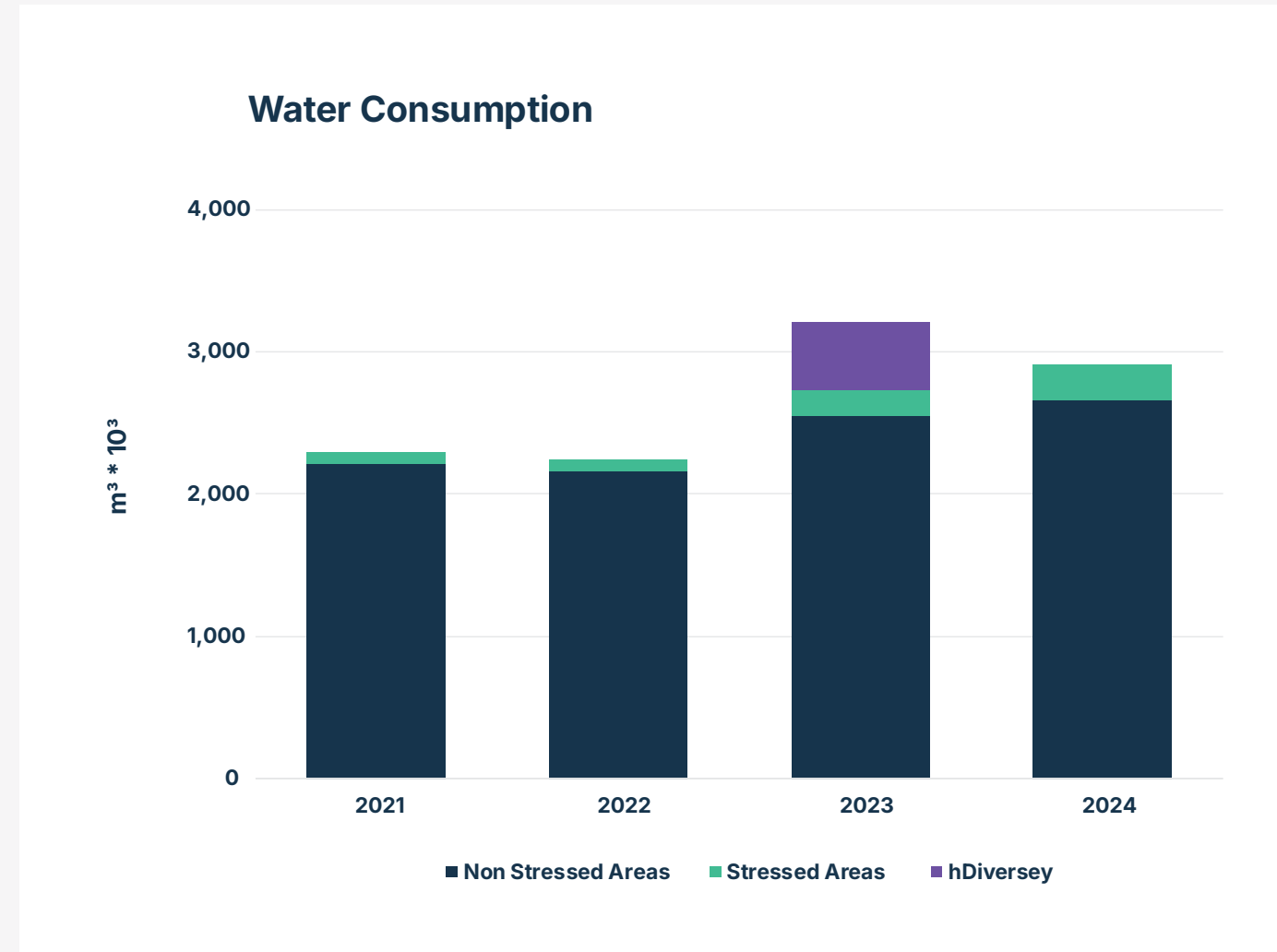
reduction in process water intensity vs. 2023





# Water management results

In 2024, Solenis' water withdrawal increased by 7.7%. This was due to the inclusion of the Diversey business. Our water withdrawal intensity (cubic meters per metric ton of product output) decreased by 32% due to the lower water requirements of the Diversey business.



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Energy intensity is calculated by normalizing energy consumption against production volume.





## Water stress

Another preservation area of focus are areas impacted by water stress, or more simply, areas of the world where ability to meet the human and ecological demand is compromised or threatened. Solenis operates 19 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”:

All of Solenis’ sites located in extremely high or high water stress areas have relatively low water use, with the exception of Franklin, Va., U.S.A. All of these sites have an active water management plan to prioritize conservation and water reduction measures, and in Franklin, the site is working on several initiatives including replacing “once through” cooling water systems with a cooling tower.

Extremely High Water Stress	High Water Stress
Conde Duque, Spain	Ankleshwar, India
Henderson, Colo., U.S.A.	Burlington, Ont., Canada
Kempton Park, South Africa	Franklin, Va., U.S.A.
Kwinana, Australia	Gebze, Turkey
London, Ont., Canada	Greensboro, N.C., U.S.A.
Lurin, Peru	Pindo Deli, Indonesia
Mexico City, Mexico	Toluca, Mexico
Shanghai, China	Watertown, Wisc., U.S.A.
Tarragona, Spain	
Tlanepantla, Mexico	
Wadeville, South Africa	

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

Preservation of the world’s flora and fauna (biological) diversity is critical. In 2024, Solenis significantly enhanced its approach to biodiversity and deforestation. This started with the development of a Deforestation and Biodiversity policy. From there, Solenis is actively exploring ways to integrate biodiversity and deforestation considerations into our operations and supply chain. These include partnering with organizations to implement practices that minimize our impact on natural habitats and species, and working with suppliers who adhere to sustainable forestry practices.

Each year, during our annual site EHS survey, we assess whether our sites impact biodiversity, protected areas or endangered species. Eleven sites reported proximity to protected areas but determined that they do not affect local biodiversity.



# Environmental incident management & waste management

## Environmental incident management

At Solenis, we regularly work to reduce environmental incidents, chemical releases and their severity. Each manufacturing site has secondary containment, spill control kits and emergency response procedures in place to reduce the risk in the event of an unexpected environmental incident. Additionally, we work to identify and eliminate the potential for environmental risk by conducting a walk-the-line assessment before any material transfer, emergency response drills and periodic compliance assessments.

To measure our performance related to spills, releases and regulatory compliance, we calculate an Environmental Incident Classification (EIC) score for incidents. The EIC metric assigns a score for spills and regulatory issues for Solenis manufacturing sites. This metric

assigns a severity score for each incident meeting the respective EIC criteria. The scoring measures potential in addition to actual environmental or regulatory impact. The majority of EIC-scored incidents result from releases to engineered secondary containment, which have no significant direct impact on the environment.

### EIC strategy

In 2024, an EIC Reduction Team was convened to identify and prioritize recommendations to reduce EIC points. To support this, the North American sites conducted a line-by-line permit analysis and developed compliance assurance plans to support our full environmental regulatory compliance.

Moving forward, we plan to implement the Velocity EHS regulatory compliance module in a risk-prioritized effort, initially for all sites in North America and Latin America, as well as Turkey. The EIC Reduction Team recommendations for engineering

and administrative improvements will be engaged to support a significant reduction of EIC points in 2025.

To support and improve risk recognition and control for environmental incidents, we continue to conduct global environmental incident reviews to understand and share causes and improvement measures with our global manufacturing sites.

We train all acquired global manufacturing sites on the EIC program and associated reporting requirements. Additionally, we refreshed training at all other global sites, elevating recognition and compliance to this program and internal reporting requirements.

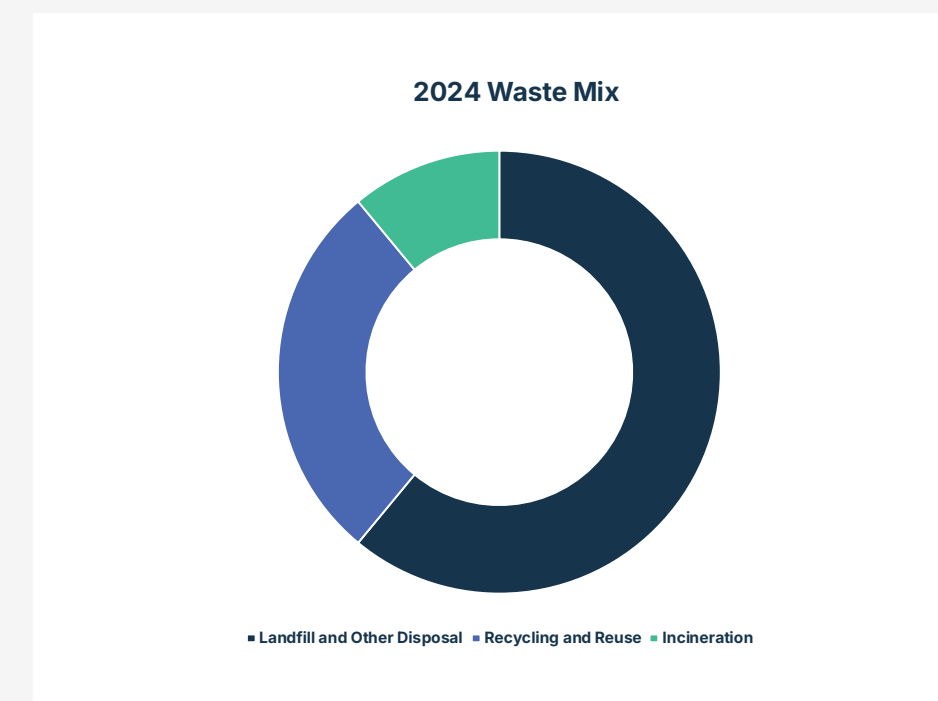
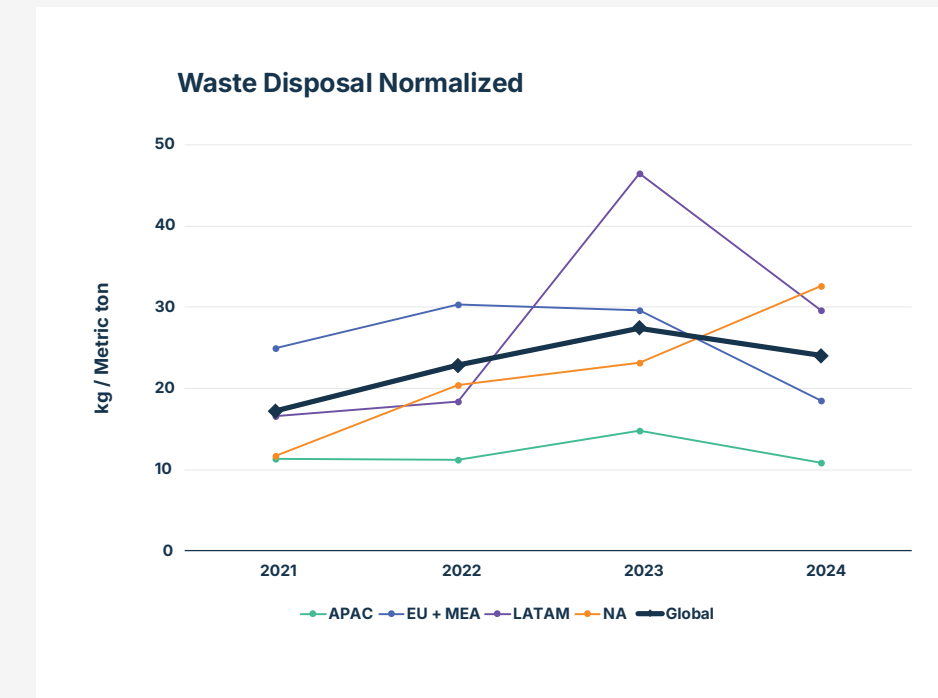
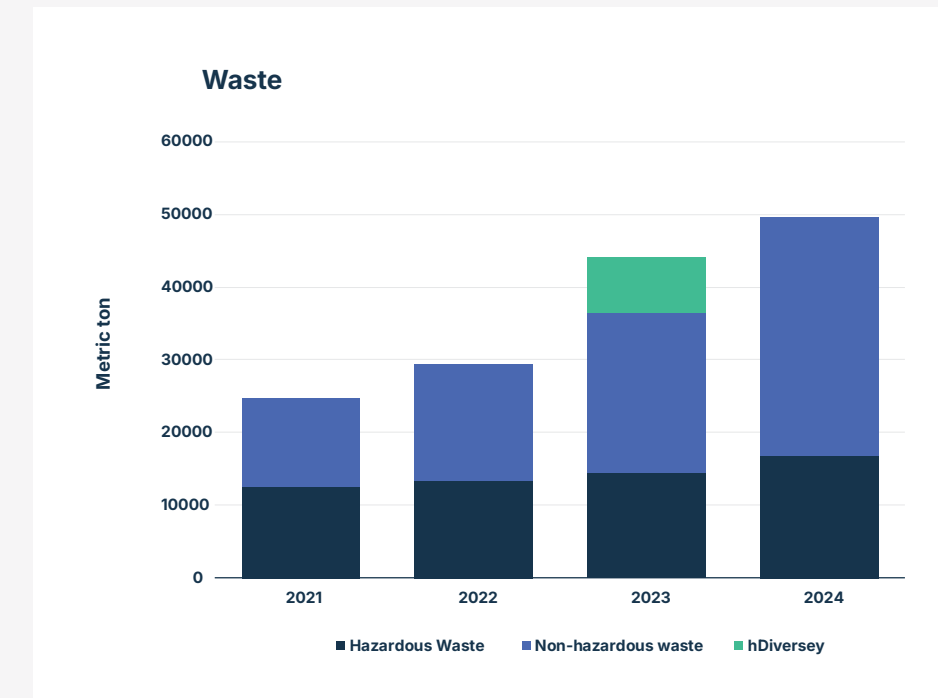
As a company, our goal is to reduce EIC by 33% from the 2024 baseline. Because Diversey had no similar program, fiscal year 2024 serves to reset our EIC baseline, resulting in a global baseline score of 206 EIC points. In 2024, approximately 68% of EIC severity points were associated with our North American manufacturing sites.





### Waste management results

In 2024, Solenis’ waste generation increased by 36%. This was due to the inclusion of the Diversey business and the ramp-up related to the new Florence, Ky., U.S.A., manufacturing facility. Solenis’ waste disposal intensity, based on production, decreased by 15%. This was due to the lower amount of waste generated by the Diversey business.



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# Social

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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.





“Solenis’ success starts with our people. Their safety, growth and well-being are our priority, which is why we foster a workplace where employees feel supported, engaged and empowered to thrive. By investing in development, recognition and a strong culture, we fuel innovation, strengthen our business and build lasting relationships. Our commitment extends and connects our workforce beyond our operations—we collaborate with customers to create stronger communities where we live and work, supporting a better, more sustainable future for all.”

**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 driven by embracing “people first” thinking. We strive to eliminate injuries and illnesses through strategic and systematic risk control at our facilities and in the field.

Safety starts at the top. Our company’s leadership across all manufacturing sites and functions is committed to finding solutions and driving positive change. During our monthly Leadership Council meetings, our CEO participates in injury incident reviews, and the causes and corrective actions are shared throughout the organization with the goal to raise awareness.

## Safety training

At Solenis, every worker participates in initial and refresher Environmental, Health and Safety (EHS) training pertinent to their role. This training is supplemented by various activities designed to maintain safety awareness and focus, including Safety Days; EHS webinars; targeted monthly safety communications; EHS Best Practice sharing; and EHS incident sharing.

## Risk identification and control

To identify and control risks on the job, the EHS team leads a number of key initiatives including:



### Job safety analyses

Conducted by joint teams of site leadership and plant operators to identify hazards, and then collaboratively design effective controls and their implementation.



### Internal and third-party EHS audits

Support compliance and performance improvement.



### Severe Injury and Fatality (SIF) metric

Launched globally in 2024, along with associated training, our site teams will be engaged in a concerted effort around SIFs.



### EHS integration process

Acquired sites complete this process enabling standardized reporting of U.S. Occupational Safety and Health Administration (OSHA) recordable injuries.



### Near misses and hazards reporting

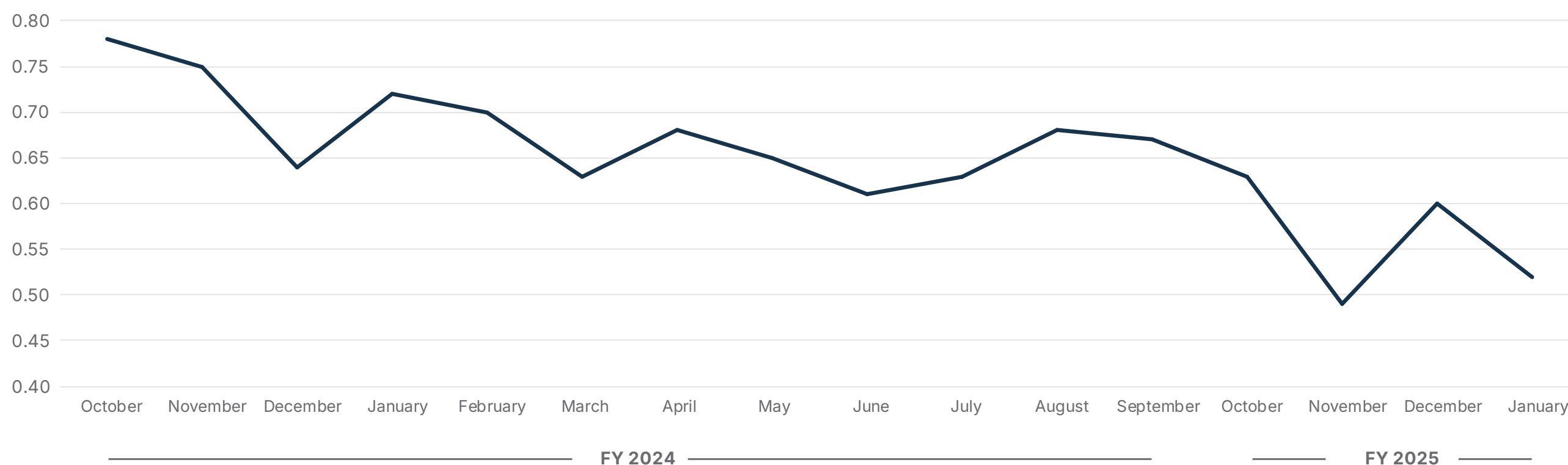
Our workers are trained to identify and report near misses and hazards to improve worker safety. Since 2017, the number of these reports has improved 600%. In 2024, safety improvements increased 3% over the previous year.



## Safety performance

With the acquisition and integration of three companies in 2024, including Diversey, it became evident disparities existed in safety incident identification, definition and recording. Therefore, comparison of the safety performance of the newly combined company with the prior year's performance of its legacy companies would not yield a meaningful comparison. As a result of this material change, Solenis has established 2024 as a new safety performance benchmark.

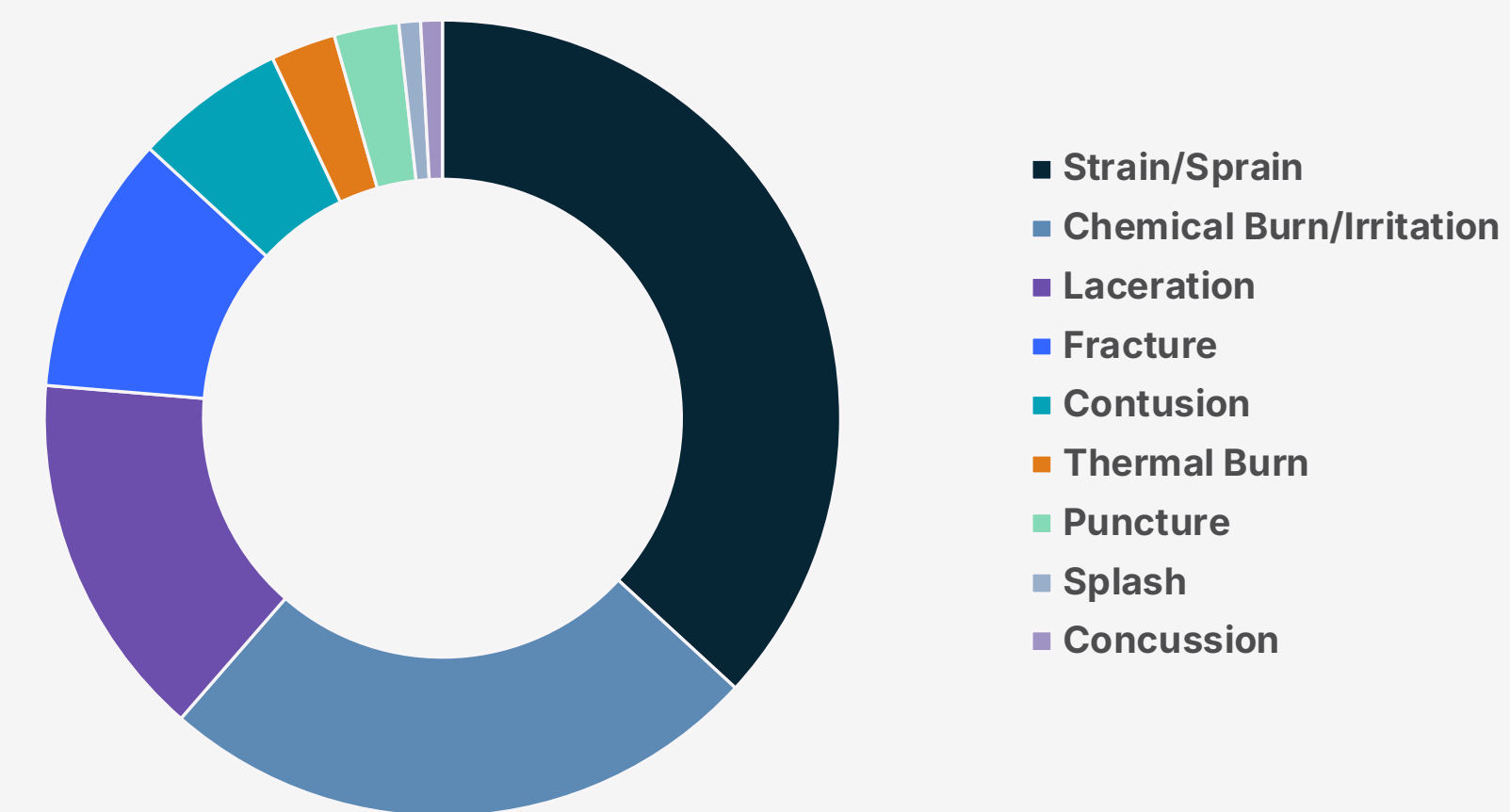
In fiscal year 2024, Solenis' Total Recordable Rate (TRR)<sup>1</sup> was 0.67



Throughout fiscal year 2024 (October 2023 to September 2024), Solenis achieved a consistent injury reduction trend. An initial TRR rate of 0.78 at the beginning of the year trended downward to 0.67 by year end, representing a 14% reduction. This trend has continued into FY2025, as the company posted a TRR in January of 0.52.

<sup>1</sup> 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, based on actual headcount as of Sept 30, 2024 (actual headcount x 1980). 200,000 hours are the expected hours normally worked in a year by 100 workers (100 workers x 40 hours x 50 weeks).

### Recordable injuries by type





## Safety improvement focus areas

Identifying performance gaps helps Solenis teams take targeted actions to improve safety. A review of the data shows:

**Injuries in the global commercial team:** Two main categories—chemical exposure and ergonomics—account for approximately 49% of injuries. Additionally, three groups contributed to 65% of these injuries: the Institutional teams in North America and Europe, and the Latin America Food & Beverage team.

**Injuries in manufacturing:** Approximately 53% of injuries are linked to chemical exposure, ergonomics, and walking-working surfaces, such as slips, trips and falls.

For 2025, our teams are working together to identify issues and implement a series of actions to improve performance including easy access to personal protective equipment and the implementation of a field safety manual that includes standard commercial team operating procedures and training.

## How we view workers

At Solenis, safety is integrated into everything we do, and as such, includes everyone. We define “workers” as someone who performs work or work-related activities that are under the direct supervision of Solenis. For example, activities performed by workers employed by Solenis (employees), workers of external providers, contractors, and agency workers. Workers include top management, managerial and non-managerial people. When we present our safety data, it is accordingly in terms of our “workers,” not just our employees.

Directly supervised contractors are also included in the scope of our safety policies, programs, trainings and initiatives.



## Solenis' Safety Excellence Awards

Solenis' Safety Excellence Award program recognizes its manufacturing sites. Any plant which operates for 12 continuous months without any recordable incidents (based on the U.S. Occupational Safety and Health Administration criteria) is awarded a trophy. In 2024, 48 Solenis sites received this recognition.

27 Sites

with at least one year without any recordable injury

6 Sites

with at least five years without any recordable injury

15 Sites

with at least 10 years without any recordable injury





# Human capital management

## Attracting, developing & retaining the best talent

We work hard to create a culture where our people feel engaged and energized. At Solenis, we attract, develop and retain great people. 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.

Over the past year, Solenis successfully recruited 2,038 new hires and welcomed 9,521 employees through acquisitions. Our voluntary turnover rate improved to 7.4%, reflecting stronger employee retention.

## Hiring the best

In a dynamic and ever-changing labor market, we strive to source the best talent around the world. Our global "Hiring the Best" program, which outlines Solenis' hiring methodology, ensures we attract great talent, while maintaining a consistent, compliant, fair and best-in-class approach to recruitment in every country where we operate.

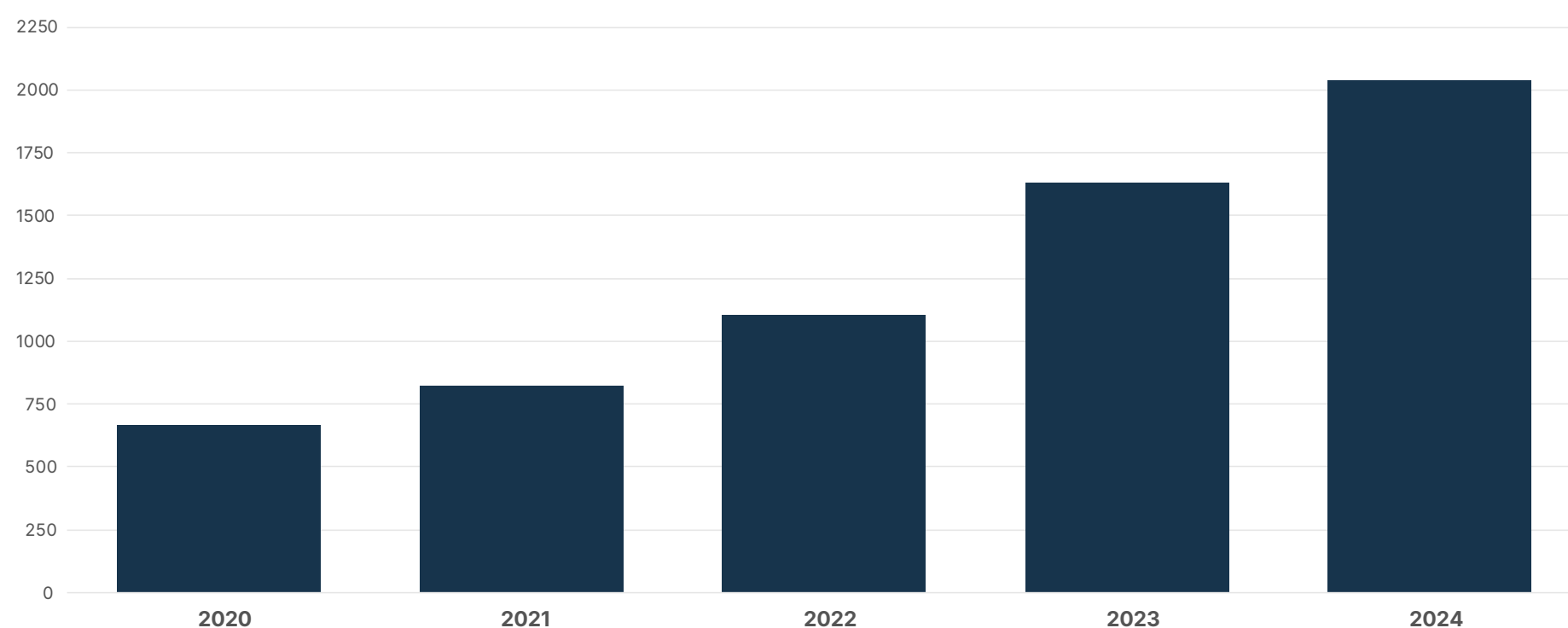
Our Hiring the Best program trains hiring managers how to create a best-in-class candidate experience, so we attract great talent from the start. We provide our hiring managers with a variety of tools, such as Workday Recruiting, enabling them to find the best talent for our positions.

To further fortify our recruiting efforts, we also partner with global recruiting organizations in all regions to ensure timely and quality hiring.

We have created a best-in-class onboarding experience for our new employees around the world. This experience starts with our new employee orientation "Inside Solenis" where we introduce our new employees to our leadership team, to our business segments and to The Solenis Way.

In 2024, we conducted a comprehensive evaluation of our regional programs and identified best practices to create a more unified approach. As a result, we are rolling out region-specific enhancements in 2025 to ensure every new employee receives a consistent and engaging introduction to Solenis, no matter where they are in the world.

New Hires



## 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 98% of Solenis' senior management team (director and above) have been hired from the local community, meaning hired within the regions where we operate - North America (NA); Europe; Latin America (LA); Asia/Pacific (APAC); and Middle East and Africa (MEA).

## A winning approach to recruitments

In 2024, our Southeast Asia region received GOLD in the Best Recruiting Technology Category at the Employee Experience Awards (EXA). 2024 Employee Experience Awards is the largest pan-Asia Human Resource awards forum honoring organizations that excel in prioritizing the employee experience, highlighting innovators who leverage employee-centric strategies to drive value and maintain a competitive edge.





# Internships, apprenticeships & early career talent

Driving interest in STEM while developing and attracting junior talent is at the heart of the Solenis intern programs. In 2024, Solenis offered 190 full-time paid internships and apprenticeships across six programs in 10 countries to qualified college and university students. 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 with diverse insights and perspectives.

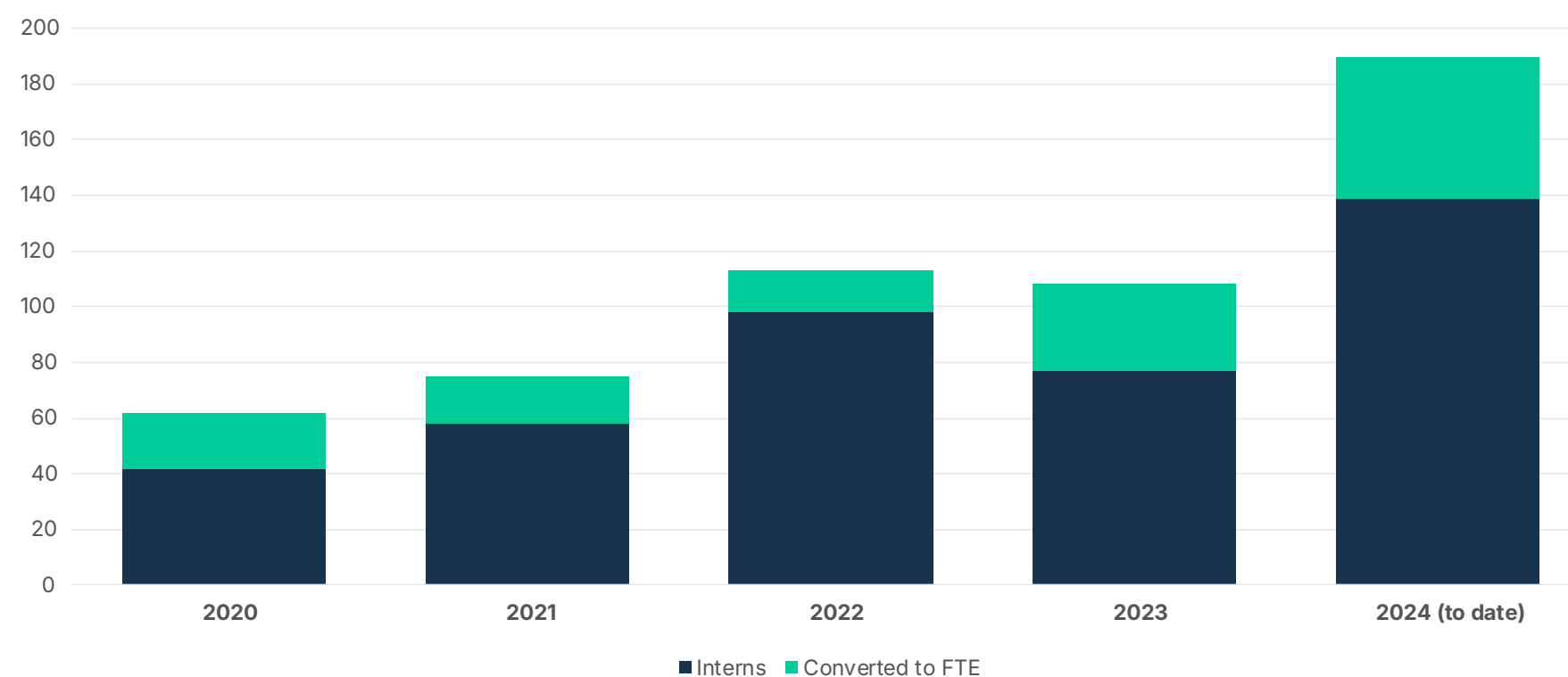
Our flagship programs in North America continue to grow with both the Commercial and MBA programs doubling in size since 2020. The success supported by partnerships with key colleges and universities with strong chemical engineering programs.

Beyond North America, our programs continue to expand. The Solenis Early Careers Program in Bradford and Grimsby, U.K. provides hands-on

experience to students exploring career pathways beyond traditional university routes. In Germany, we collaborate with local schools to offer vocational training in both administrative and production roles. Our initiatives in India focus on building a strong talent pipeline to support key business functions, while in Latin America, we have established programs across multiple countries to develop junior professionals in supply chain and administrative roles.

Since 2020, our global programs have expanded by 206%. With ambitious plans for 2025, we are set to expand these programs further, reaching new regions and increasing opportunities for early-career talent. We look forward to expanding these programs further to grow our talent pipeline.

Internship Program Growth



“Interning at this company was a fantastic journey. The team’s dedication to my success and their willingness to help created a positive and encouraging environment. I learned to take initiative and embrace new challenges, which contributed to my growth and development. The professional and personal growth I’ve experienced here is something I’ll always cherish. This supportive environment and the skills I developed made it a natural transition from my internship to a full-time position within the company.”

**Ally Block, Regional STAR engineer**



## Apprentice Development Days

Apprentice Development Days at our Bradford, U.K., site provide valuable industry insights, hands-on experience, and networking opportunities to support apprentices’ growth. A key highlight is the awards ceremony, where we celebrate outstanding achievements and recognize the dedication of our apprentices. This initiative not only accelerates their professional development but also strengthens our commitment to building a sustainable, highly skilled workforce.



## Solenis' learning culture

Building a culture of learning is not only essential for individual growth but also instrumental in driving organizational success. By investing in learning and development, our people become more proficient in their current roles and are better positioned for advancement. The company is also better equipped to deliver innovative solutions, drive customer satisfaction, and attract top talent.

Central to our approach is empowering each employee to dedicate 5% of their time, approximately two hours per week, to learning and development endeavors. By accessing our broad array of learning offerings that range from traditional coursework, self-guided study, mentorship opportunities and innovative learning platforms, 94% of our employees successfully achieved their 5% annual learning goal.

### Employee Highlights

**1,622,029**

Cumulative hours spent learning

**94%**

Achieved 5% annual learning goal

**\$2,914**

Average amount invested in learning

**98 hours**

Average total learning for all employees

**44%**

People managers who have participated in leadership training

Solenis invests nearly \$3,000 per employee each year in employee education. Our diverse array of programs and resources supports both professional as well as personal growth and are offered via four 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.





## LEADing the way

Solenis continues to place significant emphasis on training and development related to leadership at every level. In 2024, we set a goal to train all our people managers by the end of 2025, equipping them with the right skills to lead and manage in a future-ready global business.

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

Offered to all employees—leaders and those who aspire to be—and extends over several months addressing topics that include:

- Career development
- Building trust
- Promoting team well-being
- Fostering inclusive leadership
- Honing communication skills
- Cultivating appreciation and recognition
- Driving innovation and growth.

### CornerStone program

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

### 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.

### TouchStone

A leadership program targeted to senior managers and associate directors within Solenis that focuses on strategy formulation, agility and advancing a positive organizational climate.

### WINStone program

Solenis also offers numerous programs designed around the unique challenges that women may face globally. In 2024, we also proudly designed and launched a new networking and development program to focus on building communities more inclusive for executive-level women.

### Sales Technology Application Rotation (STAR) program

A rigorous, hands-on development pathway designed to bring fresh talent into key areas of Solenis’ commercial business. Up to 36 recent graduates, many of whom joined Solenis as interns, are immersed in rotational assignments covering sales, marketing, product management and customer solutions each year.

### TREK competency assessment

Available to all Commercial employees and recognized with a Brandon Hall Award for Excellence in Learning, this 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 evaluate over 70 commercial and technical competencies, identify areas of improvement and set achievable, targeted training and development goals with their manager throughout the year.

### Solenis Executive Excellence Program:

In partnership with University of Pennsylvania Wharton School of Business, this program brought together senior executives from around the globe. This four-day experience included assessments, lectures from top business school faculty and simulated exercises. Participants engaged in sessions on topics such as strategic decision-making, authentic leadership, value creation and innovation. The program aims to elevate senior leaders’ existing competencies to drive greater levels of growth





# Our culture

## Teamwork around the world

Solenis brings together a range of perspectives in a safe and collaborative workplace that empowers our employees to solve the world’s most challenging process and sustainability challenges.

We nurture a culture centered on fundamental beliefs about the value of people – all people – and we promote learning, growth and well-being for all our employees.



“For me, company culture embodies support, collaboration and growth. In my role, I connect with diverse teams across the globe. Every day, I witness the power of teamwork, as colleagues uplift one another and unite toward shared goals. It’s about forging strong connections in a spirit of genuine collaboration that makes challenges easier to overcome. Being part of a team that values contributions and celebrates success is truly inspiring.”

**Jorge Vitallé**  
Vice President of Global Corporate Accounts,  
Food & Beverage





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

Employee engagement and fostering a committed, high-performing team of employees are fundamental to our culture and are measured through the Solenis Annual Culture Survey. This anonymous survey is offered in 17 languages and all full-time employees are encouraged to participate.

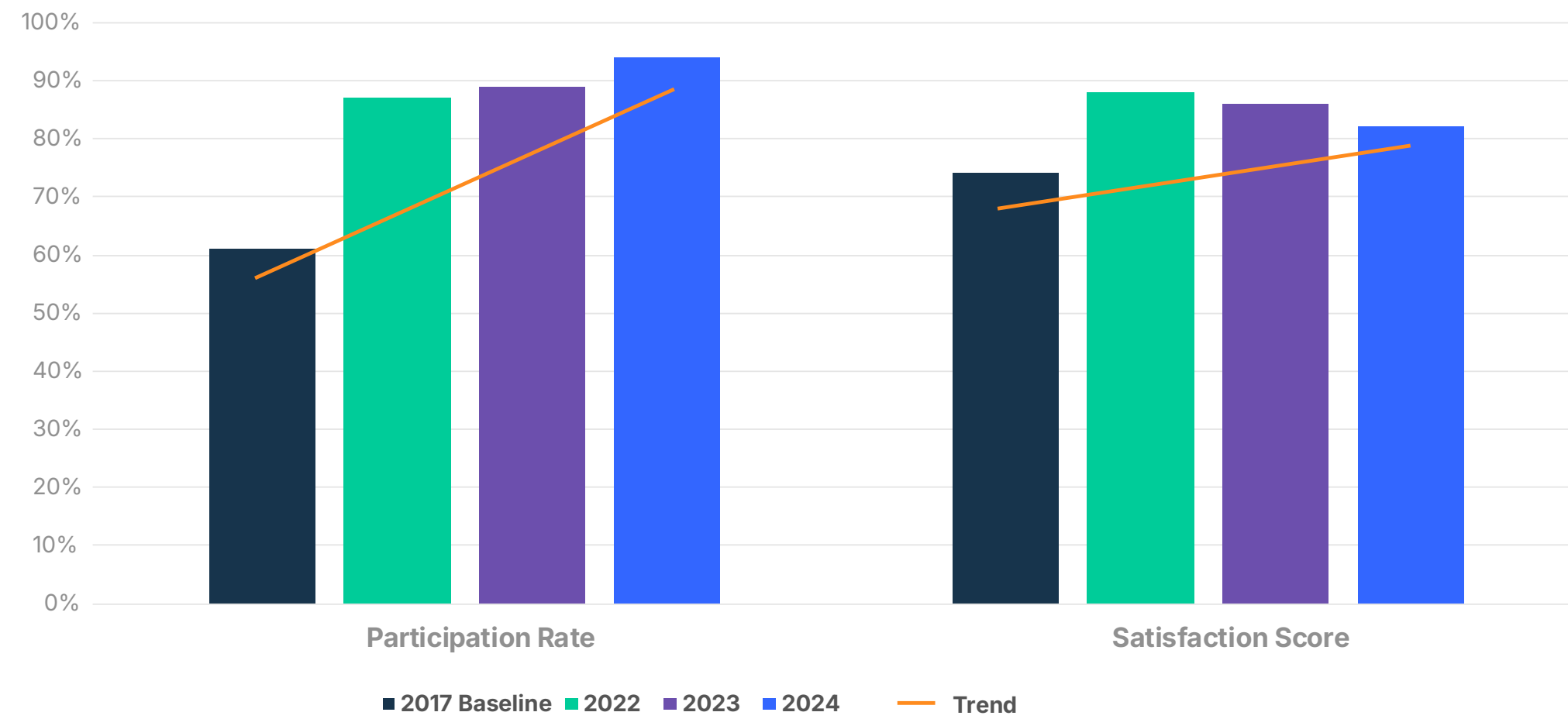
In 2024, our annual culture survey achieved a record 94% participation rate, up from 89% last year and 87% in 2022. This strong response rate underscores the commitment, trust and willingness of our employees to share their feedback, providing invaluable insights that guide our journey toward a more inclusive and sustainable future. We attribute the steady rise in employee participation to the tangible actions management takes to promote participation, and the subsequent cultural initiatives that emerge from the survey findings.

This past year, the survey was expanded to include a new category of questions regarding well-being, assessing levels of happiness, mental health, stress,

coping mechanisms, flexibility and awareness of holistic employee support resources regarding work-life balance.

Our overall employee satisfaction rate is high, with 78% of employees rating their experience with the company as a 4 or 5 in 2024. Solenis scored its highest marks in the Teamwork (91%) and Manager Relationship (87%) categories. Compared to vendor benchmarks for companies in our industry and size, Solenis excelled in areas such as work flexibility and promoting individual well-being through company initiatives and partnerships. Building on the decision made in 2023 to introduce a category focused on the Diversey integration, we retained this section in the survey to monitor progress and identify areas that still need improvement or are working well. While challenges in integration informed and affected the overall satisfaction scores, our long-term engagement, especially on non-integration related issues remains strong, and we expect those high levels of engagement to continue.

### 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. For the 2025 survey, our goal is to increase overall satisfaction year over year while maintaining or improving participation rates.



### Culture survey categories with the highest marks

**91%**  
Teamwork

**87%**  
Manager relationships



## Driving cultural change

### Turning insights into action

Once the culture survey results are in, the real work begins. At Solenis, a critical part of our sustained improvement in our culture and employee experience is our Culture Action Planning process. This process is driven by each and every people manager. 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 the employee experience. All managers are trained to ensure consistent conversations and follow-up.

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.



### Transparent communications drive engagement

To keep our employees informed and engaged, our CEO hosts quarterly global town hall meetings. These webcasts are supplemented with regional meetings in multiple languages. Additionally, business unit presidents host quarterly regional town hall meetings. These allow senior leaders to involve employees and update them 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. All meetings are recorded and posted to our intranet to enable employees unable to attend the live session to engage.

Our CEO also interacts with new hires at the company's global new employee orientation sessions 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, provide direct feedback and be heard on issues important to them. Our CEO also regularly meets with employees to gain insights on challenges and top-of-mind issues. Solenis, senior leaders also 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 executive members at any time.





# Building a Global Community

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

We believe that a variety of perspectives generates the best, innovative ideas and solutions for our customers. We also know that a culture that empowers people to unleash their potential drives performance. By embracing the unique strengths of each person and respecting, valuing and celebrating our differences, we can build the most effective teams and enhance Solenis' performance across our global operations.

We embed respect and recognition for every individual in our organization to attract top talent from around the world, boosting employee morale and retention.

## Creating a culture of respect

### Equal Employment Opportunities & 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. Employees must complete training to recognize and address inappropriate behavior that could contribute to or create a hostile work environment in our own work sites, or those of our customers or other business partners.

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.

## Supporting our people in India

Our teams in India have innovated to bring talent into our organization in a dynamic labor market. In 2024, we launched "Solenis Reboot," a "returnship" program for parents who had taken career breaks. This program provides a 6-to-12-month reskilling and deployment effort. As a result, we welcomed 12 returning parents in commercial and partner roles. Our "FlyHigh" Mentorship program is a six-month group mentorship journey to empower, engage, and enrich our developing talent to accelerate their career journeys. 42 participants were matched with mentors in 2023, increasing to 58 in 2024. Lastly, we partnered with the 1000 Women Leaders program in India to create opportunities for our employees to engage and network across industries, doubling our participation in 2024 from 2023 areas.





## 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, have executive sponsorship and regional support.

- 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
- Asian/Pacific Islander
- Minds Matter Europe
- Lead Network
- Men’s Health Group

## Pride in Action: Celebrating Diversity and Visibility

In celebration of Pride Month, Solenis reaffirmed its dedication to the LGBTQ+ community with events hosted by our global Pride Alliance EBRG. The month began with a powerful video compilation about the importance of visibility, followed by a partnership event with our supplier, Maersk, where a 40-foot rainbow freight container made appearances at Solenis facilities around the world. Our team in Thailand also partnered with IHG Hotels & Resorts to sponsor the Bangkok Pride Parade.



## International Women’s Day

Solenis celebrated International Women’s Day by hosting a global panel discussion on Active Allyship with regional events further bringing the day to life. Solenis also supported the Dress for Success campaign by collecting and donating lightly used professional women’s attire. The Middle East and Africa and Asia-Pacific teams engaged in an “Inspire Inclusion and Allyship” activity, where women told positive mentorship stories which were shared internally and on LinkedIn. Latin America launched a “Women Who Inspire” video, highlighting the accomplishments of women in Solenis’ plants and introduced a bias-awareness campaign tailored for managers.



# 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.**

At Solenis, we provide our employees with the means to lead healthy, financially secure lives, enabling them to have the time and resources to care for their family and enjoy life outside of work. We support and reward our employees for their continued efforts toward company success by ensuring their contributions feel valued, encouraging balance between career and personal goals, enhancing the lives of our team members today and in preparing for retirement. The competitive programs that we offer in the areas of compensation, benefits, well-being and recognition are an integral part of how Solenis attracts and retains the talent it needs to be successful and sustainable.

Walk Challenge” to encourage an active lifestyle that supports physical health and sustainability.

Solenis further supports social well-being through employee resource groups and our “SolenisGives” philanthropic platform. We also offer a variety of financial education programs to support financial well-being.

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.

## Being well physically, emotionally, socially and financially

We recognize that well-being extends beyond physical health, including emotional, social, and financial support. Our well-being strategy is built around these four pillars, providing employees with the resources and support needed to thrive both personally and professionally. In 2024, we strengthened our approach with a new global Employee Assistance Program (EAP) partner and introduced the “BeYou” program.

To promote physical health, we provide competitive health benefits, annual checkups and wellness incentives. New in 2024, we introduced the “Global



### “BeYou” global well-being program

The new “BeYou” program was launched and led to a significant increase in EAP utilization. The program includes 12 webinars dedicated to physical, emotional, social, and financial topics and were delivered to employees globally.



### Global Walk Challenge

We believe that the path to a healthier future begins with a single step. In 2024, we introduced the Global Walk Challenge, a worldwide five-week initiative to promote wellness, active lifestyles and sustainability. Approximately 13% of our employees (2,153 people) formed 87 teams from 57 countries and together walked 490,168,199 steps.

The Global Walk Challenge is a celebration of well-being and a testament to our commitment to sustainability. Employees walked and engaged with each other through a dedicated chat platform where they exchanged greetings, shared their walking results and posted motivating photos. This challenge enabled some employees to set new personal records in both walking and running. By participating, employees are not only embracing healthier lifestyles but also contributing to a larger purpose—strengthening the company’s global community and its sustainability efforts.



## 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 Tower’s 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 FY2024, 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 employee’s 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 \$16.13 per hour, more than twice the federal minimum wage. This is an increase from the previous year’s lowest entry-level wage of \$15.50.

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.

The company has improved our gender pay ratio to 1:0.81 for its entire workforce globally, meaning that for every dollar a man earns, a woman earns \$.19 less. This reflects an improvement from 2023 ratio, when women earned \$.21 less than men. Solenis will continue to monitor this ratio as we work towards closing the global gender pay gap. Gender pay parity for mid-career to senior roles has improved in Europe, North America and the Middle East and Africa, where gender pay ratios are 1:1.03, 1:0.94, and 1:1.01 respectively. We are continuing to focus on

equalizing pay for these levels in Latin America (1:0.87), and Asia Pacific (1:0.80). The company continues to address entry-level disparities in Europe where the ratio is 1:0.80.

An annual analysis is conducted by 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 for executive pay.







## Collective bargaining and freedom of association

Solenis respects and supports 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 to local and national government regulations, and to protocols set forth by the International Labor Organization and the U.S. National Labor Relations Board. In 2024, 18.6% of our employees were covered by collective bargaining relationships.

If a notice period for significant operational changes is specified in a CBA, Solenis observes and follows the requirement. In addition, Solenis abides by the statutory minimum notice period required to make operational changes in each country in which it operates. These notice periods may vary depending on the operational change itself and the 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 to 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 coverages.

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.

Solenis provides 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. The company 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 93% 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 an 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 2024, 16,122 Solenis employees were entitled to parental leave; 11,673 were men, 4,552 were women, and 14 were undisclosed gender. Of these, 220, or 1.33%, of the eligible employees took advantage of the parental leave program. Of the 220 employees, 60 were male, 143 were female, and 17 were undisclosed. All but two of the men returned to work in the reporting period after parental leave ended, all but one of the women returned.



“Taking parental leave was about more than bonding with our newborn; it was about setting a foundation of shared responsibility and support within our family. Knowing our team cares for our careers and well-being allowed us to step away without fear during this critical personal milestone. Solenis is a place where we can grow both our careers and our family.”

**Chris Boyd**  
Internal Communications Manager

**Samantha Boyd**  
Sr. Product Manager



## Recognition

In 2024, Solenis significantly expanded the reach of our Global Reward and Recognition Program, “Inspire.” With coverage growing from 41 to 65 countries, 6,500 employees, or approximately 42%, of the entire workforce received a recognition award. An important part of our commitment to fostering employee engagement and driving our culture is the “Inspire” peer-to-peer reward and recognition program. In addition, Solenis maintains its department recognition awards and its annual President’s Roundtable Awards.

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

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.

### Innovation to implementation

In 2024, Jennifer Meifert, Senior Chemist in Global Technology Research & Development, won the Innovation award for her groundbreaking work on Project Evolve. This initiative developed the next generation of floor finishes, successfully eliminating PFAS ingredients from the formulas without compromising performance. As a result, Solenis reformulated its entire global portfolio of floor care finishes, reinforcing the company’s commitment to sustainable innovation.



### Inspire recognition program

**6,500**  
Employees received recognition

**65**  
Countries participating in Inspire Program

**40%**  
Total workforce recognized



# Serving our communities

Solenis' Corporate Social Responsibility (CSR) program continued to expand in 2024 as we joined forces with Diversey combining our passions and outreach. Today, Solenis is proud of our multi-faceted program – “SolenisGives” - that 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. These representatives lead regional employee groups that support local to national initiatives, drive employee engagement through various channels and collaborate with our Employee Resource Business Groups (ERBGs) 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; and support for women and girls.

### Volunteering in Action: International Day for the Conservation of the Mangrove Ecosystem

In celebration of the International Day for the Conservation of the Mangrove Ecosystem on July 26, Diversey Indonesia and OCS Indonesia teamed up for a beach cleanup and mangrove planting at Marunda Beach, North Jakarta. Fifty volunteers successfully collected 162 kilograms of plastic waste and planted 200 mangroves.

These activities aim to protect coastlines and communities from rising sea levels and storm surges while restoring biodiversity and enhancing carbon storage capacity.



### Providing the basic necessities in clean water and hygiene

Solenis is a dedicated partner with [The Water Project](#), a non-profit organization creating safe and reliable sources of water, hygiene facilities and health education in sub-Saharan Africa. The Water Project helps communities gain access to sanitary water, hand-washing facilities and latrines, and provides education to establish healthy lifestyles.



These efforts are frequently connected to schools, the center of community life and are a source of hope for the future.

We have sponsored nine projects to date, including three in 2024 to rebuild springs in Emukhalari, Kabinjari and Eshisari, Kenya, bringing natural sources of clean water to approximately 700 people.

### Advancement of junior talent

We are committed to advancing junior talent both in and out of the workplace. In Krefeld, Germany, our plant manager mentored a student studying industrial engineering at Niederrhein University of Applied Sciences. He not only met with his mentee regularly but also hosted the entire group of students at our plant, providing insights into building successful careers and becoming leaders.

### “SolenisGives” impact

**\$1,363,923**

Donated to charities

**1,500**

Metric tons of soap discards repurposed

**250**

Hours volunteered on average by participants

**450**

Donated school uniforms crafted from hotel linens

**>2,000**

School children participated in STEMFest



## 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 re-purpose operational waste like soap, linen, single-use plastic waste and coffee discards into reusable extended-life products available for the 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 800 hotels in 213 cities in 47 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 2024, 31 new hotels joined the Soap For Hope™ program including Palladium Hotel Group and Bahia Principe in South America. In South Africa, Diversey and Dow launched Soap for Hope with Premier Hotels & Resorts and Pullman Cape Town.



### 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 2024, in Vietnam, Sofitel Metropole Legend Hanoi employed 11 hearing- and speech-impaired women to make school uniforms with hotel linens donated to the NGO Huy Hang. Their work resulted in 450 school uniforms being distributed among underprivileged children in Hanoi. These repurposed linens avoided the use of 600 kg of virgin linen, saving 2.74 million liters of water and 7,200 kg of CO2 emissions\*.



# Governance

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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 good governance.





“Strong governance is not just about policies—it is about trust. At Solenis, we are committed to doing business with integrity, accountability, and transparency. Our leadership and sustainability teams help ensure we make responsible decisions, while clear policies and compliance training keep our teams informed and aligned. Protecting data, upholding human rights, and maintaining ethical business practices are all part of fostering a culture of trust. By prioritizing good governance, we create lasting value for our employees, customers, and communities.”

**Royce A. Warrick**

Senior Vice President, General Counsel and Corporate Secretary





# Corporate and sustainability governance

We maintain robust sustainability governance practices to ensure that material topics are managed at the highest level and that we continue to evolve our approach to sustainability. With Solenis' acquisition by Platinum Equity Advisors, LLC in November 2021, the company implemented a governance structure in alignment to other Platinum portfolio companies. This structure consists of three bodies: the Operating Council; the Solenis Leadership Team; and the Solenis Leadership Council. These bodies work in close cooperation, partnership and communication with Solenis' Sustainability Leadership Team. Throughout the governance structure, these leadership teams develop and implement our positions on sustainability and monitor global developments and sustainability trends to ensure that Solenis' efforts remain relevant, competitive and compliant with governmental requirements.

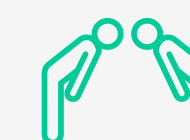
In addition, through our governance structure, the company monitors and facilitates progress to ensure consistency with our strategy, goals and reporting standards. Additionally, a core component of our governance framework involves industry benchmarking, and establishing and maintaining relationships with external authorities, government agencies, regulatory bodies, industry representatives, customers and other external parties while representing and protecting our business interests in the external environment. 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.



### Respect

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



### Relationships

Fostering strong bonds with customers, suppliers and colleagues.



### Results

Working together to deliver customer value and company profits.



### Learning

Always growing, inquiring, developing.



### Visionary

Being the catalyst that improves the world.



## 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

29%

### Solenis Leadership Team

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

27%

### Solenis Leadership Council

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

31%

### Sustainability Leadership Team

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

64%

### 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

53%

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 against our Key Performance Indicators (KPIs) and targets. The body consists of Platinum’s Chief Financial Officer (who is a permanent member of all of Platinum’s portfolio companies); 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 for his participation. 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 two updates per 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 Solenis Leadership Team consists of 15 company leaders and is led by Solenis’ CEO** and 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 Leadership Team have responsibility for designated KPIs and objectives, including those relating to the company’s sustainability strategy. 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 Solenis Leadership Council consists of 49 leaders across the company. The council meets monthly or more frequently as required. The council 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

Solenis’ sustainability organization is led by the chief sustainability officer (CSO). Solenis’ Chief Sustainability Officer (CSO) 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. A company-wide Sustainability Task Force is comprised of 50 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 focus on operating with the highest ethical standards in all aspects of our business and protecting the rights and interests of all our stakeholders, individually and collectively.**

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 outside 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 Ethics<sup>SM</sup> Culture – a focused approach of doing business consistent with our core values across all our operations around the world, without exception. Deliberate Ethics<sup>SM</sup> 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.

With a risk-based approach to compliance, 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.

In the event we become aware of allegations or concerns of potential or actual violations of law, the Code or the policies, the OEC will investigate the matter and, where appropriate, take disciplinary action and implement corrective measures to prevent future violations. The OEC provides periodic updates to the company’s senior management on the state of the compliance infrastructure and the compliance issues that are being identified and addressed.

## Global standards of business conduct: The Code

[Our Code](#) is available in 22 languages and is subject to periodic updates. All Solenis employees are required to comply with the Code and the supporting company policies. Each year, Solenis employees are asked to certify compliance with the Code and report any known violations of the Code or company policies, including any actual or potential conflicts of interest. The OEC actively follows upon 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 on a daily basis.

Key policies
<a href="#">Anti-corruption policy</a>
<a href="#">Anti-harassment policy</a>
<a href="#">Antitrust and Competition Law policy</a>
<a href="#">Conflicts of Interest policy</a>
<a href="#">Data Protection policy</a>
<a href="#">Fraud policy</a>
<a href="#">Hiring Due Diligence protocol</a>
<a href="#">Human Rights policy</a>
<a href="#">Investigations policy</a>
<a href="#">Reporting policy</a>
<a href="#">Responsible Care® policy</a>
<a href="#">Supplier Code of Conduct</a>
<a href="#">Sustainability policy</a>
<a href="#">Third-party Due Diligence policy</a>
<a href="#">Third-party Gifts policy</a>



## 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 Ethics<sup>SM</sup> Culture**. Our objective is to make sure all employees understand the Code and the policies, comply with the law and know the standards of behavior expected from them. In 2024, Solenis also made compliance training available to contractors.

Solenis' Annual 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. Average global completion rate for these trainings is over 78%. We provide additional tailored trainings to employees in various functions, based on risk assessments or operational needs, including competition and trade sanctions compliance training. These trainings are mandated and implemented globally.

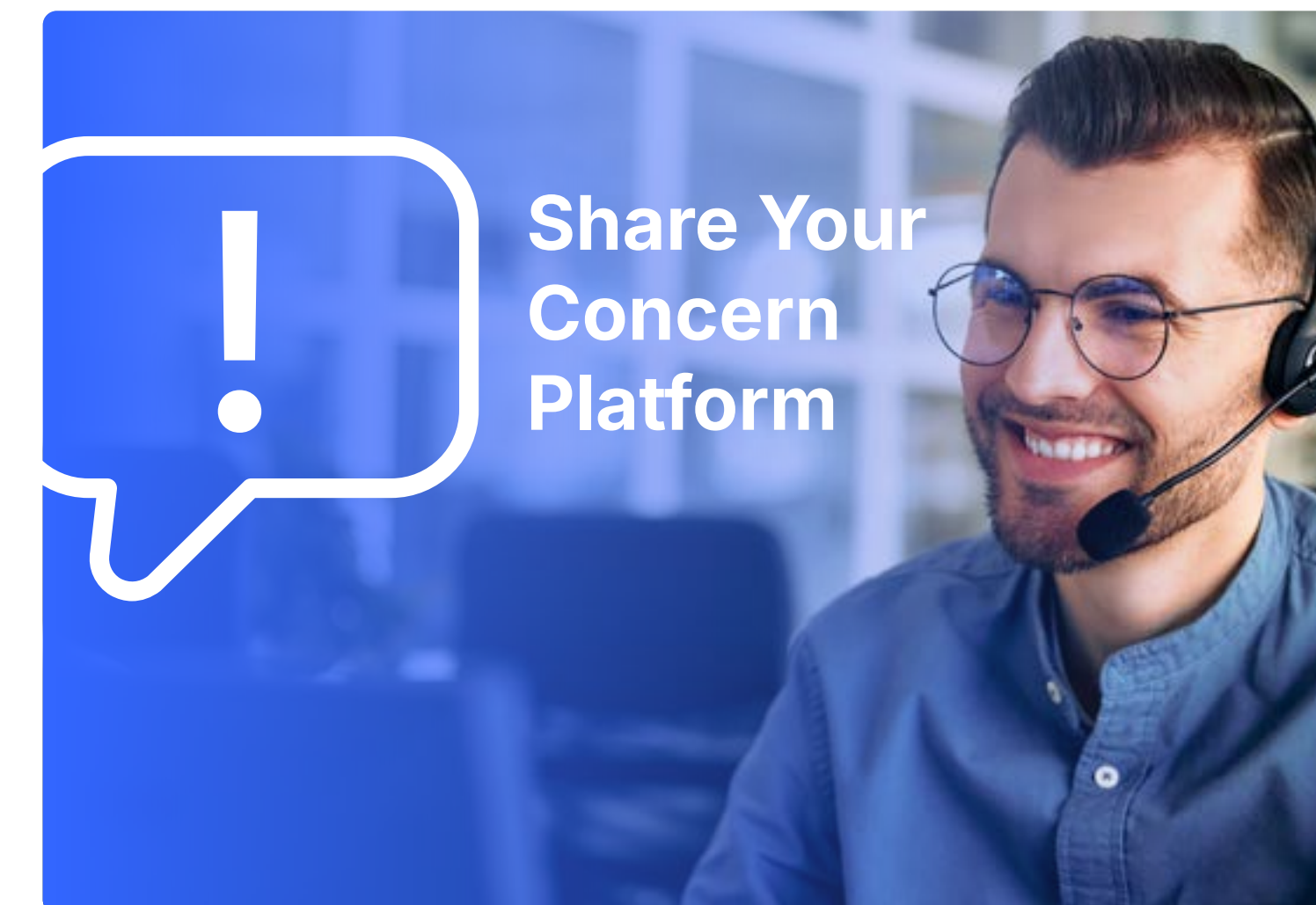
### Share Your Concern Platform

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, harassment and discrimination, protection of personal data, rights and protection of individuals or serious environmental damage. 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. 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 Office of Ethics and Compliance or anyone in the Legal Department with any questions or concerns. Moreover, any third party can access and submit reports through Solenis' hotline, available on our website.

Our Reporting Policy and Investigations Policy provide 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. In 2024, we received 131 reports through our “Share Your Concern” channel. Managed by our general counsel with engagement from our leadership team, each report received is classified and assigned to the appropriate team to conduct an investigation with strict confidentiality. If the allegations are substantiated, the Office of Ethics and Compliance and Legal Department recommend and support the adoption of remediation and mitigation measures, including individual disciplinary actions or collective reviews.

### Risk assessments

Solenis' Office of Ethics and Compliance monitors compliance and collects risk-related data through various sources, including Code certifications and internal investigations. The risk data is processed within the scope of the company-wide Enterprise Risk Management process. Risk assessment processes cover all of the company's operations potentially susceptible to compliance violations, such as anti-corruption and conflicts of interest risks, and continuously inform the revisions of Solenis' policies, processes, training and communication programs.





## 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, nonroutine tax transactions are approved first by the CFO and then by the CEO before being presented to the Solenis Board of Directors 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, and actively monitor changes in tax laws and practices to ensure ongoing compliance.

## Political contributions

Solenis does not make any political contributions.

## Marketing and labeling compliance

As a [Responsible Care](#)<sup>®</sup> 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 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 (the Netherlands), EN (France) standards for drinking water
- Biocidal products regulations in the U.S.A., Europe and other regions

The portfolio of compliances also covers dietary certifications, such as kosher and halal.

Solenis' product safety assessments are supported by internal toxicology specialists. With 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 non-governmental 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 SDSs 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 2024, we managed 12,282 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.

## Solenis achieves Soc 2 Type 1 Certification

Achieving SOC 2 Type 1 certification is a significant milestone for Solenis Cloud, underscoring the platform's commitment to data security and operational excellence. This certification evaluates the design and implementation of an organization's controls, ensuring they meet the stringent requirements for safeguarding customer data. By obtaining this certification, Solenis Cloud demonstrates its dedication to maintaining high standards of security, availability, processing integrity, confidentiality, and privacy.

This achievement not only enhances customer trust but also provides a competitive advantage in the market, as clients increasingly seek assurance that their data is managed securely. As an integral component of Solenis' digital solutions portfolio, Solenis Cloud offers a secure online platform that centralizes essential technical, sustainability, and business data, facilitating 24/7 monitoring and control based on actual system performance data.



# 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.

We have effective policies and procedures in place securing lawfulness, fairness, transparency, integrity and confidentiality of personal data entrusted to Solenis. Solenis’ global data privacy approach is based on the European Union General Data Protection Regulation (EU GDPR), but we also take steps to meet local data privacy requirements where these are stricter than our global standards or impose additional requirements. We regularly monitor jurisdictions across the globe, which are enacting new laws and introducing new regulations to protect data privacy and adjust our approach accordingly.

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.

Our [Privacy Statement](#) is available on Solenis’ website. Our policies and guidelines have been communicated and distributed to our employees as a part of our global data privacy rollout implementation program. Following the merger with Diversey, we updated our website privacy notice to reflect the combined business structure and align with our unified privacy standards. We also employ leading edge detection and correction technology, and in 2024, we did not receive any administrative fines or complaints about personal data management.

In addition to these updates, we have established robust AI Governance Policies and launched an AI Resource Center to promote the ethical use of artificial intelligence. 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. Our AI governance framework helps to safeguard data privacy when AI is deployed, to mitigate potential risks, and to maintain trust.

## 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 more and more 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.

Each year, we celebrate Data Privacy Week, which is an international effort to create awareness about data privacy. In 2024, Data Privacy Week was dedicated to the theme “*Take Control of Your Data,*” empowering employees and stakeholders to understand their data privacy rights and encouraging proactive steps in protecting their personal information. Our activities included educational sessions, workshops and resources highlighting practical strategies to exercise control over personal data. 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.



# Human rights

## Our commitment

At Solenis, we are committed to upholding and promoting human, employment and labor rights throughout our company. Through comprehensive policies and proactive initiatives, we foster a culture of respect, inclusion and well-being to ensure that our business practices preserve human rights and contribute to a sustainable and equitable future for all. As a member of the United Nations (UN) Global Compact, we have incorporated its principles into our initiatives and policies, as well as UN Sustainable Development Goals, including Gender Equality and Decent Work and Economic Growth.

## Policies and procedures

Solenis' [Global Standards of Business Conduct](#) (the Code) is the cornerstone of our Human Rights program. In addition, Solenis has adopted the norms and principles in the Universal Declaration of Human Rights (UDHR) as adopted by the UN, and other major multinational agreements. Our [Human Rights policy](#) sets the tone and increases awareness of human rights relevant to Solenis' business, and is based on the following:

Universal Declaration of Human Rights

The International Labor Organization Declaration on Fundamental Principles and Rights at Work

The International Covenant on Civil and Political Rights

The International Covenant on Economic, Social and Cultural Rights



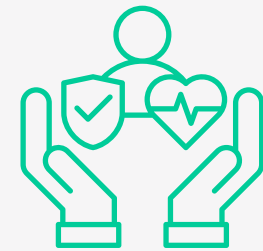
The policy is designed to guide our business conduct to be in alignment with fundamental responsibilities related to nondiscrimination, workplace environment, equal remuneration and opportunity, health and safety, forced labor, human trafficking, working time, minimum age and child labor, fair compensation, freedom of association, and data privacy.

Internally, Solenis adopts a global [Hiring Due Diligence protocol](#) to mitigate risks related to child labor, discrimination, unequal remuneration, forced labor, and trafficking. This protocol sets standards for new and existing employees. Externally, Solenis' [Supplier Code of Conduct](#) requires our suppliers to maintain Solenis' commitment to conducting business free of human rights violations, which can include, but are not limited to:

- Anti-harassment
- Anti-discrimination
- Child labor
- Compliance with national working hour laws
- Freedom of association and the right to collective bargaining
- Involuntary labor and human trafficking
- Wage and benefit alignment with minimum national legal standards
- Safe and hygienic working conditions



# Key Programs



## Health and Safety

At Solenis, we put safety first, commit to maintaining the highest safety standards, and strive toward zero incidents. As part of this commitment, we have adopted the American Chemistry Council's [Responsible Care® policy](#) that sets the tone and goals for environmental, health, safety and security performance.

## Culture & Employee Well-being

Solenis maintains several policies and initiatives to promote a better culture and well-being environment:

- [Maternity and Parental Leave](#)
- [Part-Time Work](#)
- [Flexible Work Schedule](#)
- [Anti-harassment](#)
- [Competitive and inclusive benefits](#)
- [Workplace Violence](#)
- [Fair pay and pay equity](#)
- [Recognition programs](#)
- [Annual employment engagement survey](#)
- [Solenis Employee Business Resources Groups \(EBRGs\)](#), among others.



## Training and Communication

As part of our Ethics and Compliance program, employees are annually trained on our Global Standards of Business Conduct (the Code). The training includes a module dedicated to Protecting Human Rights that helps employees recognize red flags that may indicate potential human rights violations, such as forced labor, child labor and modern slavery.

## Reporting Channels

Solenis encourages transparency and accountability through our Share Your Concern Portal, available to both internal and external parties. This portal provides a safe and confidential way to ask questions, raise concerns or report any human rights violations. We are committed to addressing issues promptly and effectively in accordance with our [Reporting policy](#) and [Investigations policy](#), with mitigation and remediation measures that may include disciplinary actions or process reviews to prevent future occurrences.

## Human Rights in Our Supply Chain

Solenis takes steps to proactively identify, assess and mitigate supplier risks. Where operating under country-specific supply chain due diligence, Solenis reports according to the relevant country's regulations, including:

- [Norway's Transparency Act](#)
- [UK Modern Slavery Act](#)
- [Canada's Forced Labor and Child Labor Supply Chain Act](#)
- Additional country-specific regulations, such as Australia, are currently under development

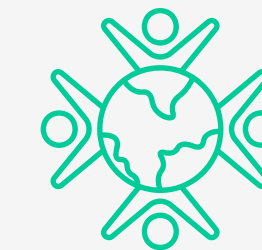


## Engaging with Our Communities

Solenis has multiple initiatives to engage and support the communities in which we operate. We focus on environmental stewardship, support for women and girls, and science, technology, engineering and math (STEM) education.

## Assessment, Remediation and Mitigation

We proactively identify and evaluate potential risks, allowing us to address any issues promptly. When human rights violations or concerns are identified, we implement remediation measures to rectify the situation. Our mitigation strategies are designed to prevent future occurrences by strengthening our protocols, enhancing our due diligence processes and fostering a culture of transparency and accountability. In 2024, there were no complaints related to human rights violations.



## EEO, Non-Discrimination, Anti-Harassment, Anti-Retaliation & Inclusive and Respectful Workplace

Solenis has policies that ensure that all of our employees are treated fairly, provided [equal opportunities](#), and thrive in a work environment free from discrimination, harassment and retaliation.

## Labor Rights & Rights of Association and Rights to Collectively Bargain

Treating our employees and their representatives with respect is fundamental to the way we do business. Solenis is committed to respecting our employees' rights of association, right to organize and collectively bargain through representation, consistent with internationally recognized labor standards and in compliance with local legislation where we operate.

# Customers

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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 count on us to help them work smarter, solve challenges, and reach their sustainability goals. By combining industry expertise with the latest technology, we deliver real results – whether through digital solutions, hands-on collaboration, or our Value Advantage<sup>SM</sup> program, which measures the impact we create. With ongoing research and innovation, we stay ahead of evolving needs. More than a supplier, we are a partner – working side by side to create meaningful, lasting value.”

**Ed Connors**

Chief Business Officer, Americas





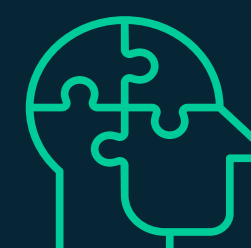
# Customer partnerships

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

Fielding 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 such as water, energy and / or fiber as well as 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 400 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.

“Building strong partnerships means understanding customer challenges and working together on the best solutions. With deep expertise, digital innovation and a hands-on approach, we drive efficiency and sustainability. Whether optimizing operations, reducing environmental impact or developing tailored strategies, we deliver measurable value. By staying agile and forward-thinking, we help customers solve today’s problems and prepare for tomorrow’s opportunities.”

### Jacques Herber

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



## ValueAdvantage partner program

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

It enables Solenis to quantify the carbon “handprint” of projects conducted with our customers, documenting sustainability savings at the project level. The program was developed to identify, document and measure the value we bring to our customers’ businesses with our products, services and expertise. 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. In 2024, we achieved \$257 million of value for our customers globally by finding these efficiencies in their operations. The internal Solenis ValueAdvantage database contains hundreds 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 sustainability impact at our customer 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 to identify additional opportunities to reduce their environmental footprint.

The ValueAdvantage program pursues two key objectives. The first is to provide a 5% return on investment for every eligible customer and the second is that every salesperson should have at least one ValueAdvantage project with a sustainability component documented using a sustainability calculator. This will allow Solenis to provide verifiable improvements in areas such as CO<sub>2</sub> emissions, energy, waste and water reduction at our customers’ sites.

In 2024, and with the addition of the Diversey businesses, we remain committed to delivering measurable value to our customers by providing accurate reporting on product quality, sustainability impact and operational efficiency. To enhance this process, the ValueAdvantage Hub is being developed as a digital solution to streamline data collection and reporting, making it easier for sales teams to quantify and communicate Solenis’ impact. This initiative will allow customers to access real-time insights, reinforcing transparency and helping them make data-driven decisions to optimize their operations.

The ValueAdvantage Hub builds upon our existing Value Advantage program by automating much of the data collection and analysis that is currently a manual process. This leverages our growing network of connected devices in customer sites which has increased four-fold in the past two years under the Solenis Cloud umbrella. This initiative represents a significant step forward in digitizing sustainability reporting and improving data-driven decision-making for our customers.

**\$257 million**

Achieved value for our customers globally



REAL WORLD RESULTS



### Bio-based wet strength offers tissue producers equal results with reduced carbon footprint

Kymene™ bio-based wet-strength resins combine plant-derived and fossil-based raw materials to deliver the same wet and dry tensile performance as traditional resins. Biomass-balanced resins help customers reduce Scope 3 CO<sub>2</sub> emissions without compromising performance. ISCC PLUS certification is in progress.



## Real world results

At Solenis, our focus is on providing solutions and services that allow our customers to reduce their carbon 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



## Cold-water laundry program extends linen lifespan while saving water and energy use

The Clax™ Polar laundry program maximizes energy and water savings without compromising performance. By cold washing at approximately 30°C (86°F) and using only one rinse cycle, energy consumption can be reduced by up to 65%, water consumption can be reduced up to 50% and washing times minimized<sup>1</sup>. The lower temperature and milder washing programs help to extend the lifespan of linens.

<sup>1</sup>The average annual operational savings achieved by hotels with 350 to 700 rooms.





## Solenis Sustainability Award

The Solenis Sustainability Award is presented annually for verifiable customer projects that have, over the previous 12 months, delivered measurable results against our 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<sup>SM</sup> 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 our sustainability commitments.



### Sappi

**Ehingen, Germany**

Sappi optimized fiber usage in its packaging production by replacing market pulp with integrated pulp while maintaining strength properties through the use of Xelorex<sup>TM</sup> RS 1200 and Hercobond<sup>TM</sup> 2339 additives. This initiative reduced reliance on external fiber sources, **saved 1,200 MWh of energy** and **cut CO<sub>2</sub> emissions by 6,560 tons annually**. The project also lowered production costs while maintaining high-strength liner packaging grades.

### Marathon Petroleum

**Carson, California, U.S.A**

Marathon Petroleum's Los Angeles Refinery improved its cooling system using PerFormax DC5511 dispersant, allowing for higher iron levels without buildup issues. This **saved 357 million gallons of water** and **\$1.49 million annually**. The project also boosted system efficiency and cut chemical use, supporting both cost savings and sustainability goals.

### Grand Hyatt Dubai

**Dubai, United Arab Emirates**

Grand Hyatt Dubai launched a sustainability initiative focused on reducing energy, water usage and carbon emissions. Key measures included adopting Clax Advanced laundry solutions, Aero 15 energy-saving vacuums and Twister Pads for chemical-free cleaning. These efforts **saved 850 MWh of energy, over 1.8 million gallons of water** and **cut CO<sub>2</sub> emissions by 386 tons annually**. The initiative also **reduced plastic waste by 83%** through larger product containers, delivering significant cost and environmental benefits.

### Whole Foods

**United States, Canada, and United Kingdom**

Whole Foods Market cut packaging waste and water usage for surface and floor cleaning in production departments by adopting concentrated, eco-friendly cleaning products. A **70% water reduction** — about **2.5 million gallons annually** — was achieved using Biofloor Plus, a no-rinse floor cleaner. Packaging waste fell with a **57% reduction in plastics** and **61% in cardboard** by switching to Tempest Super Concentrate (SC) and Glance NA Super Concentrate (SC).

### POOLCORP

**United States**

POOLCORP, the world's leading distributor of swimming pool supplies and equipment, partnered with Solenis to drive increases in calcium hypochlorite usage to enable water savings. Solenis **increased overall sales to POOLCORP by 15%**. Based on this increase, water savings due to increased use of calcium hypochlorite vs. other chemicals used by pool operators can be calculated. The **increase of 6.6 million pounds** of calcium hypochlorite is estimated to be able to save **up to 1 million gallons/year of fresh water**.



# R&D and innovation

## Solenis is recognized globally for our legacy of innovation.

We invest in developing new technologies to improve customers' products and processes, as well as developing digital and other technical solutions that enhance monitoring and optimizing the feeding and use of our specialty chemicals.

Our global research and development (R&D) team consists of approximately 500 employees, including nearly 350 scientists in a variety of fields and disciplines. Within our R&D team, we also have a dedicated "FastTrack" team focused on short-term opportunities to generate product reformulations with existing raw materials. This team delivers new products to solve immediate

customer needs or gap-fillers until a longer-term solution can be developed.

Solenis maintains 13 R&D facilities and nine applications laboratories around the world which house a comprehensive array of testing and analysis equipment and innovative process-simulation instrumentation. Solenis holds approximately 4,000 patents including those for chemicals, equipment and process technologies that have transformed key business practices in a variety of industries. Solenis typically invests approximately 1.40% of its total revenue in technology and new product development.

With the acquisitions of Sigura and Diversey in the last five years, Solenis has had the unique opportunity to blend its innovation efforts, thereby benefiting from multiple streams of research.

The result of the integration was the formation of a Global Technology Office.

**The mission of this team is to bring the combined talent and efforts of Solenis' R&D community to bear on all of its businesses.**



REAL WORLD RESULTS



### Award Winning No-Touch Dispenser and Solid Hand Wash Bar. Zero plastic packaging.

Compared to liquid hand-washing soap, LESSEAU™ hand wash bars contain 95% less water and are significantly smaller, lighter and have zero plastic packaging, generating zero product waste and significantly reducing CO<sub>2</sub> emissions.

LESSEAU was a double winner at Interclean Amsterdam 2024 where the innovative product won in the Sustainability & Environment category and was the Overall Winner.

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



#### 2030 Goals

**90%** of innovation projects focused on sustainability - achieved in 2024

**30%** of innovation projects focused on reducing carbon footprint



## Global Technology Office's strategic approach

The Global Technology Office is committed to driving innovation, enhancing our portfolio and advancing digital transformation in alignment with corporate strategy and business objectives. By collaborating with all business units, we identify and prioritize technology needs to ensure strategic alignment.

To achieve operational excellence, we have implemented a variety of specialized Centers of Excellence (COEs) that enable optimization of processes and systems to streamline operations and reduce costs. Across the entire Global Technology organization, we constantly seek continuous improvement in talent and team development to ensure that we are developing best-in-class innovations.

We emphasize customer focus by leveraging a blueprinting methodology to collect and analyze feedback, enabling the development and deployment of customer-centric applications and services. Additionally, we promote a culture of innovation and experimentation, encouraging risk-taking and adopting an “outside-in” perspective to identify emerging technologies that drive business value and competitive advantage.

## Our R&D process

Our process for R&D is three-pronged. First, we rely on input from our customers regarding the use of our current products, and what improvements can be made. This comes via our commercial teams and technical service teams and is ultimately curated in an ideation platform that exists within salesforce.com. In addition, new product concepts are continuously generated, refreshed and prioritized via ongoing meetings with an array of customers employing, in part, a formal New Product Blueprinting process.

Secondly, we tap into a variety of external partners and consortia. Solenis continuously seeks out and actively collaborates with industry and university partners on joint, open innovation programs. Thirdly, we align our efforts with key societal trends, or megatrends, such as climate change, water scarcity and infectious disease control, where we believe we can have a significant impact by bringing our technological expertise to bear upon potential solutions. We also implement an open innovation concept where we encourage our scientists to bring forth new and unique ideas to the forefront.

## Our business is aligned with global sustainability & health trends shaping our future



### 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

## A focused approach to new product development

Utilizing all three of these inputs, new product development is managed with a rigorous stage-gate innovation process that incorporates project checkpoints and cross-functional alignment from ideation to commercialization. While every business unit has identified very specific innovation priorities and projects to ensure success in future generations of new products and services, nearly every program can be categorized in one of the following areas: sustainability and environmental impact improvements, digital and automation solutions, advanced chemistry and materials and performance and efficiency enhancements.



## Providing Product Carbon Footprint (PCF) transparency for our customers

Understanding and calculating the Product Carbon Footprint (PCF) of our products is essential to our commitment to sustainability, and it is an important value for our customers as they quantify their enterprise carbon emissions. While our products help customers reduce water, energy and raw material consumption, they also have an environmental impact due to the energy and raw materials used in their production. To address this, we measure, share and leverage PCF data to innovate and minimize our impact.

The PCF provides a standardized metric, expressed in greenhouse gas equivalents (CO<sub>2</sub>e), that quantifies the environmental impact of our products at every production stage. Using a cradle-to-gate approach, which calculates emissions that contribute to our customers’ Scope 3, Category 1 emissions, we measure emissions from raw material extraction, transportation and energy used in production. To support our customers and their requests for this data, we have calculated the PCF of 58% of our products by revenue with a goal to reach 70% by 2030. For some products, we expand to a cradle-to-grave scope, including packaging, waste disposal and final transport.

Our PCF methodology, verified by TÜV Rheinland and aligned with ISO 14067:2018, reflects our dedication to transparency. We developed a state-of-the-art tool to automate carbon footprint calculations and are integrating it across all business sectors. To ensure data accuracy, we collaborate with suppliers to collect primary data and explore ways to reduce the raw materials we purchase.

Carbon footprint data is more than a compliance tool – it drives meaningful change. We share insights with customers to promote transparency and collaborate on decarbonization. Internally, it informs R&D decisions, helping us prioritize raw materials and processes that reduce our footprint.

### Our holistic approach includes:



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



**Optimizing supply chain logistics**



**Enhancing manufacturing processes**

Innovation is central to our efforts. In 2024, 22% of our innovation programs focused on reducing carbon footprints, with a goal to increase this to 30% by 2030.



REAL WORLD RESULTS



## Advancing printing press applied barrier coatings

As consumers and regulations push for sustainable alternatives, paper is emerging as a preferred packaging material.

However, paper alone lacks the essential barrier properties needed to replace plastic. Solenis’ water-based barrier coatings bridge this gap, enhancing paper’s functionality while keeping it recyclable, compostable and biodegradable.

Unlike traditional coatings that require costly equipment, our solution integrates into existing flexographic printing, the same equipment used to print branding and artwork on packaging. This eliminates extra steps, reduces costs, improves efficiency and accelerates the transition to fiber-based, sustainable packaging.





## Open innovation with external partners

Solenis continuously works with external partners and collaborates on developing new technologies to support the industries we serve and to discover new and innovative approaches that are sustainable and efficient. In 2024, Solenis expanded its External Technology team that identifies and evaluates opportunities to develop innovative solutions from outside sources.

Over 75% of inquiries to the External Technology team focus on sustainability-related technologies



### Some 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 a Chinese company called 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, Ga., U.S., 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 bio-based 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 nanoplastic 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 have committed to sponsorship of 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 will continue for three years.



# 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 tools, we enhance Solenis' chemistry expertise, making it more valuable and actionable. We help customers make informed decisions in three key areas: 1) cleanliness and hygiene; 2) water and food safety and 3) reduction, reuse and recycling.

By streamlining processes, enabling self-service and delivering key insights, Solenis strengthens its market position. Our 2025 strategic roadmap focuses on transformational initiatives that ensure digital remains central to business growth as well as strengthening digital integration across all customer touchpoints.

## Advancing AI-driven IoT solutions

Over the next five years, Solenis is making significant investments in AI-driven Internet of Things (IoT) solutions and data infrastructure, creating a scalable digital foundation for seamless customer experiences. In 2024, **OPTIX™ Applied Intelligence** applications grew significantly, connecting over two dozen paper application machines. We are now extending its AI applications into wastewater treatment, cooling water and foam control.

Our team is also developing **Solenis Cloud 2.0**, a next-generation platform for monitoring technical performance. Launching in 2025, this platform will integrate multi-site data, inventory monitoring and order management, offering customers a single access point for all IoT and non-IoT solutions.

Additional innovations include:

- **Asset monitoring** for recovery boilers
- **HexEval™** for heat exchanger and flow studies
- **Predictive Inventory Management System** ensuring optimal order timing to prevent shortages or overfill incidents

## Enhancing customer experience and digital services

In 2024, Solenis began development of the **Unified Experience (UE) Initiative** to streamline all digital tools and customer-facing applications under a cohesive design system. By 2025, this initiative will create a seamless, customer-centric ecosystem, eliminating silos and providing intuitive access to reports, documents and data. This Unified Experience will be particularly beneficial to customers that currently have disparate offerings of cleaning and hygiene, water treatment and pool treatment. Unified data and better visibility regarding the performance of various sites and assets will be available, enabling improved and more rapid decision making.

The **ValueAdvantage Hub** will further enhance visibility into key areas such as water sustainability, energy efficiency, CO<sub>2</sub> reduction, chemical consumption and asset protection. Future developments will personalize the customer experience, delivering tailored solutions at the right time.

Our focus on self-service, predictive maintenance and digital adoption has improved operational efficiency and reduced service response times. These efforts reinforce Solenis' commitment to delivering scalable, impactful and sustainable digital solutions.



## Our digital strategy

Solenis' digital strategy amplifies its expertise by combining human insight with data-driven precision. This approach ensures customers receive measurable benefits while maintaining a strong service-oriented partnership.

### Digital IoT solutions

#### Provide added value

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

### Virtual service

#### Support & train

- 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

### Data-driven lead generation

#### Provide added value

- High visibility online
- Conversion of digital interactions into sales opportunities



## 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 you back to full efficiency in no time.

97,799

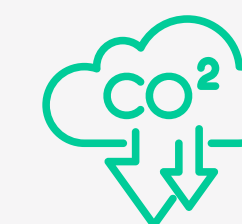
Physical service visits avoided

1,900,000 kg

CO<sub>2</sub>e avoided through Remote Support (estimated at 19 kg per service visit)



#### REAL WORLD RESULTS



### Digital tools enhance Solenis' chemistry expertise

Heat exchangers are critical to the success of any industrial operation, yet many plant operators rely on inadequate data to assess the health of their heat exchanger networks. The HexEval™ performance monitoring program provides the information needed to maximize heat exchanger efficiency and, as a result, reduce water and energy consumption.



# Appendix

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



# ESG Data Table

Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
<b>General</b>								
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	#	37	45	45	67	x
		Solenis owned Manufacturing Equipment Operated at Customer Facilities	#	4	3	3	3	x
Solenis		Total production volume	metric tons	1,413,844	1,365,942	1,300,143	2,065,698	x
301-1		Purchased raw materials	metric tons	520,200	684,000	762,000	1,323,862	
<b>Energy</b>								
302-1	12	Energy consumption within the organisation						
		a. Total fuel consumption within the organization from non-renewable sources	GJ	3,129,981	3,262,953	3,331,421	3,832,123	x
		i) Natural Gas	GJ	2,780,761	2,892,910	2,909,618	3,138,568	
		ii) Distillate Fuels	GJ	277,125	299,160	340,647	566,169	
		iii) LPG	GJ	9,362	13,617	16,422	52,750	
		iv) Methanol	GJ	62,732	57,266	64,734	74,636	
		b. Total fuel consumption within the organization from renewable sources	GJ	83,639	123,200	26,346	7,670	x
		i) Landfill Gas	GJ	83,639	101,299	0	0	
		ii) Bio Gas	GJ	0	21,900	26,346	7,670	



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
		c. Electricity, heat, cooling and steam consumed note: data is not collected on cooling	GJ	1,532,598	1,477,359	1,474,117	1,581,810	x
		i) Electricity	GJ	996,970	971,083	1,055,531	1,165,960	
		ii) Heating	GJ	0	4,226	4,435	4,421	
		iii) Cooling	GJ	-	-	0	0	
		iv) Steam	GJ	535,629	502,050	414,151	411,429	
		d. Electricity, heat, cooling and steam sold	GJ	231,961	256,087	185,627	206,595	x
		i) Electricity	GJ	71,750	107,052	50,653	66,696	
		ii) Heating	GJ	0	0	0	0	
		iii) Cooling	GJ	0	0	0	0	
		iv) Steam	GJ	160,212	149,035	134,974	139,899	
		e. Total energy consumption within the organization	GJ	4,514,256	4,607,425	4,646,258	5,215,009	x
302-3	12	Energy intensity ratio	GJ/metric ton production	3.19	3.37	3.57	2.52	x
Solenis		Total renewable energy	%	2 %	3 %	2 %	1 %	
Water and Effluents								
303-3	6	Water withdrawal						
		a. Total water withdrawal from all areas	megalitres	6,377	6,014	7,320	7,886	x
		i) Surface Water	megalitres	1,080	996	851	867	
		ii) Groundwater	megalitres	2,216	2,078	2,046	1,813	
		iii) Seawater	megalitres	0	0	0	0	
		iv) Produced Water	megalitres	0	0	0	0	
		v) Third-party water	megalitres	3,081	2,939	4,423	5,205	
		b. Total water withdrawal from all areas with water stress	megalitres	272	288	1,015	1,155	
		i) Surface Water	megalitres	0	0	0	0	
		ii) Groundwater	megalitres	0	0	653	526	
		iii) Seawater	megalitres	0	0	0	0	
		iv) Produced Water	megalitres	0	0	0	0	
		v) Third-party Water	megalitres	272	288	362	629	



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
303-4	6	Water discharge						
		a. Total water discharge to all areas	megalitres	4,081	3,771	4,586	4,976	x
		i) Surface Water	megalitres	2,997	2,504	2,866	2,868	
		ii) Groundwater	megalitres	0	0	0	0	
		iii) Seawater	megalitres	0	0	0	0	
		iv) Produced Water	megalitres	0	0	0	0	
		v) Third-party Water	megalitres	1,084	1,267	1,720	2,107	
		b. Total water discharge to all areas with water stress	megalitres	188	207	828	908	
		i) Surface Water	megalitres	0	0	650	555	
		ii) Groundwater	megalitres	0	0	0	0	
		iii) Seawater	megalitres	0	0	0	0	
		iv) Produced Water	megalitres	0	0	0	0	
		v) Third-party Water	megalitres	188	207	178	353	
303-5	6	Water consumption						
		a. Total water consumption from all areas	megalitres	2,297	2,242	2,734	2,910	x
		b. Total water consumption from all areas with water stress	megalitres	84	81	187	248	
Solenis		Water consumption intensity	m3/metric ton production	1.62	1.64	2.10	1.41	x
		Water reclaimed	megalitres	2,997	2,504	2,866	2,849	
Emissions								
305-1	13	Direct (Scope 1) GHG emissions of CO2 equivalent	metric tons	160,821	168,271	184,398	212,712	x
305-2	13	Energy indirect (Scope 2) GHG emissions of CO2 equivalent						
		a. Gross location-based	metric tons	118,919	116,335	135,747	162,573	x
		b. Gross market-based	metric tons	128,033	122,980	142,930	175,456	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	x
		c. Biogenic GHG emissions of CO2 equivalent	metric tons	4,149	6,110	1,325	390	
305-4	13	GHG emissions intensity (Scope 1 & Market based Scope 2)	metric ton CO2e / metric ton production	0.20	0.21	0.25	0.19	x
305-6	13	Emissions of ozone-depleting substances (ODS)	metric ton CFC-11e	0	0	0.20	0.16	x





Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
305-7	13	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions						
		a. NOx	metric tons	156	193	272	290	x
		b. SOx	metric tons	22	17	82	34	x
		b. VOC	metric tons	253	172	123	131	
Waste								
306-3	12	Waste generated						
		a. Total weight of waste generated	metric tons	24,700	29,376	36,484	49,510	x
		i) Non-hazardous waste	metric tons	12,261	16,030	22,018	32,846	x
		ii) Hazardous waste	metric tons	12,439	13,346	14,466	16,664	x
306-4	12	Waste diverted from disposal						
		a. Total waste diverted from disposal	metric tons	-	10,268	9,935	13,533	
		i) Non-hazardous waste	metric tons	-	3,994	3,800	8,529	
		ii) Hazardous waste	metric tons	-	6,274	6,135	5,004	
		b. Hazardous waste diverted from disposal						
		i) Preparation for reuse	metric tons	-	1,068	2,317	1,658	
		ii) Recycling	metric tons	-	1,433	1,126	1,665	
		iii) Other recovery operations	metric tons	-	3,773	2,692	1,681	
		c. Non-hazardous waste diverted from disposal						
		i) Preparation for reuse	metric tons	-	473	689	650	
		ii) Recycling	metric tons	-	1,414	1,581	5,599	
		iii) Other recovery operations	metric tons	-	2,107	1,529	2,280	



Environmental data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
306-5	12	Waste directed to disposal						
		a. Total directed to disposal	metric tons	-	19,108	26,549	35,978	
		i) Non-hazardous waste	metric tons	-	12,036	18,218	24,317	
		ii) Hazardous waste	metric tons	-	7,072	8,331	11,660	
		b. Hazardous waste directed to disposal						
		i) Incineration with energy recovery	metric tons	-	2,264	1,114	1,982	
		ii) Incineration without energy recovery	metric tons	-	725	1,167	2,114	
		ii) Landfilling	metric tons	-	962	2,501	3,102	
		iii) Other disposal operations	metric tons	-	3,121	3,550	4,463	
		c. Non-hazardous waste directed to disposal						
		i) Incineration with energy recovery	metric tons	-	641	816	925	
		ii) Incineration without energy recovery	metric tons	-	243	437	465	
		ii) Landfilling	metric tons	-	6,511	11,586	16,447	
		iii) Other disposal operations	metric tons	-	4,641	5,380	6,480	
Solenis		Waste Intensity						
		a. Total generation intensity	kg/metric ton production	17.5	21.5	28.1	24.0	x
		b. Total disposal intensity	kg/metric ton production	-	14.0	20.4	17.4	
Incidents								
Solenis		Environmental Incident Classification (EIC) Score	#	75	49	79	206	x



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
2-7	5	Employees						
		a. Total number of employees	#	5,292	6,438	6,788	16,528	x
		i) Female employees	%	24	26	27	29 %	x
		ii) Diverse population of VP and above	%	26	24	27	28 %	x
		iii) Diverse population for director and above	%	25	25	27	25 %	x
		iv) Part time employees	%	2	2	2	2 %	x
2-21	5	Ratio of CEO total compensation to median full-time employee total compensation	#	88:1	41:1	39:1	57:1	
401-1		Hires						
		Hires by Age						
		20 and under	%	-	-	6	3 %	
		21-30	%	-	-	36	17 %	
		31-40	%	-	-	30	30 %	
		41-50	%	-	-	16	26 %	
		51-60	%	-	-	10	19 %	
		61-64	%	-	-	2	4 %	
		65 and over	%	-	-	1	2 %	
		Hires by gender						
		Male	%	-	-	65	69 %	
		Female	%	-	-	34	30 %	
		Not Declared	%	-	-	-	1 %	
		Non binary	%	-	-	-	0 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
		US Hires by Ethnicity						
		American Indian or Alaska Native (Not Hispanic or Latino) (United States of America)	%	-	-	1	0 %	
		Asian (Not Hispanic or Latino) (United States of America)	%	-	-	4	3 %	
		Black or African American (Not Hispanic or Latino) (United States of America)	%	-	-	13	11 %	
		Hispanic or Latino (United States of America)	%	-	-	6	9 %	
		I do not wish to answer. (United States of America)	%	-	-	5	7 %	
		Two or More Races (Not Hispanic or Latino) (United States of America)	%	-	-	2	2 %	
		White (Not Hispanic or Latino) (United States of America)	%	-	-	67	67 %	
		Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) (United States of America)	%	-	-	-	0 %	
		Hires by Management Level						
		Director	%	-	-	1	1 %	
		Executive	%	-	-		0 %	
		Individual Contributor	%	-	-	90	89 %	
		Manager	%	-	-	5	6 %	
		Supervisor	%	-	-	3	3 %	
		Vice President	%	-	-	0	0 %	
		Blanks	%	-	-	-	1 %	
401-1		Terminations						
		Terminations by Age						
		20 and under	%	-	-	7	10 %	
		21-30	%	-	-	27	19 %	
		31-40	%	-	-	27	26 %	
		41-50	%	-	-	15	19 %	
		51-60	%	-	-	13	16 %	
		61-64	%	-	-	6	6 %	
		65 and over	%	-	-	5	5 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
		Terminations by Gender						
		Male	%	-	-	69	67 %	
		Female	%	-	-	31	29 %	
		Not Declared	%	-	-	0	4 %	
		Non binary	%	-	-	-	0 %	
		US Terminations by Ethnicity						
		American Indian or Alaska Native (Not Hispanic or Latino) (United States of America)	%	-	-	1	0 %	
		Asian (Not Hispanic or Latino) (United States of America)	%	-	-	6	3 %	
		Black or African American (Not Hispanic or Latino) (United States of America)	%	-	-	11	12 %	
		Hispanic or Latino (United States of America)	%	-	-	6	6 %	
		I do not wish to answer. (United States of America)	%	-	-	3	18 %	
		Two or More Races (Not Hispanic or Latino) (United States of America)	%	-	-	2	2 %	
		White (Not Hispanic or Latino) (United States of America)	%	-	-	68	59 %	
		Terminations by Management Level						
		Director	%	-	-	1	1 %	
		Individual Contributor	%	-	-	92	86 %	
		Manager	%	-	-	4	5 %	
		Supervisor	%	-	-	3	3 %	
		Vice President	%	-	-	0	0 %	
		Executive	%	-	-	-	0 %	
		Blanks	%	-	-	-	4 %	
401-1b		Year-over-year change for full time employees	%	10.1	12.1	9.8	12.7 %	x
		Anti-Harassment Training						
		Global Workspace Harassment Prevention for Employees	%			88	88 %	
		Global Workspace Harassment Prevention for Managers	%			96	96 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
403-9	8	Work related injuries for all employees						
		a. Fatalities as a result of work related injury	#	1	0	0	0	
		b. High-consequence work related injuries	#	-	2	0	0	
		c. Recordable work related injuries						
		i) Recordable Injuries (OSHA criteria)	#	22	17	28	114	x
		ii) Total Recordable Rate (OSHA criteria)		0.41	0.30	0.40	1.00	x
		iii) Days away from work cases (OSHA criteria)	#	11	13	12	68	x
		iv) Days away from work rate (OSHA criteria)		0.20	0.23	0.17	0.40	x
		v) Lost time injury frequency rate (LTIFR)		1.01	1.13	0.86	2.00	x
		vi) Lost time injury severity rate (LTISR)	#	0.02	0.08	0.01	0.04	x
		d. Number of hours worked	hours	10,849,000	11,466,000	13,883,387	33,826,370	x
405-1	5	Diversity of governance bodies and employees						
		a. Governance Bodies						
		i) Gender						
		Board seats occupied by women	#	0	1	1	1	
		Committee chairs occupied by women	%	0	0	-	-	
		Women total management	%	20	24	24	28 %	
		Women VP and above	%	21	20	23	23 %	
		Women Director and above	%	20	19	23	22 %	
		Women junior level managers	%	21	25	24	29 %	
		Women in Management in revenue-generating fields	%	-	14	15	18 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
		ii) Age						
		VP and Above < 30	%	-	0	-	-	
		Director and Above <30	%	-	0	1	-	
		Junior Management <30	%	-	2	3	3 %	
		Total Management <30	%	-	2	2	2 %	
		VP and Above 31-50	%	-	31	28	31 %	
		Director and Above 31-50	%	-	37	34	39 %	
		Junior Management 31-50	%	-	57	57	60 %	
		Total Management 31-50	%	-	54	53	57 %	
		VP and Above 50+	%	-	69	72	69 %	
		Director and Above 50+	%	-	63	65	61 %	
		Junior Management 50+	%	-	41	41	37 %	
		Total Management 50+	%	-	45	44	40 %	
		iii) Combined diversity						
		VP and above	%	26	25	27	28 %	x
		Director and above	%	25	25	27	25 %	x
		2030 Vision Director and above	%	-	-	28 %	-	
		iv) U.S. Race/Ethnicity						
		Total management	%	-	15	19	17 %	
		VP and above	%	-	9	12	17 %	
		Director and above	%	-	14	12	14 %	
		Junior level managers	%	-	15	21	18 %	



Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
		b. Total employees						
		i) Gender						
		Total workforce - Women	%	24 %	26 %	27 %	29 %	x
		AP	%	22 %	25 %	25 %	34 %	
		MEA	%	-	-	-	26 %	
		LA	%	26 %	29 %	32 %	30 %	
		NA	%	22 %	24 %	24 %	25 %	
		Europe		26 %	28 %	29 %	31 %	
		Women <30 years old	%	-	37	39	40 %	
		Women 31-50 years old	%	-	28	28	30 %	
		Women >50 years old	%	-	18	19	21 %	
		Women in STEM related fields	%	-	18	19	20 %	
		ii) Age						
		<30 years old	%	-	18	17	16 %	x
		31-50 years old	%	-	51	52	56 %	x
		>50 years old	%	-	31	31	28 %	x
		iii) Combined diversity						
		Total workforce	%	-	31	32	32 %	
		<30 years old	%	-	40	42	43 %	
		31-50 years old	%	-	32	33	33 %	
		>50 years old	%	-	23	24	24 %	





Social data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
		iv) U.S Race/Ethnicity						
		American Indian or Alaska Native	%	-	1	1	1 %	
		Asian	%	-	3	3	3 %	
		Black or African American	%	-	12	12	12 %	
		Hispanic or Latino	%	-	5	5	7 %	
		Native Hawaiian or Pacific Islander	%	-	0	0	0 %	
		Two or More Races	%	-	1	1	2 %	
		White	%	-	75	74	73 %	
		Not Disclosed	%	-	2	3	3 %	
		v) Racial/Ethnic Diversity, BIPOC						
		<30 years old	%	-	19	21.1	27.6 %	
		31-50 years old	%	-	29	28.5	29.6 %	
		>50 years old	%	-	19	18.5	17.8 %	
405-2		Ratio of basic salary and remuneration of women to men						
		a. Ratio of median male compensation to median female compensation	#	0.82:1	0.79:1	0.79:1	0.81:1	x

Governance data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	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	%	17	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)	%	79	60	88	41. %	x
		Ethics and/or Anti-Corruption policy		Yes	Yes	Yes	Yes	x
		Workforce who have formally certified its compliance with the policy	%	96	95	95	81	x



Governance data								
Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2021	2022	2023	2024	Externally Assured Metrics
3-3		Management Systems						
		RC 14001 Certified Facilities	#	33	33	34	34	x
		RC 14001 Certified Facilities	%	89	92	94	97 %	x
		ISO 14001 Certified Facilities	#	34	33	35	47	x
		ISO 14001 Certified Facilities	%	92	92	95	98 %	x
		ISO 45001 Certified Facilities	#	33	33	35	45	x
		ISO 45001 Certified Facilities	%	89	92	95	98 %	x
		ISO 50001 Certified Facilities	#	2	2	2	2	x
		Sedex Facilites	#	34	36	36	51	x
		Sedex Facilites	%	92	97	97	96 %	
		ISO 9001 Certified Facilities	#	35	37	40	56	x
		ISO 9001 Certified Facilities	%	95	95	98	100 %	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		No	Yes	Yes	Yes	x
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	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		No	Yes	Yes	Yes	x

[Basis of Reporting](#) document



# GRI Content Index

<b>Statement of use</b>	Solenis has reported in accordance with the GRI Standards for the period [Oct. 1, 2023 – Sept. 30, 2024].
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	none

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	<a href="#">Page 12</a>
	2-2 Entities included in the organization’s sustainability reporting	<a href="#">Page 13</a>
	2-3 Reporting period, frequency and contact point	<a href="#">Page 6</a>
	2-4 Restatements of information	<a href="#">Page 6</a>
	2-5 External assurance	We seek external assurance of our annual sustainability reporting. Our external assurance provider is appointed by our Chief Sustainability Officer.
	2-6 Activities, value chain and other business relationships	<a href="#">Page 17</a>
	2-7 Employees	<a href="#">2024 Workforce Demographic Report</a>
	2-8 Workers who are not employees	<a href="#">Page 43</a>
	2-9 Governance structure and composition	<a href="#">Page 62</a>
	2-10 Nomination and selection of the highest governance body	Not applicable
	2-11 Chair of the highest governance body	<a href="#">Page 63</a>
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Page 62-63</a>
	2-13 Delegation of responsibility for managing impacts	<a href="#">Page 62-63</a>
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">Page 62</a>
	2-15 Conflicts of interest	<a href="#">Page 63</a>
	2-16 Communication of critical concerns	<a href="#">Page 65</a>
	2-17 Collective knowledge of the highest governance body	<a href="#">Page 63</a>
	2-18 Evaluation of the performance of the highest governance body	Not applicable



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
	2-19 Remuneration policies	<a href="#">Page 54</a>
	2-20 Process to determine remuneration	<a href="#">Page 54</a>
	2-21 Annual total compensation ratio	<a href="#">Page 54</a>
	2-22 Statement on sustainable development strategy	<a href="#">Page 15</a>
	2-23 Policy commitments	<a href="#">Page 64</a>
	2-24 Embedding policy commitments	<a href="#">Page 64</a>
	2-25 Processes to remediate negative impacts	<a href="#">Page 65</a>
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">Page 65</a>
	2-27 Compliance with laws and regulations	None to report
	2-28 Membership associations	Memberships
	2-29 Approach to stakeholder engagement	<a href="#">Page 83</a>
	2-30 Collective bargaining agreements	<a href="#">Page 55</a>
<b>Material topics</b>		
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	<a href="#">Page 15</a>
	3-2 List of material topics	<a href="#">Page 16</a>
<b>Economic performance</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Confidentiality constraints: Solenis is privately held and therefore does not disclose information on this topic
<b>GRI 201: Economic Performance 2016</b>	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	
<b>Market presence</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 53</a>
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	<a href="#">Page 54</a>
	202-2 Proportion of senior management hired from the local community	<a href="#">Page 44</a>



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>Indirect economic impacts</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 57</a>
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	<a href="#">Page 23</a>
	203-2 Significant indirect economic impacts	No significant impact to report
<b>Procurement practices</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 24</a>
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	<a href="#">Page 24</a>
<b>Anti-corruption</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 64</a>
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	<a href="#">Page 65</a>
	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Page 65</a>
	205-3 Confirmed incidents of corruption and actions taken	Nothing material to report
<b>Anti-competitive behavior</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 64</a>
<b>GRI 206: Anti-competitive Behavior 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Nothing material to report
<b>Tax</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 66</a>
<b>GRI 207: Tax 2019</b>	207-1 Approach to tax	<a href="#">Page 66</a>
	207-2 Tax governance, control, and risk management	<a href="#">Page 66</a>
	207-3 Stakeholder engagement and management of concerns related to tax	<a href="#">Page 66</a>
	207-4 Country-by-country reporting	Not applicable
<b>Materials</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 24</a>
<b>GRI 301: Materials 2016</b>	301-1 Materials used by weight or volume	<a href="#">Page 84</a>
	301-2 Recycled input materials used	Not tracked
	301-3 Reclaimed products and their packaging materials	Not tracked



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>Energy</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 29</a>
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	<a href="#">Page 33</a>
	302-2 Energy consumption outside of the organization	<a href="#">Page 32</a>
	302-3 Energy intensity	<a href="#">Page 33</a>
	302-4 Reduction of energy consumption	<a href="#">Page 33</a>
	302-5 Reductions in energy requirements of products and services	<a href="#">Page 73</a>
<b>Water and effluents</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 34</a>
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	<a href="#">Page 34</a>
	303-2 Management of water discharge-related impacts	None
	303-3 Water withdrawal	<a href="#">Page 35</a>
	303-4 Water discharge	<a href="#">Page 86</a>
	303-5 Water consumption	<a href="#">Page 86</a>
<b>Biodiversity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 36</a>
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	<a href="#">Page 36</a>
	304-2 Significant impacts of activities, products and services on biodiversity	<a href="#">Page 36</a>
	304-3 Habitats protected or restored	<a href="#">Page 36</a>
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	<a href="#">Page 36</a>



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>Emissions</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 30</a>
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	<a href="#">Page 30</a>
	305-2 Energy indirect (Scope 2) GHG emissions	<a href="#">Page 30</a>
	305-3 Other indirect (Scope 3) GHG emissions	<a href="#">Page 31</a>
	305-4 GHG emissions intensity	<a href="#">Page 30</a>
	305-5 Reduction of GHG emissions	<a href="#">Page 30</a>
	305-6 Emissions of ozone-depleting substances (ODS)	<a href="#">Page 86</a>
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">Page 87</a>
<b>Waste</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 38</a>
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	<a href="#">Page 38</a>
	306-2 Management of significant waste-related impacts	<a href="#">Page 38</a>
	306-3 Waste generated	<a href="#">Page 38</a>
	306-4 Waste diverted from disposal	<a href="#">Page 87</a>
	306-5 Waste directed to disposal	<a href="#">Page 88</a>
<b>Supplier environmental assessment</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 24</a>
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria	<a href="#">Page 24</a>
	308-2 Negative environmental impacts in the supply chain and actions taken	<a href="#">Page 24</a>
<b>Employment</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 53</a>
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	<a href="#">Page 12</a>
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Page 55</a>
	401-3 Parental leave	<a href="#">Page 55</a>
<b>Labor/management relations</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 53</a>
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	<a href="#">Page 55</a>



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>Occupational health and safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 41</a>
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	<a href="#">Page 23</a>
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Page 23</a>
	403-3 Occupational health services	<a href="#">Page 41</a>
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Page 23</a>
	403-5 Worker training on occupational health and safety	<a href="#">Page 41</a>
	403-6 Promotion of worker health	<a href="#">Page 53</a>
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Page 23</a>
	403-8 Workers covered by an occupational health and safety management system	<a href="#">Page 23</a>
	403-9 Work-related injuries	<a href="#">Page 92</a>
	403-10 Work-related ill health	<a href="#">Page 92</a>
<b>Training and education</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 46</a>
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	<a href="#">Page 46</a>
	404-2 Programs for upgrading employee skills and transition assistance programs	<a href="#">Page 47</a>
	404-3 Percentage of employees receiving regular performance and career development reviews	<a href="#">Page 54</a>
<b>Diversity and equal opportunity</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 51</a>
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	<a href="#">Page 92</a>
	405-2 Ratio of basic salary and remuneration of women to men	<a href="#">Page 54</a>
<b>Non-discrimination</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 64</a>
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Not applicable
<b>Freedom of association and collective bargaining</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 55</a>
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Page 55</a>





GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>Child labor</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Page 64</a>
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Not applicable
<b>Forced or compulsory labor</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Page 64</a>
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Page 64</a>
<b>Security practices</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Page 64</a>
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not applicable
<b>Rights of indigenous peoples</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Page 64</a>
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable
<b>Local communities</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Page 57</a>
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">Page 57</a>
	413-2 Operations with significant actual and potential negative impacts on local communities	Nothing material to report
<b>Supplier social assessment</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Page 24</a>
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	<a href="#">Page 26</a>
	414-2 Negative social impacts in the supply chain and actions taken	<a href="#">Page 26</a>
<b>Public policy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Page 66</a>
GRI 415: Public Policy 2016	415-1 Political contributions	<a href="#">Page 66</a>



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
<b>General disclosures</b>		
<b>Customer health and safety</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 66, 76</a>
<b>GRI 416: Customer Health and Safety 2016</b>	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
<b>Marketing and labeling</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 66</a>
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling	<a href="#">Page 66</a>
	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
<b>Customer privacy</b>		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	<a href="#">Page 67</a>
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Page 67</a>



# 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 the Solenis 2024 Sustainability Report (the "Report").

### ENGAGEMENT SUMMARY

<b>Scope of our assurance engagement</b>	Whether the following Selected Information for 2024 are 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.
<b>Selected Information</b>	<ul style="list-style-type: none"> <li>The 2024 data for the ESG metrics marked with an X in the ESG Data Table on pages 84-96 of the Report</li> <li>The 2024 Sustainability Report</li> </ul>
<b>Reporting period</b>	Financial year 2024 (1 October 2023 – 30 September 2024)
<b>Reporting criteria</b>	<b>ESG metrics</b> <ul style="list-style-type: none"> <li>WBCSD/WRI GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition 2015) for Scope 1 and Scope 2 greenhouse gas ("GHG") emissions</li> <li>WBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard for Scope 3 GHG emissions</li> <li>Solenis' internal definitions for the ESG metrics included in the ESG Data Table as described in Solenis' Basis of Reporting 2024 at <a href="https://www.solenis.com/globalassets/resources/sustainability--regulatory-library/2024-basis-of-reporting.pdf">https://www.solenis.com/globalassets/resources/sustainability--regulatory-library/2024-basis-of-reporting.pdf</a></li> </ul> <b>Sustainability Report</b> <ul style="list-style-type: none"> <li>The GRI Standards issued by the Global Reporting Initiative</li> </ul>
<b>Assurance standard and level of assurance</b>	<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>
<b>Respective responsibilities</b>	<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 overleaf, nothing has come to our attention to indicate that the 2024 data for the ESG metrics marked with an X in the ESG Data Table on pages 84-96 of the Report and 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 2024 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 selected 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;
- Interviews with corporate personnel to understand Solenis' sustainability strategy and policies, and to evaluate the data management systems and processes (including internal review procedures) used for collecting, consolidating, reviewing, and reporting the data for the ESG metrics;
- Reviewing a sample of qualitative and quantitative evidence supporting the selected ESG metrics at a corporate level;
- Reviewing a sample of underlying data and evidence for the Scope 1, Scope 2 and Scope 3 GHG emissions and a review of the calculations of the GHG emissions from the underlying data;
- Reviewing a sample of documentary evidence, including internal and external documents, relating to the assertions made in the Report regarding Solenis' 2024 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 all locations included in the consolidated 2024 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 Macon (USA), Charleston (USA), Busnago (Italy) and Enschede (Netherlands) to review source data for the ESG metrics and local reporting systems and controls;
- Evaluating the emission factors and assumptions used; and
- Reviewing the presentation of information relevant to the scope of our assurance engagement in the Report to ensure consistency with our findings.



31 March 2025  
London, United Kingdom

ERM Certification and Verification Services Limited  
[www.ermcvs.com](http://www.ermcvs.com) | [post@ermcvs.com](mailto: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.

