20
23
Sustainability
Report

SOLENIS™
Strong bonds. Trusted solutions.

Table of Contents

Click the blue underlined page numbers to jump to the page in the report. You can also use the navigation across the top of each page throughout the report to jump to a new section.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

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' CEO

People → Culture. Performance → Innovation. Results → Execution.

At Solenis, our organic and inorganic growth continue to drive our company forward at a remarkable pace. In 2023, we completed, and are now integrating, the acquisition of Diversey Holdings, Ltd. This merger makes Solenis a more diversified company with significantly increased scale, broader global reach and the ability to offer a "one-stop shop" suite of solutions to our customers. Together, we have a strong foundation from which to leverage our strong customer partnerships, leading-edge innovation and value-added services to propel Solenis' aggressive global growth trajectory.

In addition, in 2023, we acquired the Grand Invest Group which gives us a base in Peru and expands our Latin American reach with industrial customers. We completed the acquisition of the paper process chemicals business of Kolb Distribution Ltd., which expanded our offerings in Europe and enhanced our R&D capabilities. And in October, we announced the acquisition of CedarChem LLC which distributes water and wastewater treatment products for industrial and municipal markets, primarily in the southeastern U.S.

As we grow, Solenis is significantly enhancing its capabilities to help our customers tackle critical sustainability challenges, reduce their environmental impact and help create a cleaner, safer world. It's why we're here. And it's why our 16,100 dedicated employees come to work and bring their best efforts each and every day.

Throughout the year, we maintained our focus on people, performance and results. Our *culture* continued to evolve and strengthen. We again attained high engagement scores as measured in our annual employee survey. Our work on diversity, equity and inclusion continues to expand. And in 2023, we placed particular emphasis on learning and development by implementing and making great progress towards our goal of having each Solenis employee dedicate 5% of their working time to training and learning. The quality of our **people** is what will drive our long-term future and sustainability.

We are increasing our emphasis on *innovation*, and focusing our R&D attention and resources on markets with above average growth expectations that will improve our **performance**. These include cellulose fiber products that are compostable, recyclable and reduce single-use plastics; food and beverage applications that reduce costs and improve food safety; and wastewater treatment processes that improve the quality and safety of our drinking water. In addition, we are growing our capabilities through new R&D laboratories and customer support centers.

2

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Solenis continues to demonstrate disciplined *execution* on its businesses which translates into continued strong financial **results**. 2023 marks another year of impressive earnings growth. We are operating with a profitability profile consistent with being a specialty chemical leader, all the while adding and integrating diverse businesses and contending with external factors such as inflation, supply chain disruptions, and geo-political unrest.

The overlap and integration of our business and our sustainability efforts is extensive and cannot be overstated. As the world's consumption of water continues to grow faster than the size of an already enlarging population, water conservation becomes a more and more dire problem every day. Water runs through everything. At Solenis, we believe that we have a critical role to play in helping to address this problem, protect our resources and preserve our planet.

We certainly have our challenges and obstacles. Our safety performance in 2023 was off-target, and we need to recommit ourselves to continuous improvement in this area.

But overall, I am pleased with our 2023 performance, and would like to thank the Solenis employees for everything they do every day to make our company better and our world cleaner and safer. We have a tremendous opportunity and responsibility. But I know we are on the right path, and making significant – and sustainable – progress.

John E. Panichella
CEO

Table of
Contents

**Introduction
& About**

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Letter from Solenis'
Chief Sustainability Officer

Remaining focused through complexity

Rarely does the journey toward reaching an organization's vision and goals take a straight line. Often we are presented with obstacles, complications and competing priorities. In 2023, Solenis' acquisition of Diversey gave us a one-of-a-kind opportunity to dramatically grow our company and strengthen our business and product offering. But as we integrate these companies, we know that there will be complexities and adjustments, and we'll need to adapt our sustainability initiative to those. Nonetheless, we are maintaining a strong focus on our desired end results. As a result, we made several notable achievements in 2023:

- We completed our first Carbon Disclosure Project (CDP) submission in 2023. The Climate Change questionnaire of more than 100 questions reflects an extensive amount of data and information which advances our transparency and supplements the growth and strength of our own report.

- Solenis committed to the Science Based Targets initiative (SBTi). Established in 2015, the SBTi helps companies set emissions reduction targets, and by joining this collaboration, we are committing to embark on a journey towards reaching net-zero carbon impact by 2050.

- Our focus on Diversity, Equity & Inclusion (DE&I) remained strong. In 2023, we placed an increased emphasis on training and development, making great progress towards our goal of having each employee spend 5% of their working time on learning. Real change begins with learning and re-learning.

Underpinning these accomplishments is the strong commitment from our senior leadership team toward becoming a top-rated ESG company. Their enthusiasm pervades the organization and helps to drive greater employee participation and engagement.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

We know that we have some areas for improvement. We are continuing to work on improving the quality of data to help us better focus on areas of our company that require attention. This includes the collection, calculation and storage of data across the board, which ultimately is critical to our ability to reach our aspirations for reducing emissions and minimizing our carbon footprint. In addition, we need to continue to improve supplier engagement to drive our Scope 3 GHG reduction efforts.

I am very proud of the work that our Sustainability Task Force has done in 2023, along with the efforts of the ever-increasing number of employees who volunteer their time and energy to help Solenis drive toward becoming a force for sustainable change.

I hope that the information contained in this report provides you with a comprehensive look at everything we're doing at Solenis to be a better, more socially responsible company. We continue to work to protect our people, our customers and the planet we share. And while our path may not always be a straight one, I am confident that by harnessing the efforts of all of our employees, we can reach our sustainability objectives.

Lotta Kanto Oeqvist
Chief Sustainability Officer

Solenis is a proud member of four sustainability-related organizations:

U.N. Global Compact (and CEO Water Mandate) – 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 13,000 corporate participants and stakeholders across over 170 countries. Additionally, Solenis has signed on to the CEO Water Mandate, an initiative that mobilizes business leaders on water, sanitation and elements of water stewardship.

4evergreen – a cross-industry alliance, 4evergreen fosters synergies among companies promoting low-carbon and circular fiber-based packaging. By bringing together the entire value chain, 4evergreen enables cooperation with a comprehensive outlook on fiber-based packaging's life cycle.

International Molded Fiber Association – an association that represents and resources manufacturers of molded fiber products, industry suppliers and service providers, and promotes the global use of renewable, recycled and natural fiber for products and packaging.

Foodservice Packaging Institute – an organization that brings together the entire value chain from raw material and machinery suppliers to packaging converters to foodservice distributors, and finally, foodservice operators/retailers.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

About the Report

We are proud to present Solenis' fourth Sustainability Report!

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 (ESG) parameters; and reviewed the ongoing efforts we are taking to make our business more sustainable and resilient.

The data and information in this report covers the initiatives and activities of Solenis LLC, headquartered in Wilmington, Del., U.S.A., and its wholly-owned subsidiaries and other entities operating around the world. Solenis is privately owned by Platinum Equity Advisors, LLC, headquartered in Beverly Hills, Calif., U.S.A. The information included in this report covers Solenis' fiscal year 2023, which runs from October 1, 2022 to September 30, 2023. At the end of the fiscal year 2023, Solenis had business operations and sold products into 130 countries in six continents. The company had 69 manufacturing facilities, and employed approximately 16,100 total employees including full-time employees, temporary employees, apprentices and interns. The report has been published on the company's website on March 20, 2024.

The report has been prepared in accordance with the new 2021 Global Reporting Initiative (GRI) Standards. The GRI Standards are the 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. Questions regarding this report can be submitted using the "Contact" features on the company's website at www.solenis.com.

SUSTAINABLE DEVELOPMENT GOALS

This fourth 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. What's more, it represents a significantly enhanced effort to expand the company's disclosures and transparency, and provides more details on previous gaps, strengths and understanding about our sustainability journey.

This report 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.

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 2023, Solenis has acquired 12 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 outlines our recent acquisitions, and when various data types have been integrated into our reporting.

Origin of New Sites	Country	Acquisition Date	Plants	#FTE	Year Data in Materiality Assessment	Year Data in Value Chain	Year HR Data in Report	Year HR Comp & Benefits & DE&I Data in Report	HS & EIC Data in Report	Environmental Metrics (Plants)[1]	GHG Scope 3
Topchim	BE	3/7/2018	0	13	2020	2020	2020	2020	2020	—	2022
BASF Paper & Water Chemicals Business	UK, MX, US, IN, AU	2/1/2019	5	1027	2020	2020	2020	2020	2020	2020	2022
ChemSystems	ZA	6/1/2020	0	36	2021	2021	2021	2021	2021	—	2022
Polyquimicos	MX	7/14/2020	1	45	2021	2021	2021	2021	2022	2022	2022
MFG	US	4/19/2021	1	44	2021	2021	2021	2022	2023	2022	2022
Sigura Water	US, BR, ZA, FR	11/9/2021	5	1017	2022	2022	2022	2022	2023	2022	2022
SCL Chemie	DE	1/18/2022	0	1	2022	2022	2022	2022	—	—	2022
Neu Kimya	TR	5/26/2022	1	55	2022	2023	2023	2024	2024	2024	2023
Clearon Corp.	US	9/9/2022	1	149	2022	2023	2023	2023	2024	2023	2023
Grand Invest Group	PE	2/6/2023	1	103	2023	2023	2023	2023	2024	2023	2023
KLK Oleo (Kolb)	CH, NL	2/28/2023	0	12	2023	2023	2023	2023	2023	—	2023
Diversey	US	10/2/2023	21	9,315	2024	2024	2024	—	2025	—	—

[1]GHG Scopes 1&2

FTE = Full Time Employee; HR = Human Resources; HR Comp = Human Resources Compensation; DE&I = Diversity, Equity & Inclusion; HS = Health & Safety; EIC = Environmental Incident Classification; GHG = Green house gas

Note: Fiscal Year (Oct. 1 – Sept. 30)

SOLENIS BELONGS TO SCIENCE BASED TARGETS INITIATIVE (SBTi)

The Science Based Targets initiative (SBTi) 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).

2023 in Review

Business Highlights

While business conditions for the markets and applications that Solenis serves continued to be challenging, the company continued to execute against its organic and inorganic growth plans. Solenis focused its efforts on what it does best: combining service, chemistries and equipment to solve customer issues, conserve water and energy and reduce emissions. As a result, financial results for the company were strong. Sales growth exceeded the U.S. Gross Domestic Product (GDP) and the company posted impressive earnings growth.

Solenis' pace of growth via acquisition increased in 2023. Throughout the year, the company was in the throes of integrating its acquisition of Sigura Water, another Platinum Equity portfolio company, to become the Pool Solutions business unit. Never one to rest on its laurels, Solenis then announced in March 2023 that it would acquire Diversey Holdings, Ltd., for $4.6 billion. In four months, that transaction was completed, and the company formed its Institutional Solutions and Food & Beverage Solutions business units. This merger makes Solenis a more diversified company with significantly increased scale, broader global reach and the ability to offer a "one-stop shop" suite of solutions that meet customer demand and address water and process management, cleaning and hygiene issues on a global basis.

In addition, in February 2023, Solenis acquired the Grand Invest Group which expands the company's Latin American reach with industrial customers. The company completed its acquisition of the paper process chemicals business of Kolb Distribution Ltd., which expanded our offerings in Europe. And in October, we acquired CedarChem LLC which distributes water and wastewater treatment products for industrial and municipal markets, primarily in the southeastern U.S. The company advanced its acquisition strategy all while effectively conducting business in a changing environment.

Table of
Contents

**Introduction
& About**

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Solenis made several significant investments in R&D in 2023. In October 2022, the company announced that it would invest $40 million to relocate and expand its R&D center in Delaware. Expected to open in 2025, the new facility enables Solenis to increase and upgrade its innovation efforts in response to increasing market demand for sustainability-focused products and expertise. In addition, Solenis opened two new international centers of excellence (COE) to help drive more sustainable solutions for the consumer paper packaging industry. One COE is virtual, allowing customers to participate remotely in lab experiments, while the other center is in a new customer support analytical and applications laboratories facility in Monchengladbach, Germany.

Solenis remains steadfast in its focus toward creating a sustainability-driven company focused on environmentally and socially responsible solutions. As such, the company succeeded in several outstanding achievements in 2023:

- Recognition as a US Best Managed Company for the third year in a row;

- Significant strides in our goals for diversity, equity and inclusion; and

- 81% of employees report that they are "highly engaged," exceeding the survey vendor's benchmarks for the manufacturing sector and similarly-sized companies.

As we look to the future, we are focused on leveraging our legacy of innovative thinking and R&D efforts to further drive our success as we develop new technologies to respond to the strong market trends driving growth in sustainability, recycling, water cleanliness, reduction and reuse, asset protection and energy efficiency, and plastic conversion to fiber.

AWARDS AND RECOGNITION IN FISCAL YEAR 2023

- Named a US Best Managed Company for third straight year

- Named Sustainability Partner by Marathon Petroleum

- Named Sustainability Supplier of the Year by Klabin (Brazil)

- Received Parceiro Raiz Award as a Partner in Sustainability from Raizen for the third straight year (Brazil)

- Received the Suppliers Sustainability Recognition Award from Braskem (Mexico) 2023

- Solenis named by Brazilian Technical Association of Pulp and Paper (ABTCP) as Best Chemical Manufacturer in Brazil

- Greensboro, N.C., U.S.A., plant honored for five consecutive years of compliance with local water treatment rules and regulations

Safety Performance – 2023 vs 2022
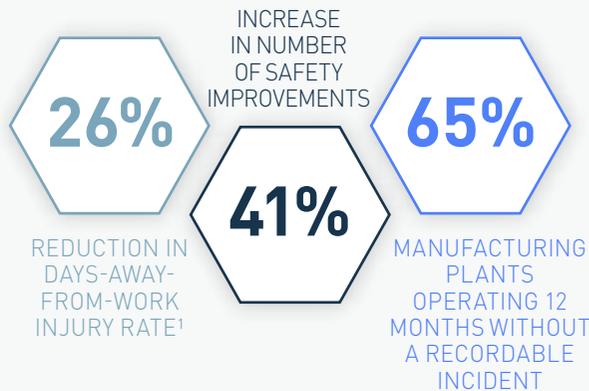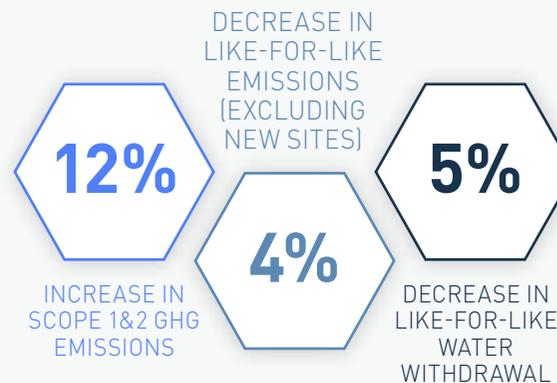
26%
REDUCTION IN DAYS-AWAY-FROM-WORK INJURY RATE[1]

41%
INCREASE IN NUMBER OF SAFETY IMPROVEMENTS

65%
MANUFACTURING PLANTS OPERATING 12 MONTHS WITHOUT A RECORDABLE INCIDENT

Social Performance – 2023

31.7%
GLOBAL WORKFORCE DIVERSITY; ON TRACK TO DOUBLE BY 2030

23%
WOMEN IN EXECUTIVE POSITIONS (VICE PRESIDENT OR ABOVE)

4.26
OVERALL EMPLOYEE SATISFACTION (OUT OF 5)

Environmental Performance – 2023 vs 2022

12%
INCREASE IN SCOPE 1&2 GHG EMISSIONS

4%
DECREASE IN LIKE-FOR-LIKE EMISSIONS (EXCLUDING NEW SITES)

5%
DECREASE IN LIKE-FOR-LIKE WATER WITHDRAWAL

[1]"Days Away From Work Rate (DAWR): calculated by multiplying the total number of OSHA recordable incidents that involved days away from work in one year by 200,000 hours and divided by the total number of hours worked by all employees, contractors and subcontractors. OSHA days away from work incident is defined by the U. S. Occupational Safety and Health Administration. 200,000 hours are the expected hours normally worked in a year by 100 workers (100 workers x 40 hours x 50 weeks)

Achievements on this page only reflect Solenis data prior to the Diversey acqusition on July 5, 2023

Solenis at a Glance

Solenis is a leading specialty chemical supplier and water treatment company focused on solving tough water treatment 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 and have proven our 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.

When Solenis completed the Diversey acquisition, five business units were established: 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 5,400 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 16,100 employees and 69 Solenis-owned manufacturing facilities, and our operations and products span approximately 130 countries and six continents.

SOLENIS BUSINESS UNITS AND GEOGRAPHY

Revenue breakdown by business unit

- Institutional Solutions 28%
- Industrial Solutions 18%
- Consumer Solutions 31%
- Pool Solutions 11%
- Food & Beverage Solutions 12%
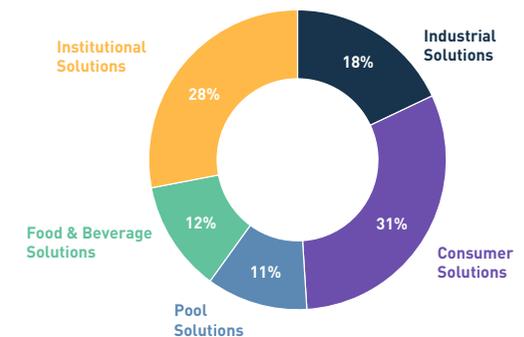
Revenue breakdown by geography

- ROW 20%
- N. America 37%
- EMEA 43%

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix
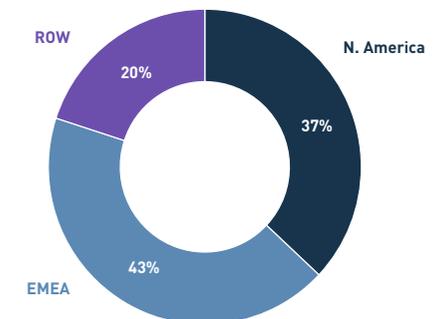
Global Footprint

69 Solenis-owned manufacturing plants are located strategically around the world to serve our customers.

Markets We Serve

At Solenis, we offer a myriad of innovative chemical and 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.

AGRICULTURE

BEVERAGES

BIOREFINING

BUILDING & FLOOR SERVICES

COMMERCIAL POOL SOLUTIONS

DAIRY

FOOD PACKAGING

FOOD SERVICES

GENERAL MANUFACTURING

GRAPHIC & SPECIALTY PAPERS

HEALTHCARE

HOSPITALITY

LIFE SCIENCES

MINERAL PROCESSING

MUNICIPAL

PACKAGING

POWER GENERATION

PROCESSED FOODS

PULP

REFINING & CHEMICAL PROCESSING

RESIDENTIAL POOL SOLUTIONS

RETAIL & GROCERY

SPECIALTIES & ENGINEERED WOOD

TISSUE & TOWEL

UPSTREAM ENERGY

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

Our Team Adds Value Around the World

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 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 provides a wide range of water and process solutions that drive operational improvements for industrial markets including pulp, chemical processing, hydrocarbon processing, upstream energy, mineral processing, biorefining, power and municipalities.

Our Pool Solutions business provides high-performance water care solutions and value-added services for residential and commercial pool and spa applications.

Our Food and Beverage Solutions business 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.

Our Institutional Solutons business provides chemical 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 suppliers help us meet the needs of customers with responsibly produced products and services. We seek to do business with suppliers who are committed to quality, service and continuous improvement. In support of these values, we have a Supplier Code of Conduct that outlines the expectations we have of our suppliers.

A healthy and engaged employee culture is important to us and we have conducted an annual culture survey since 2015. The findings are an important indicator for the engagement of our employees and the effectiveness of our managers and are considered in our business planning process. .
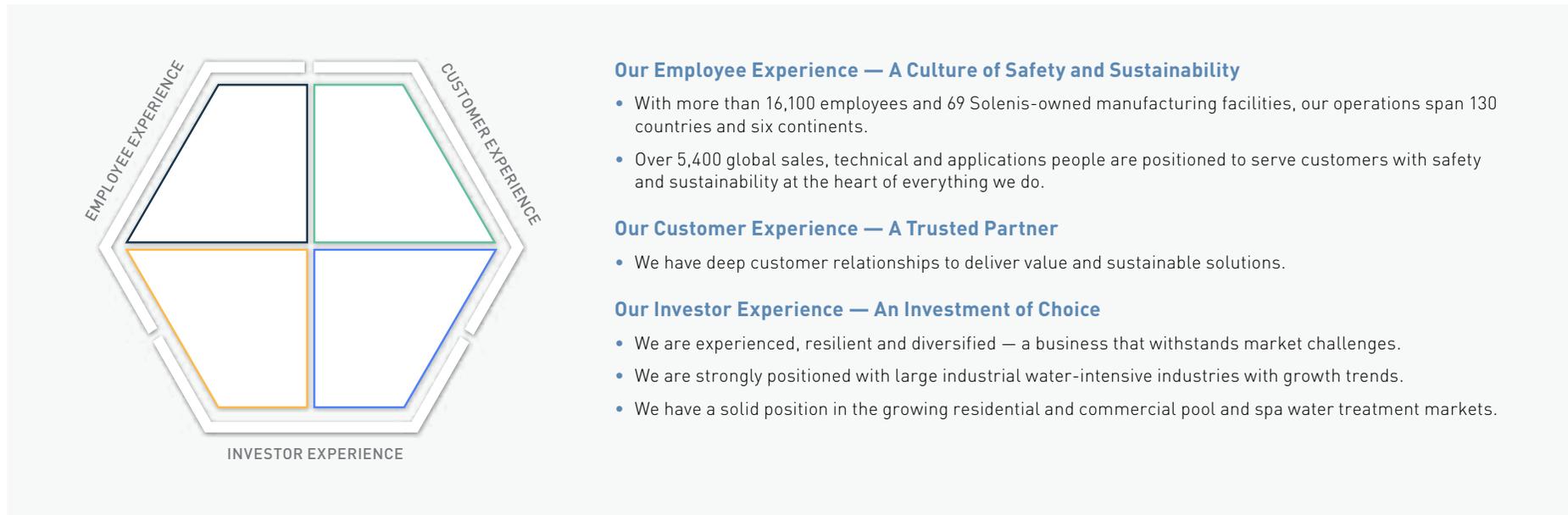
We are firmly committed to conducting business throughout the world in accordance with the **highest legal and ethical rules and principles**. The Global Standards of Business Conduct is the cornerstone document that reflects this commitment and sets the standards for our actions.

14

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Our Approach to Sustainability

Strategic Lenses

Three strategic lenses coincide with our four sustainability pillars and correlate to specific United Nations Sustainable Development Goals.

Our Employee Experience — A Culture of Safety and Sustainability

- With more than 16,100 employees and 69 Solenis-owned manufacturing facilities, our operations span 130 countries and six continents.
- Over 5,400 global sales, technical and applications people are positioned to serve customers with safety and sustainability at the heart of everything we do.

Our Customer Experience — A Trusted Partner

- We have deep customer relationships to deliver value and sustainable solutions.

Our Investor Experience — An Investment of Choice

- We are experienced, resilient and diversified — a business that withstands market challenges.
- We are strongly positioned with large industrial water-intensive industries with growth trends.
- We have a solid position in the growing residential and commercial pool and spa water treatment markets.

EMPLOYEE EXPERIENCE
CUSTOMER EXPERIENCE
INVESTOR EXPERIENCE

Materiality Assessment

In 2022, Solenis updated our materiality assessment to identify and prioritize the key material issues, topics and factors that have the potential to impact the long-term viability of the company and are of importance to our internal and external stakeholders. These issues, topics and factors help us organize our priorities, actions and commitments. By monitoring the evolving sustainability risks and opportunities that will influence Solenis' business position, we are able to develop a better understanding of the importance of key sustainability priorities to the business from reputational, operational and financial perspectives. The 2022 materiality assessment included the new stakeholders reflected in the Sigura acquisition.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

The Materiality Assessment Process

Solenis utilized the Datamaran platform throughout a three-phase process to provide a materiality assessment from which it could better understand and respond to stakeholder interests and concerns:

1. **Internal stakeholder engagement**
    As part of our materiality assessment process, we began by seeking to understand Solenis' own priorities as seen through the eyes of its leaders and employees. This was done through an artificial intelligence-based analysis of its most recent sustainability report via the Datamaran platform. The 20 most prominent issues were identified as being relevant to the materiality assessment.

2. **External stakeholder analysis**
    The external stakeholder perspectives were determined by a tailored and comprehensive analysis, again relying on the Datamaran data set. Eight different stakeholder groups were identified: Customers, Suppliers, Peers, Policymakers, Regulators, Media, Investors and Lenders. Solenis handpicked a slate of 118 global peer companies (customers, suppliers, peers, investors and lenders) whose most important sustainability priorities were identified through analyses of publicly available reports and documents. Perspectives from a global set of policymakers and regulators were incorporated. For the media input, Datamaran leveraged Aylien, an online news curator; irrelevant news topics were filtered out.

3. **Ranking and prioritizing**
    The stakeholders were then weighted based on a high, medium or low priority, with customers being the most important and the media being the least. The data from both sides was then combined based on weighting and prioritization to arrive at a singular set of material issues, topics and factors.

Our Next Materiality Assessment

We intend to update our materiality assessment on a regular basis to capture changes in our industry and the broader external business environment in which we operate, not to mention the changes that arise from newly acquired companies and businesses to our business portfolio. The next materiality assessment will be conducted in 2024 and include the newly acquired companies, particularly Diversey. It will also include a double materiality assessment to analyze the financial impact on the material issues as well.

Top 20 Material Issues Identified via Materiality Assessment

PILLAR	MATERIAL ISSUES	GOVERNANCE RESPONSIBILITY
Well-being, Health & Safety of Our People	Employee diversity and inclusion	CHRO
	Employee health and safety	CHRO
		COO
	Human rights	General Counsel
	Labor practices	CHRO
	Public health risks	COO
	Workforce management	CHRO
Partnerships in Our Value Chain	Customer practices	BU Presidents
	Product design and lifecycle management	BU Presidents
	Product & service safety & quality	COO
		BU Presidents
	Sourcing efficiency and management	CPO
Protecting Our Planet	Air emissions	COO
	Climate change risks and management	CFO
	Energy management	COO
	GHG emissions	COO
	Transition to renewables and alternative energies	COO
	Waste and hazardous materials management	COO
	Water & wastewater management	COO
Governance, Ethics & Compliance	Customer privacy and data security	CIO
		General Counsel
	Ethical corporate behavior	General Counsel
	Physical and sociopolitical risks	CFO

DATAMARAN

Datamaran is widely recognized and regarded within the ESG community as a state-of-the-art provider whose processes help companies accurately assess the importance of a range of issues, topics and factors as seen by both internal and external stakeholders. Datamaran's cloud-based data analytics platform tracks the frequency and emphasis of sustainability topics in narrative text from a variety of publicly available sources, such as sustainability reports, public filings, financial reports, news reports, etc. Datamaran tracks a comprehensive inventory of themes in six overarching categories: Economic, Employee, Environment, Governance, Innovation & Technology and Social. Further, these are broken down into approximately 30 issues, 90 topics (or "sub-issues") and nearly 400 other factors. This software provides companies, such as Solenis, with a data-driven and dynamic process for ESG risk identification and monitoring. By partnering with Datamaran, Solenis can ensure that it continues to focus on and respond to external events, evolving business priorities, and stakeholder expectations as we pursue our sustainability goals and continue our sustainability journey.

SDGs at Solenis

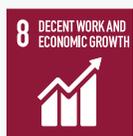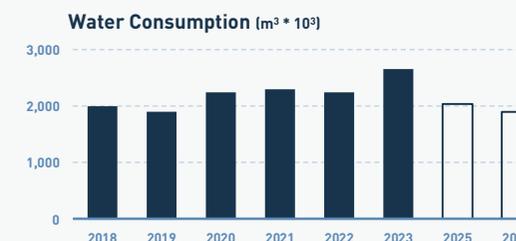| SDG	How we support	KPI and targets	Performance
5 GENDER EQUALITY	**People –** A diverse workforce is critical to delivering on our strategy. In its commitment to gender equality, Solenis tracks annual progress in global gender diversity within leadership and the overall workforce. In addition, we perform regular pay equity reviews to close any gender pay gaps.	**KPI –** By 2030, double the diverse population of leadership and total workforce **Target –** Create a diverse and inclusive culture	**Diversity** chart showing VP & Above, Director & Above, Total Workforce categories with 2020 Baseline, 2022, 2023, 2030 Vision bars
6 CLEAN WATER AND SANITATION	**Clean water & sanitation –** Solenis has a long history of providing process water treatment solutions for our customers. In addition, we also focus on reducing our own water withdrawal, reducing our impact on the water supply in the areas in which we operate. We track our impact on water stressed areas using the World Resouces Institute guidance.	**KPI –** By 2030, reduce water consumption by 5% **Target –** Operate with zero environmental harm and reduce our footprint	**Water Consumption (m³ * 10³)** chart showing values for 2018, 2019, 2020, 2021, 2022, 2023, 2025, 2030
8 DECENT WORK AND ECONOMIC GROWTH	**Safety –** Our legacy of continuous improvement in the health and safety of our people will remain a key focus. Our long-term commitment to operate with zero harm is steadfast.	**KPI –** Reduce injury rate by 10% year over year **Target –** Continuously strive toward zero injury culture	**Total Recordable Rate (TRR)** chart showing values for 2018, 2019, 2020, 2021, 2022, 2023, 2025, 2030

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

SDG	How we support	KPI and targets	Performance
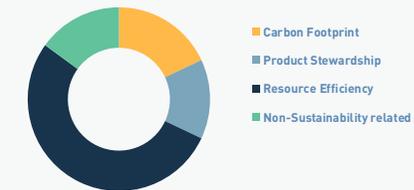| **12** RESPONSIBLE CONSUMPTION AND PRODUCTION | **Circularity –** The growing customer demand for sustainable products and the scarcity of critical resources provide us with the opportunity to develop innovative and sustainable solutions that enable our customers to conserve natural resources and minimize waste in their operations. | **KPI –** >90% innovation programs in pipeline with sustainability or circularity focus

Target – Support circular economy principles and focus on innovation that brings a positive environmental handprint (the positive climate impacts of a product provided to customers) | **% Innovation projects with Sustainability Focus**

■ Carbon Footprint
■ Product Stewardship
■ Resource Efficiency
■ Non-Sustainability related |
| **13** CLIMATE ACTION | **Planet & Climate –** Change in regulations and increased climate change awareness has focused industry to improve processes to reduce GHG emissions. We enable our customers to manage resources and manufacturing processes more efficiently. | **KPI –** By 2030, 90% revenue generation will result through support of customers sustainability goals

Target – Enable our customers to manage resources and manufacturing processes more efficiently | **% revenue generated by support of customer sustainability goals**
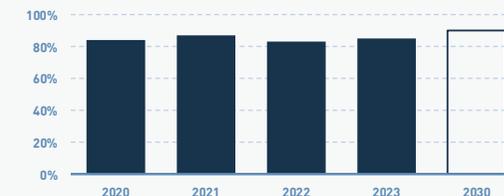
100%, 80%, 60%, 40%, 20%, 0%
2020 2021 2022 2023 2030 |
| **17** PARTNERSHIPS FOR THE GOALS | **Customers –** Our close partnerships with our customers help improve their carbon handprint, support their sustainability goals and provide Solenis with our biggest contribution to succeed in SDGs 6, 12 and 13. | **KPI –** Deliver 5% return on investment for every customer

Target – Drive value for our customers | **5% Return on Investment**

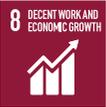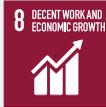300, 200, 100, 0 $M
2020 2021 2022 2023 |
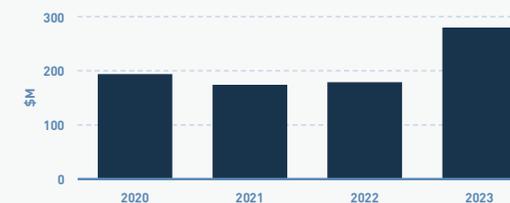
Strategic Framework

Our Strategic Framework visually depicts how our three business lenses, our four sustainability pillars, the SDGs and our material issues are interrelated. This framework helps all stakeholders to quickly understand how we approach these key areas.

Material Issues
- Employee diversity and inclusion
- Employee health and safety
- Human rights
- Labor practices
- Public health risks
- Workforce management

Material Issues
- Air emissions
- Climate change risks and management
- Energy management
- GHG emissions
- Transition to renewables and alternative energies
- Waste and hazardous materials management
- Water & wastewater management

Material Issues
- Customer practices
- Sourcing efficiency and management
- Product & service safety & quality
- Product design and lifecycle management

Material Issues
- Customer privacy and data security
- Ethical corporate behavior
- Physical and sociopolitical risks

EMPLOYEE EXPERIENCE

CUSTOMER EXPERIENCE

INVESTOR EXPERIENCE

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

	People	Circularity	Planet & Climate	Responsible Operations	Procurement	Customers
Targets	• Continuously strive toward zero injury culture • Create a diverse & inclusive culture	• Support circular economy principles	• Enable our customers to manage resources & manufacturing processes more effectively • Operate with zero environmental harm & reduce our footprint	• Operate with zero harm & be fully compliant	• Ensure responsible procurement & supplier management	• Drive Value for our customers
Key Performance Indicators	• Reduce injury rate by 10% year over year • By 2030, double the diverse population of leadership & total workforce • YOY Improvement in Annual Culture Survey score • Annual 5% investment of all employee working time on training	• By 2025, >90% of new innovation projects to have a sustainability/ circularity focus	• By 2030, 90% revenue generation will result through support of customers' sustainability goals • By 2025, 30% of our innovation programs to drive reduction in carbon footprint of our products • By 2030, reduce CO_2 emissions by 20% • By 2030, reduce water consumption by 5% • Reduce EIC score by 10% every year	• Certify all plants ISO 9001, RC14001, ISO 14001, ISO 45001 & SEDEX within three years of acquisition	• By 2030, increase supplier adherence to Solenis sustainability requirements >92.5%	• Deliver 5% return on investment for every customer • Partner with every customer on sustainability journey
SDGs	5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 17 PARTNERSHIPS FOR THE GOALS	6 CLEAN WATER AND SANITATION; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION; 17 PARTNERSHIPS FOR THE GOALS	8 DECENT WORK AND ECONOMIC GROWTH; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	17 PARTNERSHIPS FOR THE GOALS

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

01

OUR APPROACH TO SUSTAINABILITY

Well-being, Health and Safety of Our People

Table of
Contents

Introduction
& About

**Well-being, Health &
Safety of Our People**

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

1 Well-being, Health & Safety of Our People

In this section:

Our Workforce
at a Glance

Diversity, Equity
& Inclusion
(DE&I)

Well-being,
Benefits,
Compensation
and
Recognition

Health &
Safety

Our
Culture

Talent
Management:
Hiring, Training
& Development
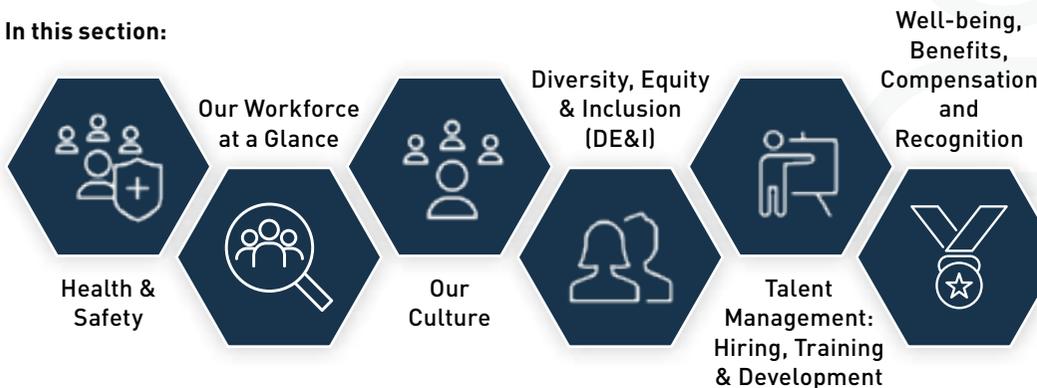
Our people are the reason for our long-standing success. Investments in our people help Solenis drive sustainable, long-term growth.

We put safety first and support our people to maintain the highest safety standards and ensure the health and safety of our entire workforce. We work hard to create a culture where our people feel engaged and energized. At Solenis, we attract and retain great people. Our aim is to be inclusive of all workers' diverse perspectives and we offer tailored learning and development paths to help our people grow their careers and create greater well-being. This comprehensive, interlocked strategy supporting and celebrating our people ultimately gives us a sharper competitive advantage.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Health & Safety

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

We combine a culture of health and safety excellence and a strategic approach to eliminate and control the risk for injury and illness. At Solenis, we strive towards zero incidents. Solenis continues to refine its approaches and programs to reduce injuries and illnesses. All incidents are contained, investigated and corrective actions are implemented to prevent recurrence. These corrective actions are subsequently evaluated to make sure they have been effective. Our CEO personally conducts injury incident reviews. Following each review, safety alerts are shared with concerned workers exposed to such risks to help prevent similar incidents.

	Objective	Target	2023 Progress
People	• Continuously strive towards zero injury culture	• Reduce recordable injury rate (TRR) by 10% year over year	• TRR reached 0.40 (33% increase)

NEW ENVIRONMENTAL, HEALTH & SAFETY LEADERSHIP

In August 2023, Solenis welcomed Joel Hornberger as our new Vice President, Global Environment, Health and Safety (EHS). Joel brings 34 years of global chemical industry experience, including recent leadership roles at Hexion, Inc., and Axalta Coatings Systems, Ltd., to our team. With a proven track record of effectively managing health and safety in multinational environments, Joel is working on instilling new emphasis on safety improvement programs and training. New programs, like "EHS Front Line Leadership" will focus on employee engagement, leadership accountability, and operational discipline, and coaching will be combined with enhanced training to reinvigorate our focus on our people's safety and health. We are also reorganizing our regional teams to better support all of our employee populations in their daily work. We expect to drive meaningful improvement in our safety awareness, embrace employee empowerment and reduce risk tolerance.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

Dedication to Responsible Care®

Solenis is committed to the American Chemistry Council's Responsible Care program, a global initiative to advance the safe and secure management of chemical products and operations. Solenis' Responsible Care Policy, which reflects not only our commitment to global health and safety excellence, demonstrates our unwavering commitment to industry collaboration and learning.

Every worker is accountable to embrace the principles of Responsible Care and conduct their work in accordance with Solenis' policies and programs. Our policy and Responsible Care commitment are communicated across our organization and incorporated into everything we do.

Solenis is certified to RC14001® (Environmental, Health, Safety and Security) and ISO 45001 (Occupational Health and Safety Management). Our combined certification programs include annual audits to ensure continuous improvement and adherence to our company policies and procedures, local, regional, and business-specific compliance obligations and standards.

Our Responsible Care program includes:

- A global management system to deliver excellence in environmental, health, safety and security performance, and meet required local, regional, international and business-specific compliance obligations and standards. New facilities added through mergers and acquisitions are included in our external certification programs. Our goal is that these new facilities are certified within three years.

- Employee involvement at every level of the organization.

- Continuous improvement towards our goals of operating with zero harm (incidents), achieving 100% compliance, and reducing our environmental, health, safety, and security impact.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Safety Training and Activities for All

At Solenis, every worker participates in initial and refresher EHS training relative to the scope of their role. We supplement this training with a variety of additional engagement activities designed to maintain safety awareness and focus, including:

- **Safety Days –** An effort to increase accountability by creating clarity associated with EHS expectations for our commercial and manufacturing teams.
- **Global Safety Month –** A regional effort to focus on specific hazards and hazard control to reduce the risk of injury and illness.
- **Newsletters –** Monthly focused communications on safety topics that influence employee risk recognition and safe behavior inside and outside of the workplace.
- **Safety Impact Group Meetings –** Facilitated sharing of safety best practices and performance of mini-safety audits.
- **Global Safety Alerts and Meetings –** EHS incident learnings communicated across the global organization to share incident information and corrective actions to prevent similar incidents from occurring.

HOW WE VIEW WORKERS

At Solenis, safety pervades everything we do, and as such, it includes everyone. We define "workers" as someone who performs work or work-related activities that are under the direct supervision of Solenis, for example, performed by workers employed by Solenis (employees), workers of external providers, contractors, sub-contractors, individuals, and agency workers. Workers include top management, managerial and non-managerial people. Our approach to safety always includes not only our employees, but contractors and sub-contractors as well. We work to prevent injury to ANY person within any of our locations. Therefore, supervised contractors are included in the scope of our safety policies. They participate in our safety programs and initiatives (monthly safety meetings, safety committees, Town Hall meetings, walkarounds, EHS dashboard entries, etc.) and are required to complete our safety trainings. Solenis also provides these contractors and sub-contractors with the appropriate personal protective equipment. When we present our safety data, it is accordingly in terms of "workers," not just employees.

NEAR MISSES & HAZARD IDENTIFICATIONS

Solenis continuously seeks to proactively improve its safety performance through various programs and initiatives. Workers see importance in reporting Near Misses and Hazard Identifications (IDs) (also known as Safety Improvements) which has led to increased reporting and actions to remove risk in the work environment. They are encouraged to identify hazards or risk situations and enter them as Near Misses and Hazard IDs in our online database. This will ultimately lead to a reduction in the number of incidents. Since 2017, the number of these reports has improved 6x. In 2023, Safety Improvements increased 41% over the previous year. Recognizing risk and modifying behavior contributes to improved worker safety.

# of Near Misses & Hazard IDs

Risk Identification and Control

Job Safety Analysis and Facility Risk Assessments are conducted by joint teams of site leadership and operators to identify hazards, and then effective hazard controls are designed and implemented. Additionally, we perform internal and third-party safety audits to support compliance and performance improvement.

2023 Health & Safety Performance Data
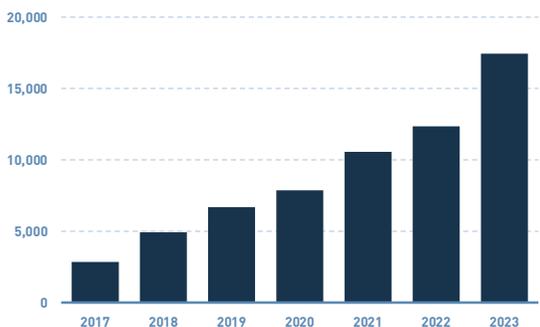
REGION	DAYS AWAY FROM WORK RATE[1]						TOTAL RECORDABLE RATE[2]					
	2018	2019	2020	2021	2022	2023	2018	2019	2020	2021	2022	2023
AP	0.11	0.12	0.07	0.00	0.13	0.00	0.11	0.49	0.22	0.00	0.20	0.13
EMEA	0.17	0.50	0.28	0.39	0.16	0.14	0.25	0.59	0.55	0.45	0.16	0.27
LA	0.73	0.31	0.51	0.00	0.11	0.55	1.02	0.78	0.51	0.00	0.11	0.79
NA	0.37	0.62	0.20	0.28	0.48	0.10	0.89	1.34	0.80	0.96	0.68	0.52
Total	0.31	0.32	0.24	0.20	0.23	0.17	0.55	0.63	0.53	0.41	0.30	0.40

The above table reflects injuries and injury rates for heritage Solenis only. It does not include data associated with the Diversey acquisition that closed on July 5, 2023.

[1]Days Away From Work Rate (DAWR): calculated by multiplying the total number of OSHA recordable incidents that involved days away from work in one year by 200,000 hours and divided by the total number of hours worked by all employees, contractors and sub-contractors. OSHA days away from work incident is defined by the U. S. Occupational Safety and Health Administration. 200,000 hours are the expected hours normally worked in a year by 100 workers (100 workers x 40 hours x 50 weeks).

[2]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, contractors and sub-contractors. 200,000 hours are the expected hours normally worked in a year by 100 workers (100 workers x 40 hours x 50 weeks).

Table of
Contents

Introduction
& About

**Well-being, Health &
Safety of Our People**

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance
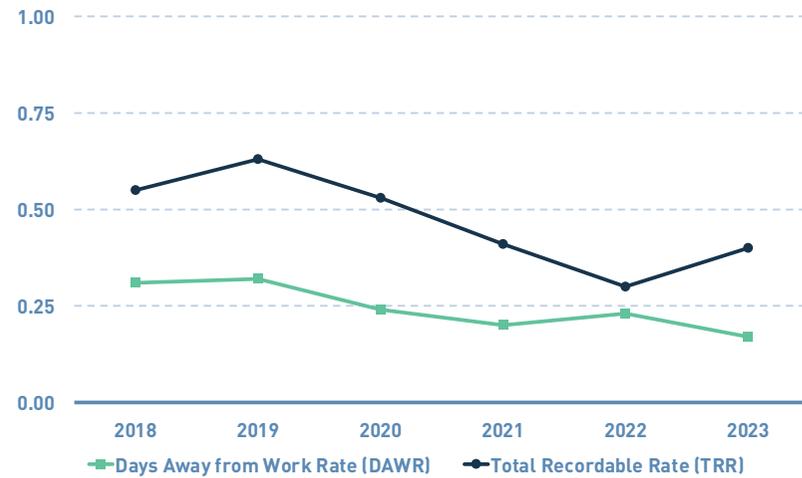
Impact Through
Our Customers

Appendix

In 2023, Solenis' Total Recordable Rate (TRR) increased 33% from 0.30 to 0.40, falling short of our goal to reduce TRR by at least 10% each year. The company's Days-Away-from-Work (DAW) rate (also known as lost time injuries) decreased 26% from 0.23 to 0.17. This indicates that the severity of injuries decreased in 2023. Solenis had no occupational illnesses in 2023.

2023 Recordable Injuries by Type

- Laceration
- Chemical Exposure/Burn
- Slip/Trip/Fall
- Ergonomic

Global TRR and DAWR
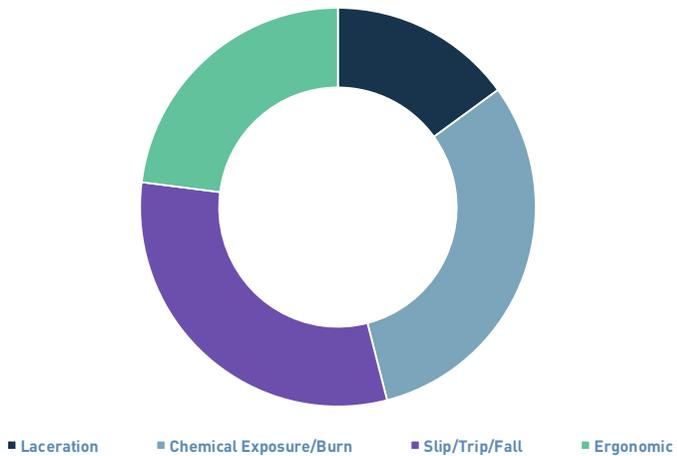
Days Away from Work Rate (DAWR)   Total Recordable Rate (TRR)

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. 31 Solenis sites received this recognition in 2023.

Comprehensive data analysis of historical injury reports did not directly indicate any one specific reason for the increase in the number of safety incidents. The increase, however, prompted a review of our programs and leadership for the EHS function. Our new EHS leadership team brings more experience to our company in helping lead improvement efforts across a large global organization. To address the complexity of underlying causal relationships, Solenis' new EHS leadership has implemented multiple emphasis programs to re-establish the fundamentals of health, safety and wellness programs and support our workers towards improving outcomes.

- "EHS Frontline Leadership Training": This effort provides safety leadership training to all frontline leaders to drive safety and health engagement with the workforce. The frontline leaders are immersed in multiple leadership aspects including safety culture, accountability, operational discipline, employee engagement, coaching, hazard and risk detection and risk mitigation strategies.

- Incident Lessons Learned Sharing: In the event of an injury, the senior leadership of the company engages in sharing the incident investigation outcomes with teams at other locations. The review creates the opportunity to identify potential hazards and risks at other sites and for the presenting site to share prevention strategies.

- Enhanced Training Programs: Based on data analysis of historical incidents, a review of available training has identified opportunities to re-emphasize key programs and introduce new training programs. Face-to-face training will be increased in 2024 to support improved engagement and bring consistency and alignment of Solenis' foundational safety, health and wellness knowledge.

Sites' Safety Achievements – 2023

31 SITES — with at least one year without any recordable injury

5 SITES — with at least 10 years without any recordable injury

11 SITES — with at least five years without any recordable injury

Our Workforce at a Glance

Solenis has set a bold vision to double our diversity by 2030. We are making solid progress toward reaching our vision, steadily increasing diversity representation in our workforce year over year.

While our DE&I programs are intended to support a fully inclusive culture and are implemented globally, we track and measure our progress by monitoring a combined statistic of worldwide gender diversity and U.S.A.-based racial and ethnic diversity. In a traditionally male industry, we have worked over the past nine years in all of our regions to examine equitable entry into jobs traditionally held by men to break gender barriers in the workforce. We have also focused our outreach to attract women and other historically underrepresented groups to our team. Through outreach to diverse groups who are underrepresented in our workforce, we have achieved an increase in diversity representation in 2023, made year-over-year progress since 2020, and are on track to achieving our bold vision.

Overall Diversity

Chart — Overall Diversity (percentages by category):
- VP & Above
- Director & Above
- Total Workforce

Legend: ■ 2020 Baseline ■ 2021 ■ 2022 ■ 2023 ▢ 2030 Vision

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

OUR WORKFORCE AT A GLANCE

Total headcount

6,788

Voluntary turnover (excluding retirements)

7.3%

Global gender diversity (total workforce)

27%

Overall diversity (global gender/US race/ethnicity)

31.7%

Women in executive leadership positions
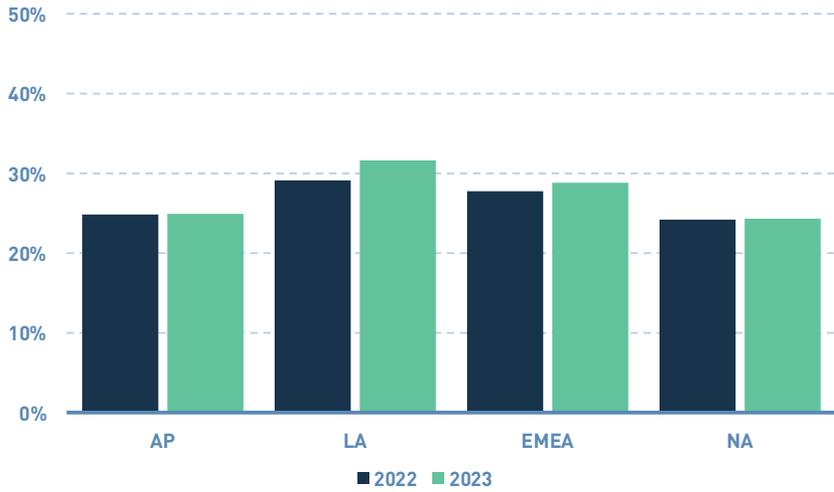
23%

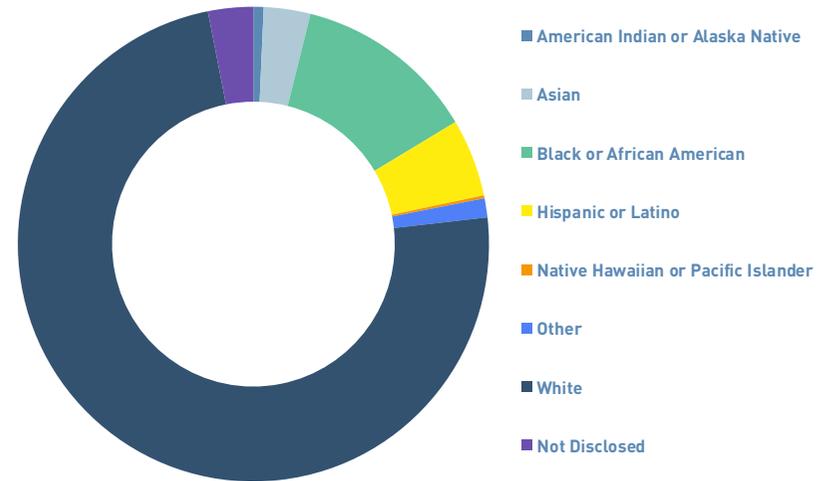Represented employees

31%

New hires

1,233

KPI		Target	2023 Progress
People	• Create a diverse and inclusive culture	• By 2030, double the diverse population of leadership and total workforce	• Global Gender Diversity: Vice President & Above 23.7% Director & Above 23% Total Workforce 27.2% • Global Gender and U.S.A. Race/Ethnicity: Vice President & Above 27.1% Director & Above 26.7% Total Workforce 31.7%
		• Measure employee engagement via Annual Culture Survey	• 4.3 overall engagement score
		• Ensure 5% of all employee working time is spent on learning & development	• All employees spent an average of ~4.6% (~92 hours) of working time on learning & development. • All Commercial employees spent 5% (>100 hours) of working time on learning & development

Female Diversity by Region

Legend: 2022 2023
Regions: AP, LA, EMEA, NA

U.S. Race / Ethnicity Diversity

- American Indian or Alaska Native
- Asian
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Pacific Islander
- Other
- White
- Not Disclosed

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Our Culture

Solenis brings together diverse perspectives in a safe, 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 and inclusion of people – all people – and we promote learning, growth and well-being for all of our employees.

People
We take pride in hiring the most talented people and embrace a diverse workforce operating in an inclusive environment as a significant competitive advantage. We actively invest in employees' professional development, so they can achieve their personal and professional goals while driving business growth.

Performance
We evaluate performance based on employees' contributions to operational excellence and business performance. Compliant, simple and efficient business processes are constantly benchmarked against industry best practices to ensure continuous performance improvement.

Results
During every interaction, we create a positive experience for every customer to fuel the growth of our business.

34

Table of
Contents

Introduction
& About

**Well-being, Health &
Safety of Our People**

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Employee Engagement

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. In 2023, we delayed the survey to include feedback from newly acquired entities, notably Diversey. To better accommodate the local languages of our expanded workforce, the survey was offered in 17 languages, a significant increase from the eight available last year. Feedback remained anonymous, and all employees (with the exception of temporary staff, contractors, interns and new hires within 90 days) were encouraged to participate.

Our 2023 survey had an overall response rate of 89% which is a marked increase over 87% in 2022. This is remarkable given the more than 9,400 new employees included from acquired businesses or companies. We attribute the steady rise in employee participation in our survey to the tangible actions management takes to promote participation, and the subsequent cultural initiatives that emerge from the survey findings.

To enhance standardization and benchmarking, we switched to a new survey vendor in 2023. The new survey included a simpler question scale; a fresh set of questions (including questions regarding acquisition integration); and an easy-to-navigate platform for managers to review results.

Our overall satisfaction score was 4.3 out of 5. This new score for the integrated company on a 5-point scale provides a new baseline to track progress going forward. Of all participants, 81% are highly engaged (rating key questions on engagement). This exceeds benchmark for the manufacturing sector as well as similarly sized companies spanning all industries. Solenis scored highest in Teamwork, Manager Relationship, and Well-being categories. Well-being is a new category added this year to help determine employee satisfaction, happiness and stress regarding work-life balance. We intend to include more pulse checks into employee well-being throughout the year to help tackle burnout and continue to improve in this category.

EMPLOYEE FEEDBACK DRIVES CONTINUOUS IMPROVEMENT

Participation in Solenis' annual culture survey is crucial for shaping our corporate actions and strategic planning, serving as a cornerstone for our commitment to continuous improvement and employee engagement. Despite the complexity and potential challenges arising from 18 mergers and acquisitions, we've observed a remarkable trend of increased participation in the survey. This growing engagement underscores the trust and willingness of our employees to share their feedback, providing invaluable insights that guide our journey toward a more inclusive and sustainable future. It highlights how, even amid significant organizational change, our team members remain eager to contribute to the evolution of Solenis' corporate culture and overall sustainability goals.

Culture Survey Participation by Year
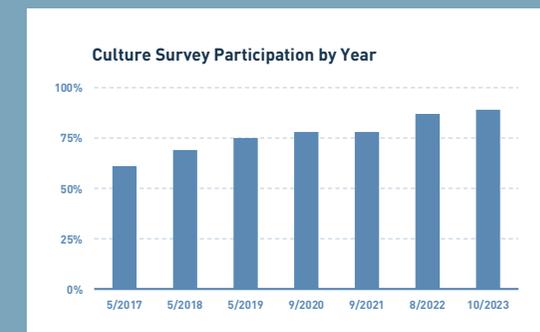
INTEGRATING NEW EMPLOYEES INTO THE SOLENIS CULTURE

In 2023, Solenis welcomed more than 9,450 new employees as a result of acquired companies and businesses. As part of our integration efforts, our CEO led over 50 "culture discussions," meeting with more than 1,000 employees. These sessions helped identify positive aspects of Diversey's culture as well as clarifying real-world challenges during integration and enabled our CEO to articulate the decisive steps being taken to strengthen our unified, forward-thinking company culture. In addition, legacy Diversey employees were encouraged to use a "Stronger Together" email address to ask questions related to the acquisition, as well as other general questions.

Our Culture Action Planning Process

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 by the vendor and our culture survey team leaders to ensure consistent conversations and follow-up. In 2023, 96% of Solenis' people managers completed this process, and managers from newly acquired businesses were integrated into the planning process. Progress is monitored throughout the year via extra "pulse" surveys.

Transparent Communications Drives Engagement

To keep our employees informed and engaged, our CEO hosts quarterly global town hall meetings. These global webcasts are supplemented with other regionally-focused meetings in multiple languages. In addition, our business unit (BU) presidents host quarterly regional town hall meetings. To enhance transparency and improve communication during the Diversey integration process, our CEO, BU presidents and regional leaders increased the frequency of these meetings to monthly following the close of the Diversey deal in July. These town halls provide our senior leaders the opportunity to involve our employees, and update them on Solenis' strategy, business priorities and other business-critical topics. All of these meetings are followed by real-time Q&A sessions to ensure that employees have a voice and can engage in a two-way, transparent dialogue.

Our CEO also invites new employees, hired within six months, to a small group, virtual video meeting to hear their first impression feedback of where the company is strong and how the company can improve, especially in relation to other employers. It is a unique experience for our new hires around the globe in all different roles to meet directly with our CEO in an intimate setting, provide direct feedback and be heard on issues important to them. Our CEO also regularly meets directly with employees and teams to gain insights on challenges and top-of-mind issues. In addition, Solenis' senior leaders hold manager forums, send letters and announcements to employees as needed, and the company maintains a robust company intranet with frequent updates. Employees are encouraged to use a dedicated email address – "Ask John" – to ask questions directly to the CEO and other key executive members at any time.

Diversity, Equity & Inclusion (DE&I)

A diverse workforce is integral to delivering on our strategy.

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. Our leadership team is committed to diversity of thought and leading a diverse organization, and are accountable for progress in DE&I and improvements in our culture and engagement scores in their annual performance assessments.

Because we believe representation matters, in 2020, we set a vision to double the overall diversity of our leadership teams and our workforce by 2030. We track gender diversity globally, as well as racial and ethnic diversity in the U.S.A., and in combination, this is our overall diversity metric. In our workforce, realizing our vision would take us to 44% overall diversity for the total workforce, 30% for vice presidents and above, and 28% for directors and above. We are currently on course to meet our vision and actively monitor our progress towards this potential.

We strive for a culture where all employees feel safe and empowered to bring their whole selves to work, where they can make their best contributions and reach their long-term potential. With operations in 130 countries, our employee population is multicultural, multilingual, multi-generational and multifaith. We are diverse racially, ethnically, in abilities and in gender identification. Our global and regional programs celebrate and support this rich diversity, which we view as one of our strengths.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Strategic Global Initiatives Aimed at Attracting, Developing and Retaining Talent

At Solenis, our efforts to improve our diversity are focused in three strategic categories:

First, we focus on attracting a diverse workforce. We seek to identify a diverse set of candidates, including underrepresented candidates. Further, we are adopting new approaches to recruiting and making sure that we have the ability to measure our progress.

Second, we build opportunities for our employees to continuously develop and grow, mentoring our people along their career pathways; and we educate our managers on how to lead in an inclusive manner.

Third, we strive to retain our employees through an inclusive, equitable workplace with best-in-class offerings through total rewards, recognition and growth opportunities in a culture where they feel heard, valued and celebrated.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Equal Employment Opportunities

Solenis is committed to maintaining a professional and safe work environment, free from violence, intimidation, discrimination and harassment. Our Equal Employment Opportunities and Anti-Harassment policies are set out in several documents, including our Code of Conduct. Employees are required to take 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 race, age, color, gender identity, sexual orientation, religion, sex, marital status, national origin, protected veteran status, disability status or any other personal characteristic protected by law. Our recruitment activities and promotion practices (including promotion of employees based on quality of work, job performance, attendance, safety record and ability to work well with others) are aligned with parameters set forth in our Equal Employment Policy.

We also maintain inclusive hiring guidelines that apply globally in every country where Solenis operates. As part of our Diverse Candidate Policy, we require two diverse candidates for every hiring slate, and a diverse panel of interviewers, for every position. We regularly monitor and discuss key metrics with leadership to assess the effectiveness of our diversity hiring efforts, retention statistics, and the broad diversity landscape within our organization. We also conduct training for hiring managers, recruiters and HR professionals on mitigating unconscious bias in the hiring process.

**EMBRACING WOMEN IN
THE WORKPLACE**

In Latin America, Solenis has continued its forklift operation training program for women and LGBTQ+ employees. The initiative includes outreach to technical schools, referrals, and eventually, behind-the-wheel training. In 2023, Solenis trained 14 women to operate forklifts. In addition, Solenis employees in the region produced a 27-page eBook including personal stories related to allyship that was distributed to co-workers.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Implementing our DE&I Strategy in the Regions

Around the globe, teams throughout each region focus on programs to attract, develop and retain diverse talent and support an equitable workplace.

For example:

- In 2023, our Bradford and Grimsby, U.K., sites continued their Project RAPIDS (Recruitment & Attraction, Apprenticeships, Planning, Inclusion & diversity, Development & Succession) initiative designed to attract and maintain a diverse workforce. In addition, the plants' DE&I team partnered with external organization Business in the Community and a 3rd party recruiter on several DE&I events. In 2023, the team received a diversity and inclusivity award from the U.K. Chemical Industries Association.

- In Europe, Solenis worked with its recruitment vendor to participate in a strategic set of diverse career fairs. Our Polish team engaged with the Warsaw Talent Days job fair, aiming to draw in the next generation of young professionals and graduates. Our Belgian team initiated recruitment using "blind CVs" to eliminate biases in hiring. In Sweden and Germany, the plants' first female process operators were hired. And, in Krefeld, Germany, we are cultivating a partnership with a local girls' football club.

- In South Africa, Solenis maintained its compliance with the Broad-Based Black Economic Empowerment (BBBEE) for the third year, demonstrating its dedication to sustainable development and social equity. Key efforts include awarding bursaries to disadvantaged women in science and engineering and educational support for employees' children.

- In the Asia-Pacific region, the Women's International Network of Solenis (WINS) group focused on recruiting, welcoming and retaining female employees. Activities included establishing a "mini-library" of Chinese publications on mental health, work-life balance and women's development, and equipping the workplace with fitness gear to promote well-being.

- In North America, a Supply Chain department diversity program was piloted in the eastern U.S., setting up diverse hiring teams at two plants and cultivating partnerships with nearby Historically Black Colleges and Universities (HBCUs) and trade schools. To bolster our commercial team, we implemented the Future Leaders Program to train high-potential employees for management roles, focusing on sales, leadership, and inclusivity skills. Leaders in the Global Marketing & Technology sector underwent further training to enhance company culture and handle complex interactions with emotional intelligence and effective feedback. Additionally, to address retention issues identified within the commercial group, a taskforce was established to concentrate on strategies aimed at improving retention

Employee-Led DE&I Networks

Throughout the regions, we seek to ensure our business attracts, retains and develops the best talent. Our Employee Business Resource Groups (EBRGs), shape the culture through important initiatives focused on employee engagement, career development support, mentoring programs and diversity hiring initiatives. Each EBRG has an executive sponsor team and is led by a group of talented employee leaders who form their executive boards.

Solenis Employee Business Resource Groups (EBRGs)	
WINS – Women's International Network of Solenis	WINS is an inclusive global network developing a company culture that attracts, retains and develops talented women and supports Solenis' focus on collaboration, growth of the business and personal development.
MCN – Multi-Cultural Network	MCN is a network supporting our rich multiculturalism at Solenis. Its mission is to educate and enlighten people's perspectives on multicultural issues within the company and society. MCN is comprised of sub-employee resource networks, including Black professionals, veterans and global multicultural groups.
SEL – Solenis Emerging Leaders	The mission of SEL is to develop Solenis employees early in their career by fostering relationships with their peers, highlighting sustainable initiatives, and encouraging and exploring career growth opportunities.
PRIDE	PRIDE is the employee resource group for LGBTQ+ colleagues and allies. PRIDE works to promote and encourage progressive and respectful discussions around LGBTQ+ inclusion at Solenis.
WISER (Women in Solenis East Region) and WOWS (Women of Water Solenis)	WISER and WOWS aim to support, develop and uplift rising professional talent in the sales function in North America. WISER is for the Consumer Solutions business and WOWS is for the Industrial Solutions business.

FOCUSING ON WOMEN – INTERNATIONAL WOMEN'S DAY 2023

Our WINS group championed a host of global events in celebration of International Women's Day. These gatherings opened pathways for women from various organizational roles to network and collaborate with peers located in the same regions. Key events included in-person meetings across multiple cities in the U.S.A. (including Atlanta, Ga.: Charlotte, N.C.; and Wilmington, Del., among others); São Paulo, Brazil; Shanghai, China; Mumbai, India; and various locations across Europe (including U.K., Germany and Poland). In unison with the global theme, WINS urged employees to "Choose to Challenge," inviting them to demonstrate how they plan to champion equity and confront gender biases and stereotypes. In Latin America, the campaign highlighted a video titled "Mulheres que Inspiram" or "Women who Inspire," which showcased the pivotal roles of women in the supply chain and manufacturing sectors.

Table of
Contents

Introduction
& About

**Well-being, Health &
Safety of Our People**

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Integrating New EBRGs from Diversey

As Solenis welcomes new employees from Diversey, so too are we excited to onboard some new EBRGs to help build out our efforts around DE&I.

Caregivers	This group is dedicated to supporting and providing solace to caregivers and their allies by providing encouragement, education, and resources.
VETS – Veteran Employee Team at Solenis	The VETS EBRG provides resources and mentorship to past and current military personnel to ensure their successful transition to and growth within the civilian workforce, and advocates for veterans' issues.
ABLE – Ability By Limitless Engagement	The vision of the ABLE group is a bold rejection of the notion that disabilities define one's capabilities. The group focuses on advancing the unlimited potential of each person, regardless of physical, cognitive, psychological, or invisible disabilities.
Black Professionals Network - BPN	BPN serves as a resource for Black employees in terms of networking, mentorship, and career advancement while also promoting cultural understanding and inclusivity that recognizes the unique experiences of Black professionals in the company.
Unidos	This group supports the professional development and growth of individuals from Hispanic and Latino backgrounds with a focus on mentoring and education. Unidos provides opportunities for career advancement while enhancing cultural awareness of the Latino culture.
Asian/Pacific Islander	The Asian and Pacific Islander group's activities aim to enhance the visibility and understanding of Asian and Pacific Islander cultures, address unique challenges faced by these communities, and foster a supportive environment for their career advancement.
Minds Matter Europe	Minds Matter Europe actively champions a workplace where conversations about mental health, stress and workload are met with understanding and empathy, rather than judgment or stigma. Through education and advocacy, Minds Matter Europe aims to ensure that every employee feels empowered to seek help and thrive without fear of shame or perceived inadequacy.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

In 2023, Solenis' EBRGs actively championed a variety of initiatives to foster inclusion and raise awareness across our company.

- During Black History Month, the Multicultural Network (MCN) created an intranet platform for DE&I leaders and Black professionals to express their perspectives. They delved into the significance of Black History Month, shared inspirational quotes from black leaders, and discussed the concept of black resilience. Additionally, the MCN celebrated Juneteenth with a cultural festival for employees in Wilmington, Del., U.S.A., featuring local poets and musicians.

- On International Women's Day, Solenis' #EmbraceEquity campaign featured executives sharing their personal interpretations of what equity means for them as international leaders. Our workforce shared photos and pledges to challenge gender stereotypes. The Women's International Network of Solenis (WINS) held gatherings, including an event with a keynote speaker on the theme of "Embrace Equity," and organized social events across different departments. Furthermore, WINS and MCN joined forces for a "Dress for Success" clothing drive, collecting 50 boxes of clothing.

- During Pride Month, the PRIDE group held a panel on allyship, featuring leaders from each geographical region. The group led an initiative to encourage employees to add their preferred pronouns to their email signatures. The team produced a compelling video that amalgamated messages from employees worldwide, echoing the motto: "Differences Enrich Us. Respect Unites Us. Happy Pride Month!"

- At our Intern Symposium, our EBRG leaders (some of whom were interns 20 years ago) held panel discussions to enhance understanding of Solenis' culture, our EBRG networks and the advantages of forming professional connections.

- In August 2023, members of the Diversey LGBTQ+ alliance established a booth at Charlotte Pride to underscore our inclusive culture. This event was a vibrant display of active allyship and reinforced the spirit of community within our organization.

DE&I RECOGNITION FROM CUSTOMERS

Solenis' dedication to diversity, equity, and inclusion (DE&I) is garnering recognition from our customers. In Brazil, Solenis was honored by WestRock as their foremost supplier in diversity and inclusion. Solenis teams were invited to discuss best practices with clients. In the U.K., our Bradford and Grimsby teams (pictured) were given the Chemical Industries Association's Diversity & Inclusivity Award which highlights exemplary practices in DE&I.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

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. We use the following definitions: "hiring from local community" means within the regions in which we operate – North America (NA); Europe, Middle East and Africa (EMEA); Latin America (LA); and Asia/Pacific (AP) – and senior management is defined as being the CEO or a direct report to the CEO. All of Solenis' senior management team has been hired from the local community.

NA

95%

LA

100%

EMEA

93%

AP

50%
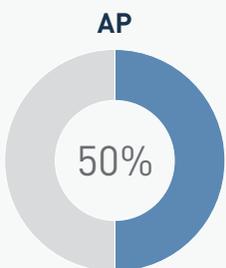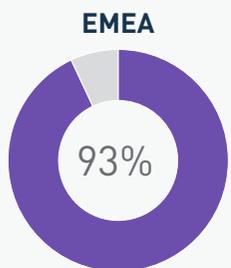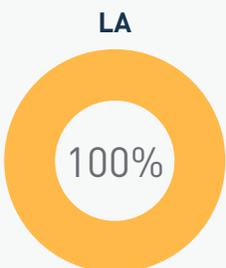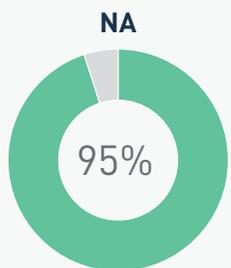
Talent Management: Hiring, Training & Development

Hiring the Best

In a changing labor market, we are continuously tapping new sources of talent to bring the best people into the company. Our global "Hiring the Best" program, which outlines Solenis' hiring methodology, ensures we maintain a consistent, compliant, equitable, and best-in-class approach to recruitment in every country where we operate. The program outlines standards for recruitment processes to ensure non-discrimination and mitigate against unconscious bias. We provide standardized evaluation criteria and interview practices, and provide reasonable accommodations to potential candidates to uphold a level playing field for all applicants. Templates, along with a suite of best practice documents for recruitment, are available to all employees.

New Hires

	2020	2021	2022	2023
1,250				
1,000				
750				
500				
250				
0				

Table of
Contents

Introduction
& About

**Well-being, Health &
Safety of Our People**

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix
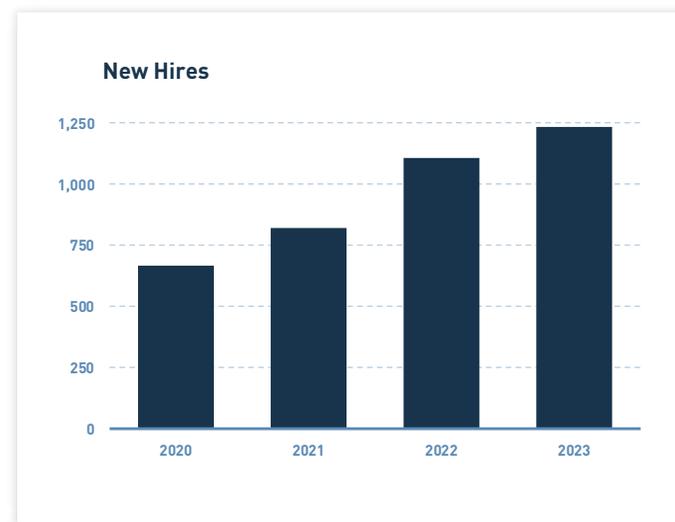
Throughout the year, we participate in numerous career fairs focused on diverse populations, including military career fairs and those focused on early career, racially/ethnically diverse and female talent. To ensure we mitigate against unconscious bias in the hiring process, we provide mandatory unconscious bias training to all newly hired employees and hiring managers through our Learning Management System, as well as continual annual training through our "Hiring the Best" program. For 2024, we intend to implement a policy requiring all managers to complete this training, which will be provided as part of our quarterly educational sessions.

Furthermore, we weave diversity, equity and inclusion principles into our recruitment strategies through targeted global initiatives, collaborating with our outsourced recruiting partner and regional Human Resource Business Partners (HRBPs) to tailor approaches to local cultural specifics. Our efforts to promote inclusivity in candidate attraction and hiring practices encompass a myriad of initiatives including review and disruption of biases in job descriptions, the incorporation of DE&I elements into recruitment tools and materials, the use of gender-neutral language decoders, and refining our employer branding to reflect our commitment to diversity.

Internships and Apprenticeships

We understand the importance of providing students with hands-on work experience so that they are better prepared to enter the workforce. In the U.S.A., we offer full-time, paid internships to qualified college students. Interns are paired with a Solenis mentor who provides guidance and feedback. The program enables the students to learn business dynamics and provides Solenis with a view to their potential fit with the company.

In 2023, we nearly doubled the size of our U.S. headquarters' summer internship program, adding 50 undergraduate interns and seven MBA interns. Importantly, the program has been instrumental in fostering diversity in our talent pool. In 2023, 81% of our commercial interns and 100% of our MBA interns came from diverse backgrounds.

Our interns get hired into key areas of our business, including into our Sales Technology Application Rotation (STAR) Program. The STAR program consists of two to three dozen employees each year, who work with a mentor and gain competency through rotations into different areas of the commercial business. The success of the program is reflected in a near-90 percent acceptance of offers of permanent jobs and a high retention rate afterward. In 2023, 81% of the interns who transitioned into full-time positions with our company represented diverse backgrounds.

At our headquarters in Wilmington, Del., U.S.A., we partner with the Fox School of Business at Temple University in nearby Philadelphia, Pa. Students in Temple's Global Master of Business Administration program learn from Solenis executives in the classroom and work with them on real-world projects involving international commerce. Students are also selected for on-site internships in various areas of the company. The mutually beneficial relationship is a source of experienced and diverse talent for Solenis. In 2023, we broadened our scope of program participants to include other schools through participation in school-facilitated and diversity-centered career fairs, including the Society of Women Engineers and the National Black MBA Association.

Bradford plant manager David Calder and apprentice Kieran McCrickard

The Solenis Early Careers Program at Bradford and Grimsby, U.K., provides apprenticeships and work experience to early-career professionals who have finished their general secondary education or A-level students as an alternative to going to university. This year's program includes approximately 26 apprentices. Apprentice Kieran McCrickard was named Apprentice of the Year at the *Telegraph and Argus* "Bradford Means Business" Awards in July 2023, the third year in a row we have had the winner. And, in the past 12 months, 15 apprentices moved either into permanent employment at Bradford or into degree apprenticeships.

In Bad Sobernheim and Bad Kreuznach, Germany, we cooperate with various local schools for interns and vocational training. A training course covers plant administration, where trainees were placed in both production and administration in 2023.

Solenis has also built strong internship and apprenticeship programs in India and Latin America. In Hyderabad, India, we have an internship program in place to create a strong talent pipeline for our Global Excellence Center with plans for 25 interns in 2024. In Latin America, we have developed apprenticeship programs to hire and train talent into our supply chain and plant operations, as well as for office administrative positions.

Learning and Development

At Solenis, we know that our success and growth as a company is interdependent with our employees' individual long-term growth and development. We offer continuous learning and development programs that ensure that joining Solenis – and staying with us – leads to a long and rewarding career.

To this end, we have made this a priority and encouraged every employee to set aside the time necessary to achieve their learning and development aspirations. For several years, we set a goal for commercial sales employees to spend 5% of their working time on learning and building sales acumen and proficiency. That goal was met and led to greater sales performance. Based on this success, we extended this goal to the entire company in 2022. As a result, in 2023, 88% of our employees successfully met the target. On average, our dedicated workforce invested 92 hours each in learning and development. Learning and development by gender and position was not tracked in 2023.

In addition, we offer customizable learning and development programs to help employees evaluate their strengths and develop skills that can drive their career. These tailored learning plans can be created in any one of our learning tracks, and employees can choose between independent learning online, to learning with others, either virtually or in person. Our learning tracks are focused on four areas:

Professional Growth	Leadership Growth	Technical Growth	Sales 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.	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 women in leadership.	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.	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.

"At Solenis, we prioritize the growth of our employees. Through tailored learning paths and worldwide training initiatives, we empower our team to reach new heights. Our commitment to continuous development and technical proficiency ensures that every step forward is a step toward success. Together, we nurture potential, crafting a future of possibilities."

—Paula Lima, Global Leadership & Organizational Development

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

EMPOWERING GLOBAL TALENT: SOLENIS AND TEMPLE UNIVERSITY FORGE NEW PATHS IN PROFESSIONAL DEVELOPMENT

Solenis has broadened its collaboration with Temple University beyond the MBA internship program by participating in their corporate affiliate programs. As a result, Solenis employees can pursue various certifications or graduate degrees at Temple's Fox School of Business to bolster their professional skills and competencies. Solenis employees are eligible for scholarships and the online format of the course offerings extends the program to the entire global workforce. The Temple scholarships complement Solenis' existing Education Reimbursement Program and are tailored for each region.

Through various education and training vendors, we offer best-in-class learning modules that include content from premier executive business school programs. The offered courses enable our employees to learn in an interactive format to gain skills they can immediately apply in their roles, and give them the opportunity to earn certificates from these top business schools. The company also offers various tuition reimbursement programs in regions around the world.

Our training and development begins with a new hire orientation and onboarding program called "Inside Solenis," a two- to three-day virtual program that educates new hires across the globe on Solenis' businesses, structure and culture. In addition, new hires are directed toward their own Learning Map, which is a 90-day roadmap to success as a new employee. This Learning Map is discussed with their manager, who supports them in their start at the company.

In 2023, Solenis continued its global training experience for all employees called LEAD (Leadership Engagement Alignment & Development). This program is a nine-month training journey through topics such as building trust, team well-being, inclusive leadership, communication skills, appreciation and recognition, and driving innovation and growth and includes 90-minute live, interactive training sessions with outside experts and inside leaders. This past year, the LEAD program was extended to new leaders from acquired companies and businesses, and a new session on burnout was added.

Recently, Solenis intensified its collaboration with McKinsey and Company, joining forces in the Connected Leaders program, which caters specifically to Black, Asian, Hispanic, and Latino leaders. More than 50 of our racially and ethnically diverse personnel from around the globe have graduated from one of the program's three tiers of training, designed to suit various career stages. These include the Leadership Essentials for early career professionals, the Management Accelerator for those at mid to senior management levels, and the Executive Leadership Programs for top-tier executive leaders.

In 2023, Solenis maintained its "Learning Journeys" program, an initiative designed to guide professionals toward continuous growth and technical proficiency. Flexible and personalized earning "journeys" provide over 1,000 learning opportunities encompassing various functions and roles. In addition, the Solenis TREK competency assessment program provides all Solenis commercial representatives with a digital application to assess their key technical and commercial skills. Trainees can then work on upgrading their skills through various learning channels.

48

Performance, Development & Rewards

Performance, Development & Rewards (PD&R) at Solenis is designed to encourage open, ongoing communication between employees and managers about performance and development. PD&R helps each individual employee connect to the growth objectives of the company through annual goal setting, progress update feedback and year-end performance reviews. In 2023, 96% of employees at the manager or above level received a performance review; 95% of supervisors and 88% of individual contributors received reviews (with certain represented employee populations exempt from this program). By gender, the completion rates were 89% female and 90% male.

Talent Assessment & Development

Having a pipeline of strong leadership talent is key to ensuring Solenis' long-term growth and success. Solenis' Talent Management strategy ensures that the company has succession plans in place and that we regularly assess our talent capability and continue to develop our talent bench. We have a Talent Management Governance structure and Talent Review process in place in which the executive leadership team is engaged and reviews the strength of the leadership talent and ensures that the right development plans are in place to support the retention of top leadership talent. Through our talent review process, we review our talent pipeline, our succession and talent retention plans, as well as our talent mobility rates. We also have added layers of review to calibrate across business to check against bias in our process, ensure equity in promotional opportunities, and focus on the development of diverse talent. We review our talent throughout the year in our businesses, with a formal year-end executive review of succession and development plans. In 2023, we increased the frequency of our executive Talent Reviews, cascaded these deeper into the organization, assessing levels of senior managers and above, and continued to benchmark best talent practices to remain competitive.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

"At Solenis, our employees' well-being – financial, physical, social and emotional – is our top priority. We believe that happy, engaged and recognized employees are the most productive and achieve the highest results. This is what differentiates us from our competitors and makes Solenis an employer of choice."

—Elena Kaganovich, VP, Global Total Rewards

Well-being, Benefits, Compensation and Recognition

A key component to our focus on our people is aimed at helping employees meet their needs and goals not only at work, but outside of work, and for every aspect of their life.

This includes providing them with the means to be healthy, well-compensated, and to have time and resources to care for family and enjoy life outside of work. It means helping them prepare for retirement, to feel like they're contributing to an organization with a worthwhile mission, and to maintain a balance between their career goals and their personal goals. By offering competitive programs in the areas of well-being, benefits and recognition, Solenis is helping to attract and retain the talent it needs to be successful and sustainable.

Being Well Physically, Emotionally, Socially and Financially

Each of us has many different facets to our lives, and as a result there are many different variables that impact our happiness and our overall health. At Solenis, we have created a well-being strategy focused on four elements: wellness that is physical, emotional, social and financial. We have implemented numerous programs aimed at providing our employees with the tools they need to take care of all four "selves."

We utilize our Employee Assistance Program (EAP) as the main tool to engage employees in their own well-being. The EAP is a global platform whose main objective is to provide employees with the tools and assistance they need to meet their responsibilities both at home and at work. It is a resource that can be accessed when an employee or family member is faced with any difficult issue or crisis, such as transferring to another team, taking a sick leave, buying a house, or getting a divorce; and includes the availability of free counseling sessions in some instances The EAP is available 24/7, is free of charge, confidential and available in local languages.

Overall, our global well-being strategy is based on four components:

Physical: In addition to offering market competitive health plans and annual physicals, Solenis encourages employees to participate in sports and wellness programs. For example, in the U.S.A., our wellness partner, Virgin Pulse, provides a desktop and phone-based wellness center that allows employees and spouses/domestic partners to participate in physical challenges and other activities to be awarded points, which can be redeemed for sweepstakes entries or credit toward their medical insurance premiums. In addition, employees get extra points/credits for undergoing annual checkups, preventive testing and adherence to chronic care regimen.

Emotional: To support the emotional and mental well-being of our employees, we held focus groups with employees to learn more about their day-to-day stressors and how the company could help preserve their well-being and prevent burnout. Resulting from these focus groups were a number of initiatives, including:

- a Manager Well-being Toolkit and specialized training sessions for managers to support their teams' emotional and mental well-being;

- a "No Meeting Fridays" policy to preserve employees' blocked time for productivity. This program was so well-received that the company has carried it into 2023;

- a global holiday calendar published to all employees' digital calendars to bring awareness to other countries' and cultures' holidays; and

- psychological support sessions for employees directly or indirectly affected by conflict, war and trauma.

Social: Various programs throughout Solenis provide employees a place to share their passion or common interests. "SolenisGives," our corporate philanthropic platform, offers global and regional opportunities and our EBRGs offer employees an opportunity to work in common interest areas outside work functions while growing their professional networks.

Financial: In addition to pensions, 401(k)s and other retirement benefits and insurances, Solenis provides a series of financial education tools that enable employees to plan for college, retirement and other life goals, including new educational content in local languages through our EAP. Solenis also conducts global workshops about financial wellbeing.

SUPPORTING ALL FOUR "SELVES" WITH EDUCATION AND WEBINARS

Solenis supports the development of employees' four "selves" (physical, emotional, social and financial) with a robust series of seminars and webinars. Some of these are conducted in conjunction with WPO (our EAP partner.) Topics in 2023 included:

- "Unlock the Secret to Financial Wellbeing"
- "Eat Well. Move More. Sleep Better."
- "Cancer Prevention"
- "Understanding Menopause"
- "Men's Health"
- "Support for Employees in Israel"
- "Mental Health for Managers"

In addition, Solenis partnered with Fidelity Investments to offer a daily webinar program with topics related to financial well-being. Fidelity offers best-in-class educational platforms and support regarding savings, retirement planning and financial wellness

Benefits

We offer a range of benefits that will help employees meet their needs and goals in each location around the globe — no matter what stage in life. We have five strategic focus areas for our benefits programs:

- Staying Competitive
- Managing Cost
- Governance and Compliance
- Quality Service
- Engagement and Well-being

In the area of healthcare, Solenis provides competitive benefits programs based on country-specific needs and government requirements:

- 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.

- U.S. employees enrolled in a medical plan are provided "best-of-care" coordination and healthcare navigation by Quantum Health. Available via mobile app, web, or phone, Quantum Health provides support for all benefits-related questions, provider selection and treatment decisions, claims and billing issues, as well as prior authorizations. Quantum Health has a wide range of clinical resources to help those with chronic conditions maintain a healthy lifestyle and get the support they need. They coordinate with providers, medical claims administrators and pharmacy benefit managers so that employees and their families only have one phone number to call.

- In Europe, the Middle East and Africa (EMEA), Solenis offers various benefits, such as medical coverage, life insurance, disability benefits, parental leave and retirement, all at least at the statutory level mandated by the individual countries. In some countries, employer-sponsored medical and life insurance is also provided for a low employee cost. In the following countries, meal vouchers are also provided: Finland, Italy, Portugal, Spain and Sweden.

- In the Latin America and Asia/Pacific regions, full-time and part-time employees and their dependents are provided benefits, including medical, dental, life/accident plans as well as associate meal vouchers. Medical plans provide catastrophic and critical illness coverage as well comprehensive outpatient and in-patient coverage including maternity. We have made recent enhancements in Mexico by providing additional coverage to our standard medical plan.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

In the area of retirement benefits, Solenis provides programs that enable employees to direct and manage their own financial wellness:

- In the U.S.A., 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 also provides additional contributions for employee tenure (Basic Retirement Contribution) and overall company financial performance (Performance Retirement Contribution) to the individual employees' 401(k) accounts. Employees may defer from 1% to 65% of their eligible pay on a pre-tax, after-tax and Roth 401(k) basis, up to the annual IRS dollar limits.

- For our employees in the Europe, Middle East and Africa and Asia/Pacific regions, employees can participate in pension plans fully or partially sponsored by Solenis. Pension programs vary depending on the insurance company in any given country.

- In Brazil, Solenis provides two defined contribution pension plans for employees with monthly lifetime annuity payout available at normal retirement age of 60. Full vesting of employer contributions in both of these plans is 10 years.

Remote Work and More

Solenis recognizes that there are times when flexibility is needed to meet business and personal needs and provides flexible work options, including part-time, job-shares, telecommuting and remote work opportunities, tailored to accommodate the varying life needs and specific characteristics of each job role. Office, lab and non-production (plant-based) Solenis employees can work two days a week from home. In addition, Solenis accommodates employees' changing needs by designating certain jobs as fully remote, hybrid or on-site and offer flexible working hours arrangements to accommodate for alternate flexible work schedules

Parental Leave, Sick Time and Family-Friendly Programs

At Solenis, we implement a variety of family-friendly programs to assist our employees in achieving a healthy balance between their work and family lives.

Solenis offers paid parental leave to employees after the birth of a child, adoption of a child under the age of 18, or placement of a child under the age of 18 in their home for foster care. The leave times vary by country, legal requirement, and local policy. Parental leave and time away are managed in accordance with each country's local laws to ensure minimum social protection measures are met.

In 2023, 6,788 Solenis employees were entitled to parental leave; 4,983 were men, 1,870 were women, and 24 were undeclared gender. Of these, 166, or 2.4%, of the eligible employees took advantage of the parental leave program. Of these 166 employees, 80 were male and 86 were female. All but three of the men returned to work in the reporting period after parental leave ended, and all but one of the women returned.

Solenis also offers supportive measures such as breastfeeding support (paid breaks, lactation rooms); childcare support or allowances; and flexible work arrangements, including part-time and remote work.

Also, to ensure employees have ample time to care for themselves or loved ones when they are ill, Solenis provides two paid weeks of sick time to all employees per calendar year in the U.S.A.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Compensation Philosophy and Policy

We design our compensation programs to attract, reward, motivate, and retain a highly-skilled workforce and make Solenis a great place to work. The program is designed to link employees' individual performance and Solenis' overall performance by providing opportunities to progress and to be rewarded for the contributions made to the success of the company. Our program is externally market competitive, internally equitable, based on the achievement of company and individual goals, and provides opportunities for advancement.

Fair Pay and Pay Equity

At Solenis, we understand that fair and competitive compensation is instrumental in attracting and retaining top talent, promoting job satisfaction and engagement, and driving overall organizational success. Solenis is compliant with all minimum wage laws and mandatory increases globally. Solenis does not set entry level wage rates, and pay is determined by market research for the role and scope of responsibility. Employees are offered salaries within the applicable salary range designated for each role. But beyond that, we believe in providing fair and equitable opportunities for employees to earn competitive compensation that support their well-being and financial stability; recognize their valuable contributions and commitment; and encourage growth and professional development. We prioritize fair and equitable compensation practices, ensuring that all our employees in similar jobs are compensated with similar pay regardless of their gender, race, ethnicity, or other status.   We treat our employees with dignity and respect and where appropriate apply differentiating factors such as the job location, tenure or performance that can explain pay differences if any.

All employees are paid in line with the market. We regularly conduct salary benchmarking exercises to ensure our compensation packages remain competitive in the job market. These include reviewing market data to establish annual salary increase budgets per country, taking into consideration factors as inflation, unemployment rate, Gross Domestic Product (GDP) growth, and other factors.

Table of
Contents

Introduction
& About

**Well-being, Health &
Safety of Our People**

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

On average, Solenis' entry-level wages are higher than minimum wage. The lowest hourly rate of pay for full-time U.S. employees is $15.50, which is twice the federal minimum wage and above all applicable local minimum wage laws. Globally, each individual employee's salary is above the minimum wage. While in the U.S. we monitor local minimum wages via systemic updates to Workday, globally we work with external payroll providers to ensure that salaries are increased as minimum wage increases to ensure compliance. This is also supported by yearly benchmarking studies, in which we evaluate salaries against minimum wage.

In June 2023, we conducted a study to review employees' earnings and compare them to the minimum wages in each country. Our analysis covered all full-time and part-time permanent employees, and we determined that all employees are paid above minimum wage. By offering salaries above minimum wage, we demonstrate our commitment to fostering a thriving, inclusive and equitable work environment. While we align our wages and compensation to market conditions and legal minimum wage requirements in the countries in which we operate, we at Solenis also feel obligated to provide our employees with a fair compensation that reflects the contributions they make to our company. As such, we work hard to ensure that our employees and their families have a decent standard of living and are provided a "living wage," which is necessary to meet basic needs (housing, food and healthcare) and to cover discretionary expenses and savings. Our employees on average are paid above the established benchmark. We are committed to conducting annual reviews to benchmark and address any disparities, maintaining our commitment to fair compensation year after year and ensuring that all employees receive a living wage.

Solenis maintains competitive positions and has taken pay actions in hyper-inflationary countries including Brazil, Argentina, Turkey and other countries in Europe. In these countries, Solenis supports its employees by providing more frequent increases throughout the year to help mitigate the impact of inflation. In 2023, Solenis provided scheduled inflationary increases to all employees in Argentina and Turkey. Additionally, we increased our salary ranges to ensure they stay aligned with the hyper-inflationary market conditions.

At the end of fiscal year 2023, the average compa-ratio for all Solenis' employees was 0.98, which indicates that employees are paid in line with the competitive market median. When compared to 2022, the average employee base pay increased by 8.6% from $54,500; and average total target compensation increased by 8.4% from $64,200.

# of Employees	Average Tenure	Average Base Pay (USD)	Average GTTC[1] (USD)	Average Compa-ratio
6,788	10.3	$59,200	$69,600	.98

GTTC = base pay + target bonus

Solenis' salary structure is a systematic grouping of grades and pay ranges that are used to provide the framework for managing base salaries to ensure that employees are paid a fair, equitable, and competitive wage. Each grade and pay range is based on competitive market data provided by our third-party survey vendors, and salary range midpoints reflect the average market rate for our roles. Salary grades are assigned to a group of jobs with similar relative internal worth and market value. Each job title is assigned an internal grade and pay range that provides guidance for management compensation actions, including new hire salary offers, promotional increases, market adjustments, and merit increases.

Base salaries are reviewed each year, and most employees participate in the annual merit review. The evaluations include an assessment of performance and critical success factors which serve as the justification for merit increases, as appropriate. When determining the appropriate salary for an employee, whether a new hire, promotion, or adjustment, each employee's job history, qualifications, internal equity of the role, and performance, if applicable, are considered. We ensure that all employees are compensated appropriately within their salary range based on their skillset and the responsibilities of the role.

Table of
Contents

Introduction
& About

**Well-being, Health &
Safety of Our People**

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Incentives are a key component of the compensation program at Solenis. Incentive payouts provide additional earnings to employees and are based on individual performance and the organization's financial results. All employees participate in an incentive plan, with the exception of those employees covered under collective bargaining agreements. Incentive targets are set based on market benchmarks and locations.

We review global gender pay equity for all full-time, regular employees. Currently, our overall global company gender pay ratio is 1.26:1, meaning that for every dollar a woman earns, a man earns $.26 more. For the mid-career to senior management roles, Solenis has achieved 100% pay equity for women and men and people of all races. On a regional basis, Solenis has achieved pay equity for women and men in North America and in the Asia/Pacific region (with 1.03 and 1.04 ratios, respectively). We are continuing to focus on equalizing pay in the Latin America and Europe, Middle East and Africa regions (with 1.12 and 1.27 ratios, respectively) and at the junior/entry level roles.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

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. In North America, Latin America and Asia-Pacific, collective bargaining agreements typically exist with unions. In some European countries in which we operate, collective bargaining agreements or partnership agreements can be mandated at the country level. In compliance with local regulations, Solenis is conducting comprehensive due diligence procedures aimed at preventing child labor and forced labor within its supply chain. This is being achieved through the assessment of suppliers via our Global Risk Management Program (GRMS).

We align our management of labor/management relations and Collective Bargaining Agreements (CBAs) 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 2023, 31% 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.

Recognition Programs

An important part of our commitment to foster employee engagement and drive our culture is the reward and recognition of our employees whose outstanding contributions support our goals and values. We honor and celebrate our employees for service milestones, remarkable achievements in business growth, sales excellence and customer service, excellence in innovation, supply chain operations, corporate functions and overall leadership. We specifically recognize individuals who have contributed to social responsibility, and those making a significant impact in environment, health, safety and security. Solenis is proud to reward employees through a variety of formal and informal recognition programs. For the most prestigious awards, nominations go through a rigorous formal review before the select groups of winners are selected.

Cultural Belief: I am recognized and rewarded for my outstanding performance

36% of employees nominated a coworker for recognition

OVER **5,100** employees were recognized in 2023

73% of employees received a recognition award of some type

20,972 Inspire awards were received by employees in 2023

The John Marquart Impact Award

In July 2023, Solenis mourned the death of John Marquart, director, enterprise architecture and technology in our IT group. An engaging and dedicated leader based at our corporate headquarters in the U.S.A., he had been with our company for seven years. He was highly respected for his technical expertise, and was always willing to support creative thinking and exploration of innovations that might have been cast aside in a less nurturing environment.

To honor his memory, the John Marquart Impact Award was established, carrying a $10,000 prize and a piece of crystal artwork. Nominees must reflect all that he was: a problem-solver and thought leader, unafraid of taking risks and failing, quick to adapt to change, enthused by diverse opinions and ideas, and possessing great curiosity. Likewise, they must wrap this in a generous, kind-hearted, selfless and collaborative spirit.

As part of our culture of recognizing outstanding performance, this will become one of our premier annual awards, with nominations open to all employees in all roles worldwide. In October 2023, we honored our first winners: Brendan Cysewski, digital product development leader from the U.S.A., and Adrie van der Zwan, an end-user computing manager from the Netherlands.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

Solenis' Recognition Programs

Peer to Peer Recognition	Departmental Recognition	Presidents' Roundtable
Categories of appreciation.	• Eagle Award *Sales*	**Our highest honor. (19 awards given in 2023)**
• Customer Focus	• Pinnacle Award *Applications and Marketing*	• Innovation
• Ethics & Compliance	• Lulu Mena Award *Customer Service*	• Leadership
• Performance	• Phoenix Award *Technology and Innovation*	• EHS & Quality
• Learning Culture	• High Five Award *Supply Chain*	• Social Responsibility
• Safety & Security	• Darcy Dauterive Award *Female Leadership*	• Supply Chain Excellence
• People	• Safety Award *Plant Level Excellence*	• Business Growth
• Results	• People's Choice Award *Human Resources & Communications (4x / year)*	• Customer Focus
• DE&I		• Corporate Functional Excellence
		• Impact Award

02

OUR APPROACH TO SUSTAINABILITY

Protecting Our Planet

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

2 Protecting Our Planet

In this section:

Climate
Change
& Energy
Management

Environmental
Incident
Management &
Waste
Management

Environmental
Risks &
Opportunities

Water
Management

In our operations, our focus is on ensuring responsible stewardship of natural resources.

This includes making sure that all of our sites meet or preferably exceed all regulatory and environmental requirements; keeping abreast of and, at a minimum, complying with changing applicable environmental laws and regulations; and providing products and services to our customers to help them meet or exceed their own environmental objectives.

64

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

Identifying Environmental Risks & Opportunities

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

Solenis is committed to Responsible Care®, a global initiative by the American Chemistry Council, to advance the safe and secure management of chemical products and operations. 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 use an annual internal Environmental, Health and Safety survey to assess and 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. Several overarching opportunities for improvement were identified in the survey. These include identifying best practices for energy and water management; assessing third-party energy supply agreements; and inventorying equipment that contains ozone-depleting substances, and developing a plan for replacement. The next survey will be conducted in August 2024.

We are committed to being one of a very few companies in the world with the intention to have all of our manufacturing plants comply with external RC14001 third-party certification. As a result, Solenis adds any new manufacturing facility to its certification program within three years of becoming part of the Solenis organization.

Through our management system we meet required local, regional, international and business-specific compliance obligations and continually improve our processes and performance across our global operations. Since 2019, Solenis has implemented nearly $24 million USD in capital expenditure projects to improve our EHS&S performance.

KPI		Target	2023 Progress
Planet & Climate	• Operate with zero environmental harm and reduce our carbon footprint	• By 2030, reduce CO_2 emissions by 20%	• Increased 12% vs 2022; increase of 12%vs 2018 baseline; excluding new sites decrease of 5% vs 2018 baseline
		• By 2030, reduce water consumption by 5%	• Increased 18% vs 2022; increase of 38%vs 2018 baseline
		• Year over year reduce Environmental Incident score by 10%	• Increased 61% vs 2022

NOTE: The impact of the inclusion of manufacturing sites added through the course of recent acquisitions has materially altered Solenis' ability to reach reduction targets that were set in 2018. As a result, the company intends to revisit these targets upon the complete integration of the Diversey business. In addition, Solenis will review its targets in line with water stewardship best practice and its recent commitment to the Science Based Targets initiative (SBTi).

Climate Change & Energy Management

As a key player in the chemical industry, Solenis has a vital role to play in tackling climate change. That starts with our own operations. Every day, Solenis is taking actions and managing its impacts by combining energy-related investments with efficient manufacturing best practices.

Solenis reports its greenhouse gas (GHG) emissions according to the Greenhouse Gas Protocol as promulgated by the Greenhouse Gas Protocol Initiative. The protocol classifies a company's GHG emissions into three categories or "scopes":

- Scope 1 covers all direct emissions from company-owned or controlled sources, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.

- Scope 2 covers indirect emissions from the generation of purchased electricity, steam, heating or cooling energy consumed by the company.

- Scope 3 covers all indirect emissions that occur in the value chain of the reporting company, meaning that the emissions are out of the company's operational control, including both upstream and downstream emissions.

For this report, we have not included data for the sites acquired with the Diversey business. For more information on the degree to which data from acquired businesses and companies are included in this report, please see the table on page 7.

66

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Greenhouse Gas Emissions (Scopes 1 and 2)

Greenhouse gas emissions (GHG) in our plants are primarily related to fuel and electricity consumption. In 2023, our reported Scope 1 GHG emissions increased by 10% and our Scope 2 GHG emissions increased by approximately 16%. This was largely due to the inclusion of the South Charleston, W. Va., U.S.A., facility which was acquired with Clearon Corp. in September 2022. This site manufactures a chlorine-based product which utilizes more energy in its manufacture than other Solenis products. Improved reporting accuracy in the Latin America region also contributed to the increase. Excluding the impact of the Clearon site, Scope 1 GHG emissions decreased by 3% and Scope 2 GHG emissions decreased by 8%.

Some of the ways in which our plants are aiding efforts to reduce GHG emissions include steam trap repairs, boiler burner adjustments and replacements, and other process optimization initiatives. Energy-related efforts such as installing LED lighting throughout our manufacturing network, fork lift truck (FLT) switch outs from diesel to electric, and installing a new heat pump at the company's Krefeld, Germany, plant are all helping control greenhouse gas emissions.

Our GHG emissions intensity (metric tons of emissions for every metric ton of product output) increased slightly from 0.21 to 0.24 in 2023 versus 2022. In addition to the inclusion of the Clearon site, the loss of a landfill gas supply contract in Suffolk, Va., U.S.A., contributed to the increase since alternate energy sources were then employed. These increases offset the impact of reduced production and various energy reduction initiatives throughout the company.

We will continue to invest in new opportunities to improve our energy efficiency and GHG emissions, which are often strongly correlated. Recognizing that a big part of our emissions comes from our facilities in Bradford and Grimsby, U.K., we have embarked on three initiatives that will significantly improve our performance. The first is a partnership with East Coast Hydrogen to conduct feasibility studies related to the potential supply of hydrogen for use in power generation. The second is a partnership with Vital Energi under which the contractor will upgrade the existing combined heat and power (CHP) system and install two new efficient steam boilers. A new control system will be installed to ensure efficient and reliable energy generation. The third key initiative is Solenis' commitment to the Science Based Targets initiative (SBTi). Through this initiative, Solenis is committing to embark on a journey towards reaching net-zero carbon impact by 2050.

Scope 1 & 2 Emissions

Scope 1 & 2 Emissions by Region
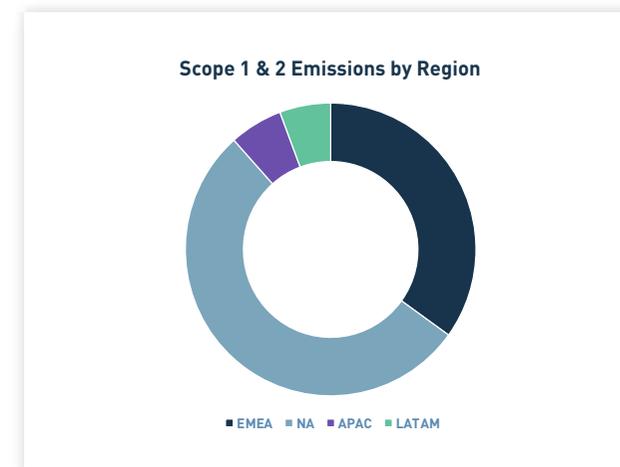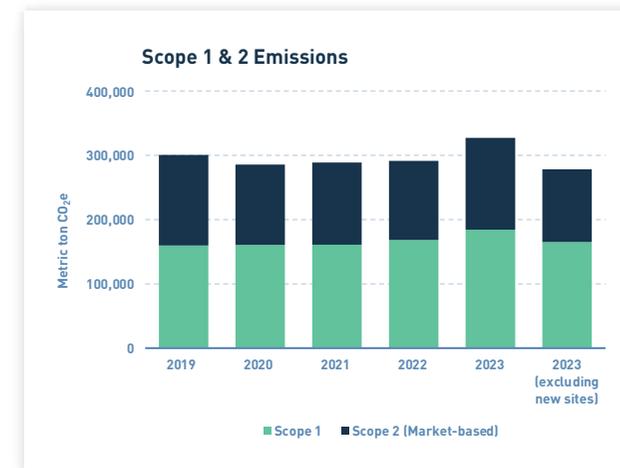
Greenhouse Gas Emissions (Scope 3)

For 2023, Solenis has improved its methodology for calculating Scope 3 emissions with a move away from spend based calculations to more specific activity-based calculations. For example, 85% of emissions related to Purchased Goods & Services (Category 1) are now based on chemical-specific emission factors.

The assessment determined that the following four categories represent 98% of Solenis' Scope 3 emissions:

- Category 1 (Purchased Goods & Services)
- Category 4 (Upstream Transportation and Distribution)
- Category 3 (Fuel and Energy Related Activities)
- Category 2 (Capital Goods)

Overall, Scope 3 GHG emissions in 2023 remained the same as 2022. There was a significant growth in business travel as concerns regarding COVID began to abate. In addition, the overall emissions related to transportation and distribution (Category 4 & 9), decreased as more accurate distance-based data has become available.

CO$_2$e Emissions by Category

- Category 1 - Purchased Goods & Services
- Category 2 - Capital Goods
- Category 3 - Fuel and Energy Related Activities
- Category 4 - Upstream Transportation and Distribution
- Other Upstream Emissions
- Other Downstream Emissions
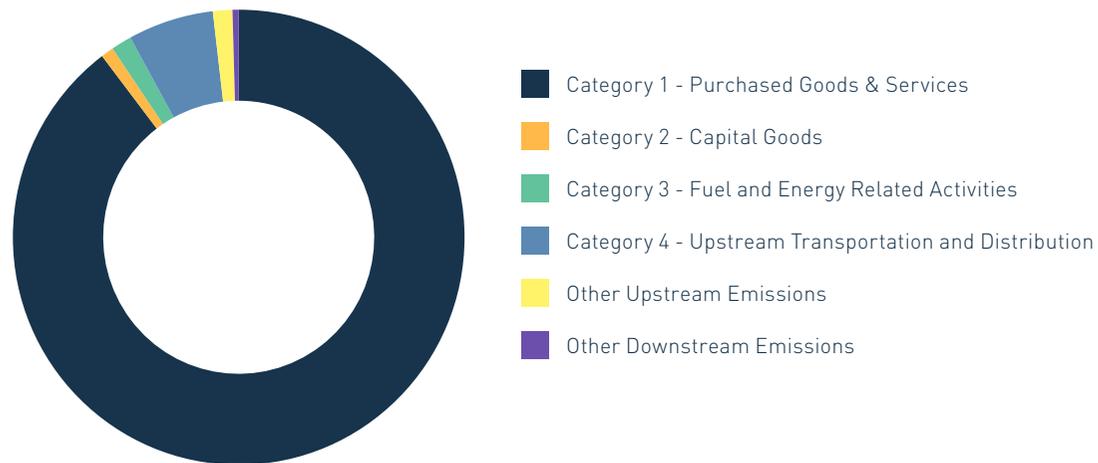
2023 Scope 3 Emissions (metric tons)

Category	2022 CO$_2$e	2023 CO$_2$e
Category 1 - Purchased Goods & Services	2,406,964	2,492,961
Category 2 - Capital Goods	30,521	25,478
Category 3 - Fuel and Energy Related Activities	67,647	40,901
Category 4 - Upstream Transportation and Distribution	675	170,691
Category 5 - Waste Generated in Operations	12,077	15,239
Category 6 - Business Travel	3,342	10,263
Category 7 - Employee Commuting	7,375	6,290
Category 8 - Upstream Leased Assets	7,706	7,726
Category 9 - Downstream Transportation and Distribution	244,822	7,964
Category 10 - Processing of Sold Products	421	1,324
Category 11 - Use of Sold Products	20	1,007
Category 12 - End-of-life Treatment of Sold Products	3,594	1,219
Category 13 - Downstream Leased Assets	0	0
Category 14 - Franchises	0	0
Category 15 - Investments	4,353	738
TOTAL	**2,789,516**	**2,781,801**

Note: In 2022, emissions for Category 4 (Upstream Transportation and Distribution) were incorrectly assigned to Category 9 (Downstream Transportation and Distribution).
Note: Our calculation methodology is outlined in our Basis of Reporting Document

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Energy Consumption

In 2023, our total energy consumption increased 1% versus the prior year. Our direct energy consumption, which includes, for example, natural gas to fuel our operations, plants and vehicles, remained constant. Our indirect energy consumption, which includes purchased electricity and steam, increased 18%. Again, the inclusion of the more energy-intensive, chlorine-based Clearon site in South Charleston, W. Va., U.S.A., was only partially offset by the 3% reduction in production and initiatives to conserve energy.

Energy Consumption

GJ * 10^6

2019 2020 2021 2022 2023

■ Fossil Fuel ■ Electricity ■ Bio Fuel ■ Renewable Electricity
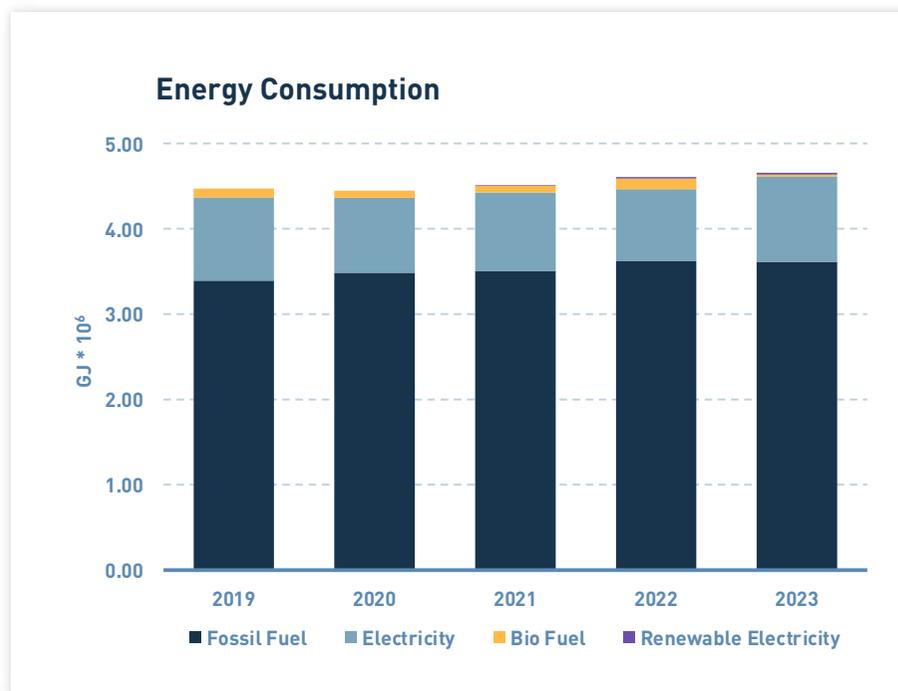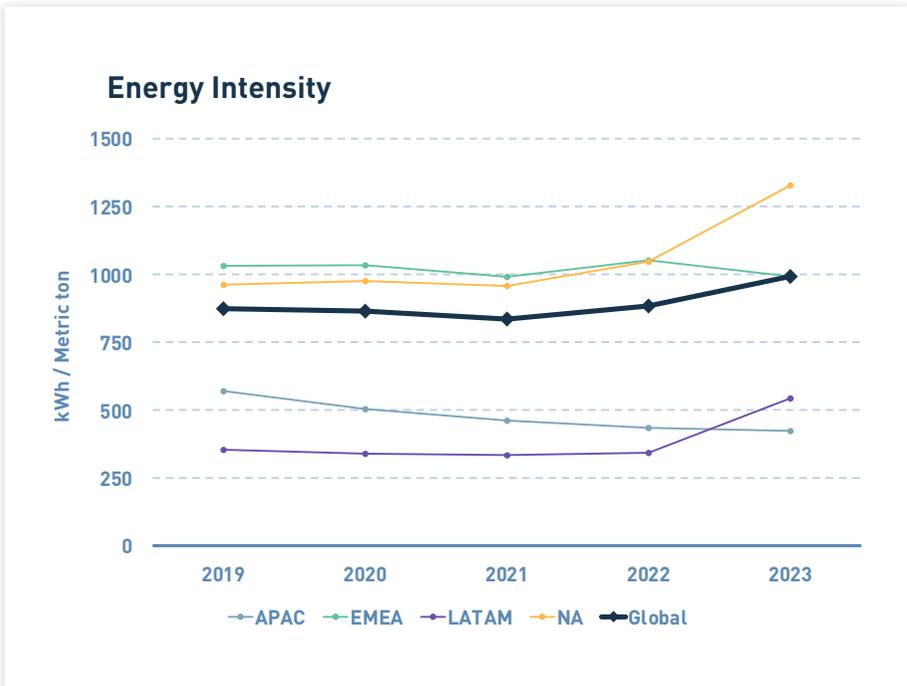
Energy Intensity

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

As a result, our energy intensity (gigajoules for every metric ton of product output) increased moderately from 3.37 in 2022 to 3.57 in 2023. Some of the ways that our plants are working to reduce their energy consumption include optimizing processes and replacing lights with LED lights; incorporating energy efficient motors and power monitors; and replacing old air compressors and boiler burners with higher efficiency models.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

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. As a result, we take it equally as seriously in 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 using efficient equipment; reusing or recycling water; and wastewater treatment systems.
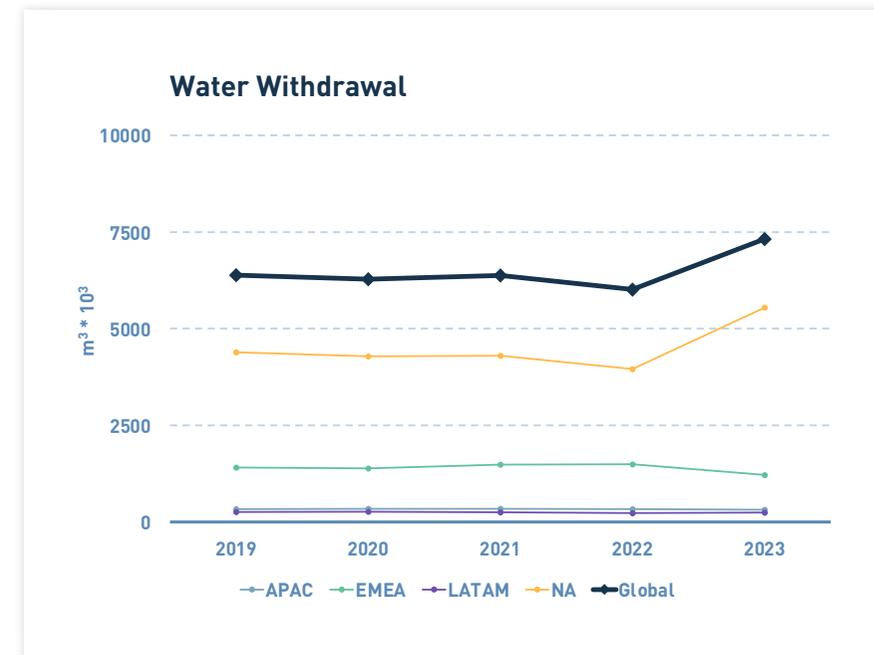
Water Withdrawal

In 2023, Solenis' water withdrawal increased by 22% versus 2022. This material increase was due to the addition of the South Charleston, W. Va., U.S.A., Clearon plant which utilizes very water-intensive processes in their manufacturing. As a result, our water withdrawal intensity (cubic meters per metric ton of product output) also increased sharply from 4.3 in 2022 to 5.4 in 2023. The 3% companywide decrease in production was clearly not enough to compensate for the addition of these new processes. In addition, Solenis' water consumption increased 18% in 2023 versus the prior year.

Water Intensity
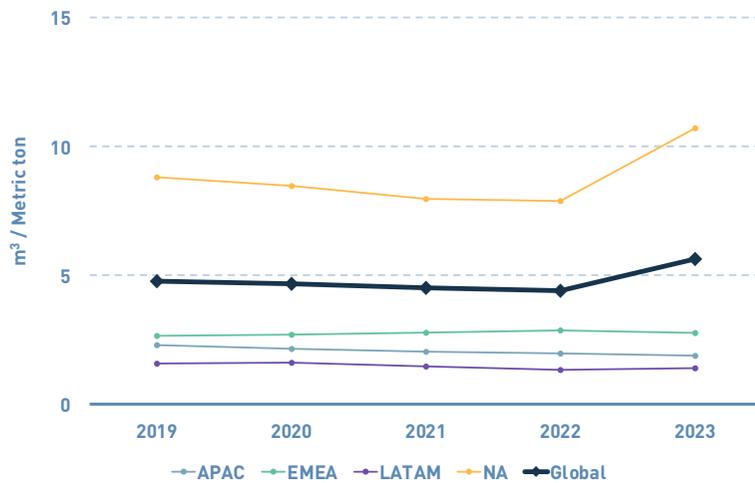
Water intensity is calculated by normalized water withdrawal against production volume.

Water Consumption
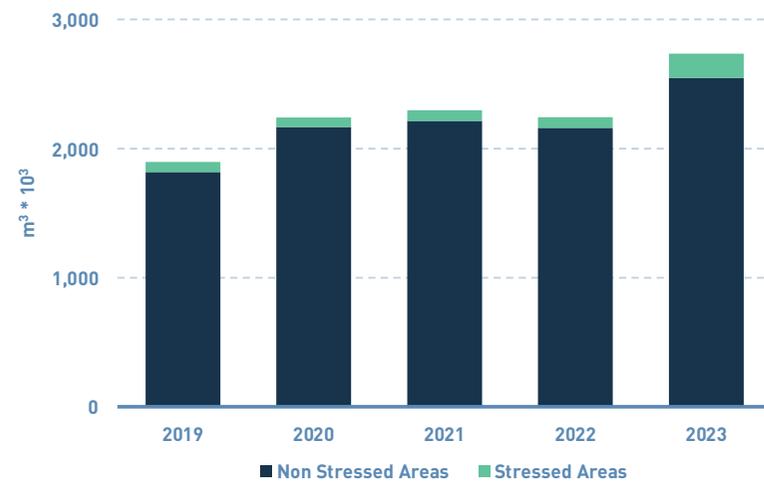
Water Stress

Another area which requires a preservation focus relates to water stress, or more simply, areas of the world where ability to meet the human and ecological demand is compromised or threatened. Solenis operates 12 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":

- **Ankleshwar, India.** While Ankleshwar is classified as a medium to high water stress area, the plant is supplied with water from a location near the Ukai dam which is classified as low water stress.

- **Burlington, Ont., Canada.** The site is located in an area of extremely high water stress and has a "once through" cooling system. The site is prioritizing water reduction measures.

- **Franklin, Va., U.S.A.** The site is located in a high risk area and has a "once through" cooling system. The site is prioritizing water reduction measures.

- **Greensboro, N.C., U.S.A.** The site is currently investigating an investment to reduce water flows to its vacuum pumps, which would save 1.4 million gallons per year.

- **Kempton Park, South Africa.** Kempton Park is located in a high water stress area. The site is actively looking for water savings opportunities including recovering rain and stormwater.

- **Kwinana, Australia.** Kwinana is new on the list of high water stress areas. Solenis' site is a relatively low water user, but is examining measures to further constrain use.

- **Lurin, Peru.** A newly acquired site, Lurin is reviewing its water supply contingency measures.

- **Mexico City, Mexico.** The site has a low water usage and gets most of its water via tank trucks.

- **Pindo Deli, Indonesia.** The Pindo Deli site is a small site with low water use. The site should continue to monitor its water risks.

- **Shanghai, China.** Although the area has a high population and water usage, it is classified as a lower risk of water depletion due to its location on the Yangtze River.

- **Tarragona, Spain.** The site is located in a high water stress area and has an active program of identifying and implementing water reduction measures.

- **Toluca, Mexico.** The site has a very low water intake volume.

Solenis continues to monitor its presence in water-stressed areas, and regularly works to minimize its impact in these zones.

Environmental Incident Management & Waste Management

Environmental Incident Management

At Solenis, our goal is full compliance with all applicable environmental regulations. Our operations are governed by our global Responsible Care® management system and other processes to reduce our potential for environmental harm and improve overall environmental performance. A key focus of these management systems is the reduction of environmental incidents that may arise from chemical releases. To support this effort, each site proactively has secondary containment, spill control kits, and emergency response procedures in place to control risk in the event of an unexpected environmental incident. Additionally, we prepare to mitigate environmental risk by conducting emergency response drills and conducting odor and emission assessments.

To measure our performance as it relates to spills, releases, and regulatory compliance, we calculate an Environmental Incident Classification (EIC) score for near miss events and actual incidents. The EIC metric assigns a score for spills and regulatory issues for Solenis manufacturing sites. This metric assigns a severity score of 1, 3, or 5 for each incident meeting the respective EIC criteria. Solenis has fine-tuned the scoring, so it measures potential in addition to actual environmental or regulatory impact. The majority of EIC points result from releases to engineered secondary containment, which have no significant direct impact on the environment. Follow this link to understand how EIC is calculated.

PRESERVING THE WORLD'S SPECIES AND MINIMIZING OUR IMPACT ON WATER STRESS

It's important to preserve the biological variety of plant and animal life on earth. As such, Solenis sites are located outside of the world's 36 "biodiversity hotspots" as defined by the Critical Ecosystem Partnership Fund. Our operations are not considered to have an impact on biodiversity, protected areas or endangered species. Some of our sites are located near nature reserves, and as a matter of course, we conduct environmental impact assessments to ensure that our impact is minimized.

Solenis' target is to reduce our EIC score by at least 10% compared to the previous year. While we did not reach this goal, as our EIC score increased from 49 in 2022 to 79 in 2023 (approximately 61%), we remain firmly committed to reducing environmental incidents and are working with our sites to improve recognition and control risk for environmental incidents through global monthly environmental incident reviews to understand and share causes and risk control improvement measures to control similar risk at all sites globally. We will also provide additional environmental risk reduction by implementing an environmental risk assessment process and a regulatory compliance assurance effort.

Environmental Incident Classification (EIC)
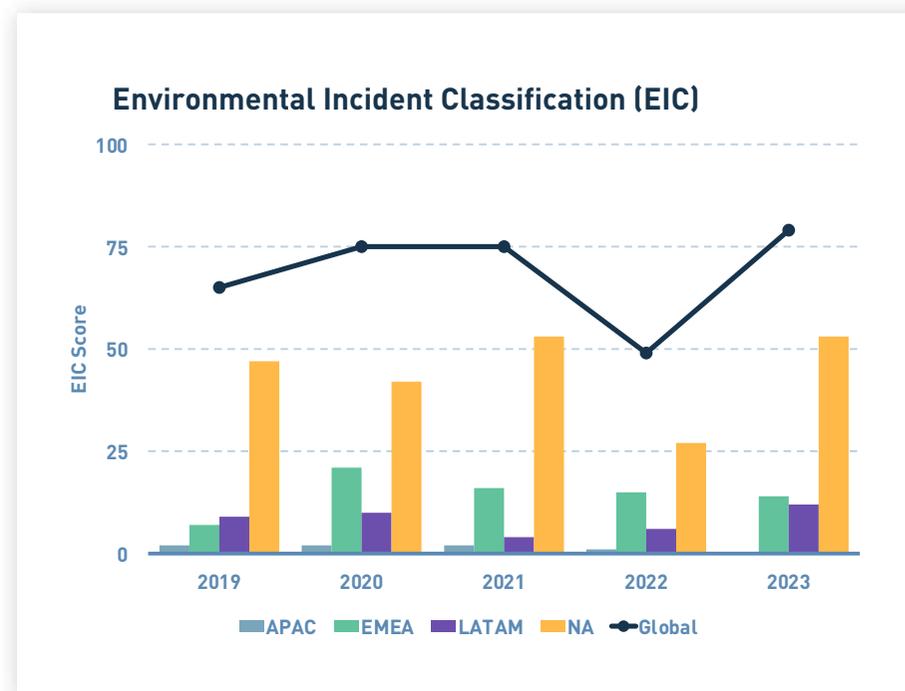
Waste Management

In our manufacturing sites, we have implemented processes to reduce, recycle and reuse materials that potentially can become waste, such as containers, pallets, and solvents. We also aim to minimize the amount of sludge from our wastewater. This reduces disposal volumes and energy needed for transportation. Across all of our sites, we monitor the volume of our waste disposal. In 2023, our waste disposal intensity, based on production, increased from 21.5 to 28.2 kg waste per metric ton of product produced. An initiative to clear the company's inventory of aged, expired and slow-moving products significantly contributed to the increase.

Waste

Metric ton

Year	
2019	
2020	
2021	
2022	
2023	

■ Hazardous Waste ■ Non-hazardous waste

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix
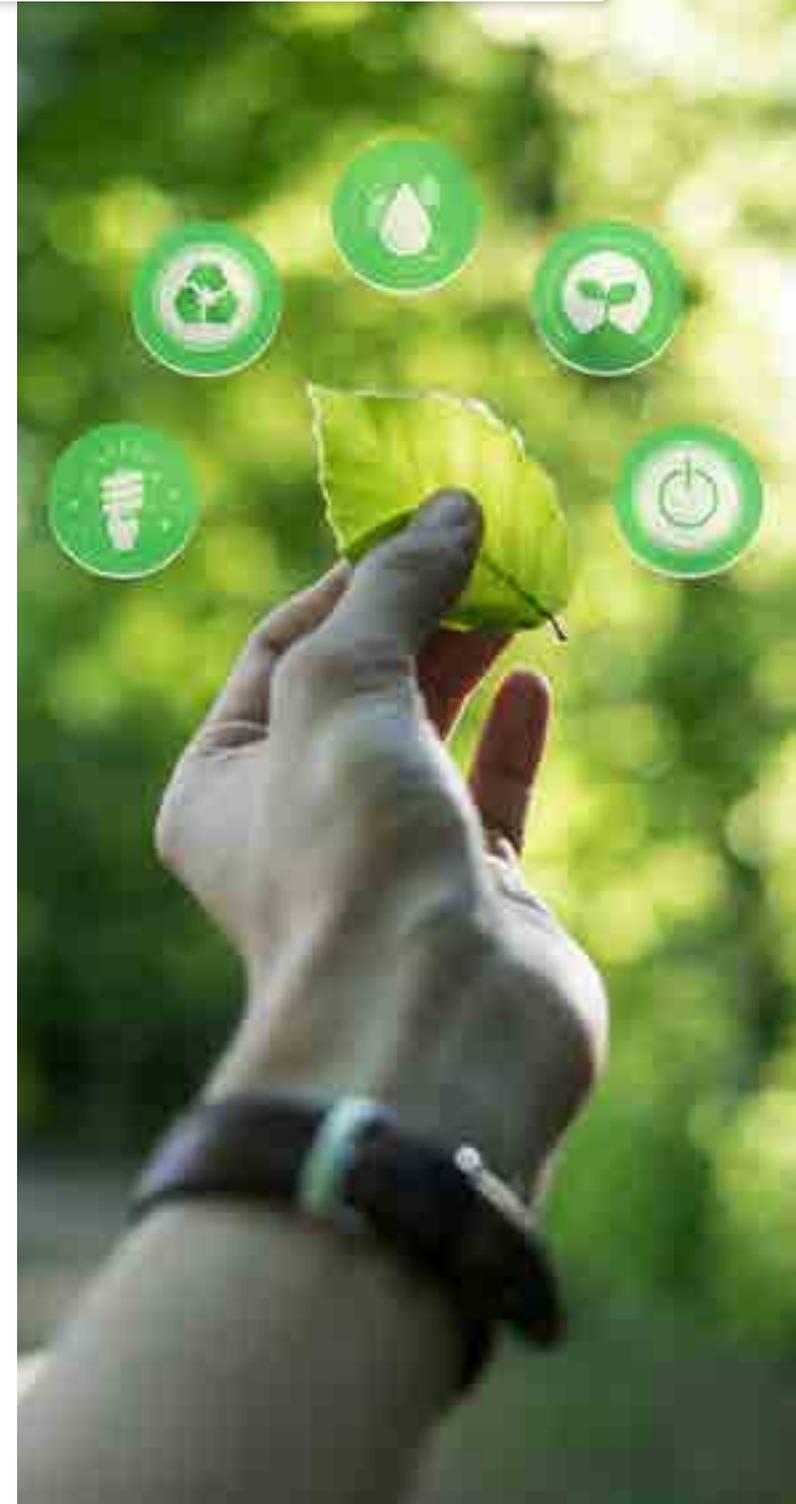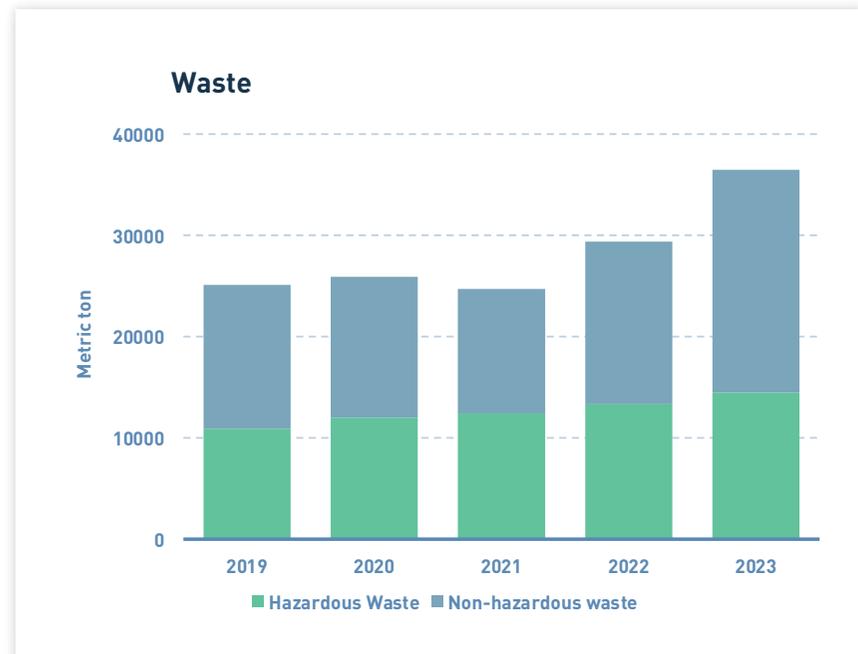
Waste Disposal Normalized
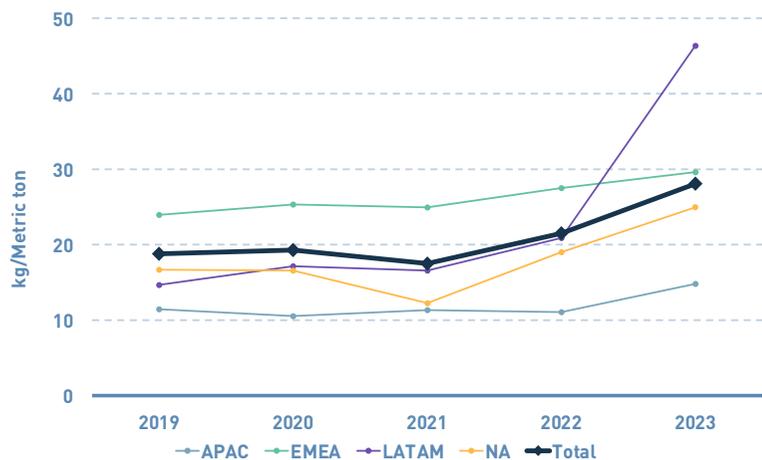
Waste disposal normalization is calculated by generated waste against production volume.

2023 Waste Mix

■ Landfill and Other Disposal   ■ Recycling and Reuse   ■ Incineration

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

OUR APPROACH TO SUSTAINABILITY

03 Partnerships in Our Value Chain

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

3 Partnerships in Our Value Chain

In this section:

Engaging With Communities

Responsible Supply Chain Mgmt & Mfg

Given our global reach at Solenis, we recognize our responsibility to employees, customers, suppliers, governments, investors, and the local communities of which we are a part.

We are dedicated to responsibly managing relationships with our key stakeholders. An important element of this is collaborating with our suppliers to increase transparency and sustainability in our supply chain and partnering with employees to help address the needs of the communities where we operate.

Responsible Supply Chain Management and Manufacturing

	Objective	Target	2023 Progress
Responsible Operations	• Operate with zero harm and be fully compliant	• All new facilities are 100% certified within a three-year time period.	• On track. Ten facilities are in progress.
Procurement	• Ensure responsible procurement and supplier management	• By 2030, increase supplier adherence to Solenis' sustainability requirements >90%	• 88% of suppliers by spend accepted Solenis' Supplier Code of Conduct or met alternate criteria. • 82% of suppliers by spend accepted Solenis' Sustainable Procurement Policy and Survey or met alternate criteria.

Responsible Manufacturing

Our global supply chain currently consists of 69 Solenis-owned manufacturing facilities serving 130 countries across six continents. We are committed to operating in a safe and compliant manner, in line with the principles and ethics of our Responsible Care program. Our manufacturing sites are compliant with regulations, and most have the ISO 9001, RC14001, ISO 14001, ISO 45001 and SEDEX standards in place. Going forward, our aim is to ensure that newly acquired manufacturing facilities are 100% certified within three years. In 2023, we procured 0.8 billion kg raw materials, produced 1.3 billion kg of specialty chemicals, and sold 2.03 billion kg of specialty chemicals.

Solenis Global Certifications

Region	Manufacturing Site	ISO 9001	RC14001	ISO 14001	ISO 45001	ISO 50001	SEDEX
Asia-Pacific	Ankleshwar, India	✓	✓	✓	✓		✓
	Gimcheon, Korea	✓	✓	✓	✓		✓
	Kwinana, Australia	✓	✓	✓	✓		✓
	Nantou, Taiwan	✓	✓	✓	✓		✓
	Shanghai, China	✓	✓	✓	✓		✓
	Springvale, Australia	✓	✓	✓	✓		✓
	Zhuhai, China	✓	✓	✓	✓		✓
EMEA	Amboise, France	✦	✦	✦	✦		✦
	Bradford & Grimsby, United Kingdom[1]	✓	✓	✓	✓		✓
	Busnago, Italy	✓	✓	✓	✓		✓
	Helsingborg, Sweden	✓	✓	✓	✓		✓
	Istanbul, Turkey	✓	✦	✓	✓		✦
	Kempton Park, South Africa	✓	✦	✦	✦		✦
	Krefeld, Germany	✓	✓	✓	✓	✓	✓
	Perm, Russia	✓					✓
	Bad Sobernheim, Germany	✓	✓	✓	✓	✓	✓
	Somercotes, United Kingdom	✓	✓	✓	✓		✓
	Tampere, Finland	✓	✓	✓	✓		✓
	Tarragona, Spain	✓	✓	✓	✓		✓
	Terrassa, Spain	✓	✓	✓	✓		✓

Region	Manufacturing Site	ISO 9001	RC14001	ISO 14001	ISO 45001	ISO 50001	SEDEX
Latin America	Altamira, Tamaulipas, Mexico	✓	✓	✓	✓		✓
	Americana, São Paulo, Brazil	✓	✓	✓	✓		✓
	Araraquara, São Paulo, Brazil	✓	✓	✓	✓		✓
	Girardota, Antioquia, Colombia	✓	✓	✓	✓		✓
	Igarassu, Pernambuco, Brazil	✦	✦	✦	✦		✦
	Lurin, Peru	✓	✦	✦	✦		✦
	Paulínia, São Paulo, Brazil	✓	✓	✓	✓		✓
	Sara, Mexico City, Mexico	✓	✓	✓	✓		✓
	Sorocaba, São Paulo, Brazil	✦	✦	✦	✦		✦
	Toluca, Estado de Mexico, Mexico	✓	✓	✓	✓		✓
North America	Alpharetta, Georgia, United States	✦	✦	✦	✦		✦
	Burlington, Ontario, Canada	✓	✓	✓	✓		✓
	Charleston, Tennessee, United States	✓	✦	✦	✦		✦
	Chicopee, Massachusetts, United States	✓	✓	✓	✓		✓
	Franklin, Virginia, United States	✓	✓	✓	✓		✓
	Greensboro, North Carolina, United States	✓	✓	✓	✓		✓
	Houston, Texas, United States	✓	✓	✓	✓		✓
	Macon, Georgia, United States	✓	✓	✓	✓		✓
	Milwaukee, Wisconsin, United States	✓	✓	✓	✓		✓
	Pasadena, Texas, United States	✓	✦	✦	✦		✓
	Portland, Oregon, United States	✓	✓	✓	✓		✓
	Savannah, Georgia, United States	✓	✓	✓	✓		✓
	South Charleston, West Virginia, United States	✦	✦	✦	✦		✦
	Suffolk, Virginia, United States	✓	✓	✓	✓		✓

✓ Certification achieved, certificate is available on solenis.com; ✦ Will be added to our certification process in the coming years

Certification status as of September 30, 2023
[1]Bradford & Grimsby locations are one legal entity and operate under a common management system. They are, however, holding two distinct SEDEX certificates.

A Sustainable, Global Procurement Value Chain

Solenis is committed to establishing a sustainable procurement value chain by aligning with suppliers and business partners who share our commitment to environmental, social, and ethical business practices. Currently, we work with approximately 1,376 direct raw material suppliers as well as 11,776 other non-raw material suppliers globally. More than 78% by spend of our suppliers' deliveries can be classified as local. Our regions are defined as North America, Latin America, Europe, Middle East and Africa (EMEA) and Asia/Pacific. Deliveries within a region are considered local.

We expect our suppliers, their employees and anyone acting on their behalf to comply with our Supplier Code of Conduct. This code outlines the minimum standards for suppliers, and it forms an integral part of all contracts between the supplier and Solenis. Solenis' Supplier Code of Conduct covers sustainability, legal, social, environmental, and ethical topics. In addition, all of our supplier partnerships in the value chain are facilitated through regulations and protocols from REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) and the American Chemistry Council's Responsible Care® program on a global basis.

"Fulfilling our sustainability commitments requires close collaboration with our suppliers. We can't succeed alone. We have high standards for our suppliers and partners and we require them to commit to doing business ethically, responsibly and sustainably. We learn from each other, and together, we strive for a more sustainable supply chain and to make a positive impact on our world."

—Alberto Bozzi, Chief Procurement Officer

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Working with Diverse Suppliers

Recently, Solenis launched a new, rethought, Supplier Diversity program. Through this program, we aim to contribute to creating a more inclusive business environment. Diverse suppliers bring a variety of perspectives and experiences that can lead to innovative solutions and creative approaches to business challenges, providing a competitive advantage to Solenis. In addition, as we build stronger relationships with our suppliers, we are better mitigating our supply chain risk.

To support our Supplier Diversity program, Solenis partnered with Supplier.io, a platform that uses data intelligence to help companies find and connect with more diverse and sustainable suppliers. With an extensive database of verified diverse businesses, Supplier.io has helped us assess our current situation and define how we can improve. We are covering 13 diverse categories such as: WBE (Women-Owned Businesses); MBE (Minority-Owned Businesses); VET (Veteran-Owned Businesses); SMALL (Small Businesses). In 2023, we spent approximately $45.3 million with diverse suppliers in the United States alone.

We intend to continue growing our diverse supplier base. In 2024, Solenis will be launching a new supplier portal where we will be inviting our diverse suppliers to register. We will also encourage our larger suppliers to develop their own Supplier Diversity programs so we can maximize our impact throughout our supply chain.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

**Partnerships in
Our Value Chain**

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Assessing our Supplier Risk including Social & Environmental

In 2021, Solenis launched its Supplier Risk Management program through the implementation of a Global Risk Management Solutions (GRMS) platform to improve risk and compliance monitoring of our direct raw material suppliers with a spend of greater than $250,000. In 2023, we extended the scope of our program to indirect suppliers with a spend of $250,000 or greater.

Through the integrated GRMS portal, all suppliers are requested to acknowledge **Solenis' Supplier Code of Conduct**; meet alternate criteria (which could include being a signatory of the UN Global Compact); or maintain similar principles in their own code of conduct. Additionally, enrolled suppliers are requested to accept and comply with Solenis' Sustainable Procurement of Raw Material Policy and Survey or meet alternate criteria which includes maintaining an EcoVadis Bronze-level assessment or higher. Solenis increased suppliers' engagement in our supplier risk management program from 81% (Spend Enrollment), in 2022 to 82% (Spend Enrollment), in 2023. This statistic continues to be the highest level of implementation we have achieved so far.

Raw Material Spend Coverage

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

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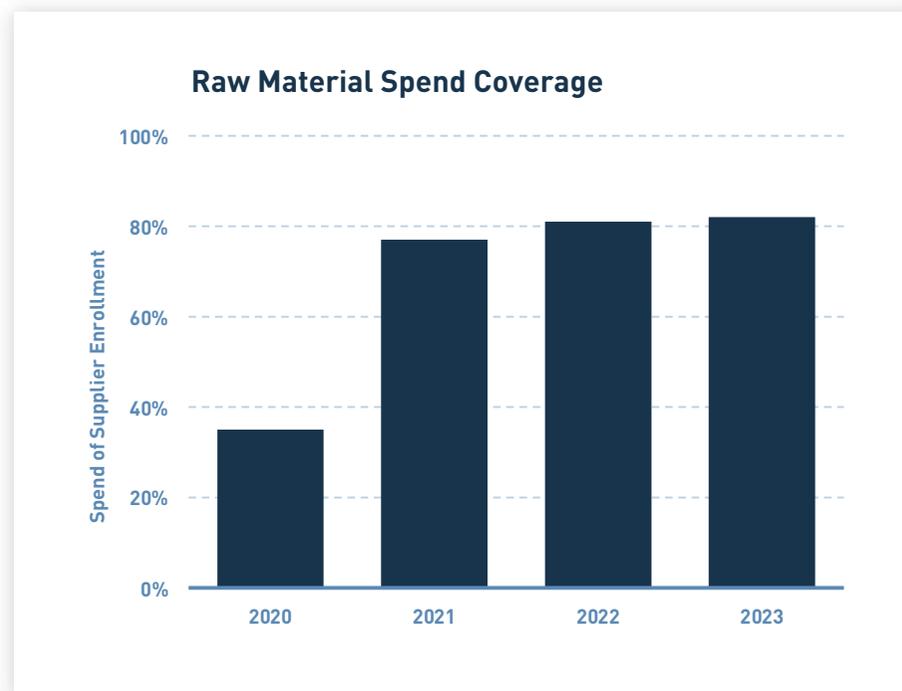
	Percentage of new suppliers that were screened using environmental and social criteria using GRMS platform	Number of suppliers assessed for environmental and social impacts using GRMS platform
2020	NA	NA
2021	100%	140
2022	24%	177
2023	17.4%	209

All suppliers involved with Solenis' risk assessment program are asked to renew their engagement through a yearly questionnaire submission. It allows us to record progress versus the previous year's performance as we expect our partners to continuously improve. As part of our supplier risk assessment program, we cover the following risk criteria: financial stability including bankruptcy monitoring, ESG (including sustainable procurement, health & safety, regulatory compliance, social responsibility, environmental policy, and ISO certifications), and liens monitoring.

For suppliers that do not meet our standards, we provide education, create a work plan and hold them accountable to meet our requirements. None of our assessed suppliers were identified as having significant actual or potential negative environmental or social impact in our supply chain.

We recommend that our direct raw material suppliers undergo the EcoVadis assessment, or complete our sustainability survey, alongside monitoring their year-over-year engagement to drive sustainable performance in our value chain. We were able to increase our supplier enrollment to our Supplier Risk Management program by 18% (by number of new direct material suppliers enrolled) compared to the previous year.

To further advance our supplier risk program, our intention is to develop supplier onsite audits to foster compliance and continuous improvement from our suppliers.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

**Partnerships in
Our Value Chain**

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Supplier Relationship Management

Engaging our suppliers as part of Solenis' sustainability journey is crucial for us. In 2023, we deployed various activities linked to supplier relationship management.

We are continuously working on improving communications with our vendors. We have a supplier dedicated web page on our company website where suppliers can find all of our procurement policies, the Business Code of Conduct, and information related our Supplier Risk Management & Sustainability program. The objective is for suppliers to understand Solenis' expectations and criteria of assessment.

We have compiled and automated supplier performance scorecards for our top strategic direct material suppliers. It gives us a holistic view of suppliers' performance and areas of improvement. This scorecard includes but is not limited to quality and OTIF (On Time, In Full Delivery) performance; risk performance; and sustainability compliance. For suppliers that do not meet our standards, we provide education, create a work plan, training, and awareness sessions, to hold them accountable for meeting our requirements.

We also include a Voice of Supplier section as part of the scorecard and our analysis. In 2023, we collected feedback from our suppliers through an online survey which covered various subjects such as our collaboration, areas of improvement, innovation opportunities, communication and engagement. Going forward, we expect to extend this survey to a higher number of suppliers thanks to the deployment of Solenis' supplier portal.

We will continue to assess our suppliers' performance to address any potential risk in our supply chain and ensure compliance with Solenis' expectations.

New Sourcing Initiatives

In 2023, Solenis' Global Procurement team implemented several initiatives to help the company reach its sustainability objectives.

The team established governance processes, reporting mechanisms, and corrective measures to promote ongoing improvement throughout our sustainability journey. One of our focus areas was Supplier Relationship Management. This process allowed us to explore avenues to build stronger relationships while proving to be mutually beneficial for the suppliers and for Solenis. We reviewed our contract templates, which now include a sustainability clause as standard. We have also added a contract risk exposure assessment as part of our Contract Life Cycle Management process for all contracts with a strong emphasis on sustainability.

We continuously work on improving our procurement team's knowledge, skills and best practice sharing. We developed a dedicated Global Procurement Team site that houses all of our procurement policies, processes, and templates. This also includes survey polls to collect team feedback, for example to define training needs, contractual templates, news updates, Supplier and Sustainability and Diversity programs. In addition, we have developed a Procurement Learning Journey, a platform that summarizes all of the skillsets and knowledge we expect our Global Procurement team members to grow and develop. Areas covered include but are not limited to Financial Acumen, Sustainability, Supplier Risk Management, Negotiation, etc.

Human Rights in our Supply Chain

Responsible supply chain management is important to our business, and we strive to uphold human rights in all activities. We do not tolerate the use of child or forced labor, slavery, or human trafficking in any of our facilities or operations. Our principles on these topics are set out in our Child and Forced Labor and Human Trafficking policy. We discontinue business relationships with any individual or company that does not follow the same standards.

As previously mentioned, we require our supply partners to support our Supplier Code of Conduct, which incorporates our commitment to conduct business free of slavery and human trafficking risks. In addition, we comply with the U.K. Modern Slavery Act, a legal requirement that is designed to provide consumers with information regarding manufacturers' efforts to address the issue of slavery and human trafficking.

LIFTING LIVES WITH HOPE

Innovative employees, formerly with Diversey, have been working with customers to divert used hotel soap bars and linens from landfills to use among people who most need them.

Each year, more than 7 million children die from disease that can be prevented by simple handwashing, while a typical 400-room hotel is disposing of 3.5 tons of solid soap. 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. Soap for Hope has been implemented in more than 800 hotels in 208 cities in 47 countries.

Similarly, 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. The program has been launched in 33 cities across Asia, the Middle East and Africa.

Engaging with Communities

Solenis works to be a valued and respected member of the communities where we work and live. Our focus continues to be on three main causes: support for women and girls, environmental stewardship (with a special emphasis on water conservation) and STEM education (science, technology, engineering and math).

This commitment starts with our executive leadership team and extends to everyone, but at the core of our effort is a diverse group of global volunteers which compose our Corporate Social Responsibility (CSR) Committee. These representatives in turn lead groups of employees in their regions that serve as a liaison between local efforts, initiatives that may be just a few passionate employees, and larger, coordinated national activities.

The CSR Committee drives engagement to and through "SolenisGives," a web-based program that enables employees worldwide to easily support their community and the charitable causes that matter most to them. "SolenisGives" presents a myriad of opportunities for donations, volunteerism, individual activities and joining with others near and far who share the same interests. The committee also develops global, quarterly challenge events, coordinated through "SolenisGives," that bring together employees in friendly competitions at work and at home to help the planet by conserving or better using our natural resources, and helping communities. Challenges have included reducing water and plastics use and clothing and food drives to help the needy.

During 2023, employees recorded more than 5,000 hours of volunteer time in "SolenisGives," mostly for human services and aiding the environment. In addition, employees and the company donated nearly $170,000 USD for human services assistance, disaster relief in Turkey, Syria and the U.S.A., food supplies for the needy and advancement of women and girls.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

As a Responsible Care company, Solenis requires each manufacturing site with 10 or more employees to create a yearly Community Relations Plan (CRP). Typically reviewed by certification auditors, these plans cover areas including partnerships with local first responders, including training and site visits; conducting local charity fund-raisers; and building neighborly relationships with community leaders, groups, and government entities. In 2023, the CRP program was brought under the umbrella of "SolenisGives," enabling us to more easily document these beneficial activities and share best practices across the company.

Our largest formal corporate commitment is to the annual United Way giving campaign in the U.S.A. Support for United Way raised nearly $136,000 plus a 50-percent corporate match in 2023. The money supports numerous programs with a worldwide impact and employees also can designate their donations to aid organizations in their own hometown.

Conserving Our Most Precious Natural Resource

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. Here, The Water Project helps communities gain access to sanitary water, hand-washing facilities and latrines, and provides education to establish healthy lifestyles. Frequently these efforts are tied to schools, the center of community life and generator of hope for the future.

We have sponsored eight projects to date, including two in 2023. In May 2023, a spring which served 200 people was rebuilt in Tengeti, Kenya, and had a significant impact on the community. "Women described the difficulties that they went through before the spring was well-protected. They never wish to go back to how they used to suffer, fetching water," said a Water Project field officer. Follow-up activities included personal, dental, and environmental hygiene; water handling and treatment; spring maintenance; the importance of primary healthcare and disease prevention; family planning; soapmaking; how to make and use handwashing stations, and the 10 steps of handwashing.

In August 2023, another spring was constructed in Isongo, Kenya, providing clean water to 245 people. The existing spring was essentially a mudhole, open to contamination from animals. During the rainy season, it became unsafe to walk in the slippery area. After the project was completed, hygiene education was provided in addition to instruction on safely storing water, maintaining the spring and preventing the pooling that leads to mosquitos. A Water Committee, elected by the community, will oversee upkeep of the spring.

Environmental Stewardship

Our commitment to the environment starts with supporting our customers and helping them to reach their sustainability goals. During 2023, we again received sustainability honors from Marathon Petroleum in the U.S.A., and, for the third consecutive year, received recognition from Raizen in Brazil. Attendees at the annual Tissue Summit in Brazil, a premier regional event, heard a conference presentation on our ESG program and its connection with customers.

Solenis is also responding to the growing global problem of electronic waste. Rather than dispose of old laptop computers that are still viable for consumer use, our worldwide Information Technology team conducts memory cleanups and other refurbishments and donates the machines to local charities and under-served schools.

Support for Women and Girls

At Solenis, we are dedicated to helping support the advancement of women and girls in and out of the workplace. In Krefeld, Germany, our plant manager devoted time to being a mentor in the local "Leading as a Woman" program. A young woman studying industrial engineering at Niederrhein University of Applied Sciences regularly met with him and visited our plant to gain insight into building a successful career and becoming a leader.

As part of International Women's Day, our Bradford, U.K., plant sponsored Women in STEM, bringing students face-to-face with some of our local female role models for discussions about career achievements and challenges, and opportunities for the future based on STEM education. Much younger people in the area learn about science, frequently from female team members, in Bradford's very popular Science Lab for Kids.

Also, on International Women's Day, a team of women leaders from our Latin America headquarters in São Paulo, Brazil, visited the Alexandre von Humboldt Public School to share their success stories with teenagers, including the importance of picking yourself up and trying again after you fail.

TAKING TIME TO HELP OTHERS

In Brazil, employees can spend two work days each year helping a social cause they care about. The benefits received by the needy are visible and tangible, but for employees, the effort creates important intangibles: reflection on one's own good fortune, understanding of the hardships and challenges faced by others, and the feeling of helping build a kinder and more fair society for all.

STEM

Our largest activity in an individual community is broad participation in the annual Bradford Manufacturing Weeks in the United Kingdom, an initiative that brings manufacturers, schools and young people together to showcase opportunities in manufacturing. Our plants in Bradford, U.K., and nearby Grimsby, U.K., are key players in this popular celebration, offering information about work experience opportunities for young people, site tours and involvement in the many educational panel events. Over five years, the initiative has cumulatively brought more than 17,000 manufacturing experiences to the community's students, with an ever-increasing impact on local diversity, equity and inclusion.

In the U.S.A., we are among the participants in the "Explore the New Manufacturing," initiative in West Virginia. Our team members lead interactive and hands-on activities for teenagers, demonstrating the science behind the products we make in South Charleston, W.Va. The goal is to open their eyes to various career pathways in manufacturing.

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

OUR APPROACH TO SUSTAINABILITY

04 Governance, Ethics and Compliance

Table of Contents

Introduction & About

Well-being, Health & Safety of Our People

Protecting Our Planet

Partnerships in Our Value Chain

Governance, Ethics & Compliance

Impact Through Our Customers

Appendix

4 Governance, Ethics and Compliance

In this section:

- Corporate & Sustainability Governance
- Business Ethics & Compliance
- Data Protection Governance

Achieving sustainability improvements begins with ensuring and maintaining operational discipline.

In turn, operational excellence requires governance structures that emphasize accountability, yet reward creativity and innovation. This, combined with a strong and unwavering commitment to values, and robust systems to ensure compliance, creates a foundation upon which all of Solenis' sustainability initiatives are based.

Corporate & 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 two bodies: the Operating Council and the Executive Committee. These bodies work in close cooperation, partnership and communication with Solenis' Sustainability Task Force 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 put safety first.
- **Respect** – Embracing an inclusive culture where every voice is heard and valued.
- **Relationships** – Fostering strong bonds with customers, suppliers and colleagues.
- **Learning** – Always growing, inquiring, developing.
- **Results** – Working together to deliver customer value and company profits.
- **Visionary** – Being the catalyst that improves the world.

Operating Council

The highest governing body at Solenis is the Operating Council. This group of seven people provides business strategy and operations oversight and measures the company's progress towards 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); four 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 bi-monthly with Solenis' independent sustainability advisor to review strategy and execution of sustainability initiatives.

Gender and Racial/Ethnic Diversity

EXECUTIVE COMMITTEE

12.5%

29%

30%

OPERATING COUNCIL

SOLENIS LEADERSHIP TEAM

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix
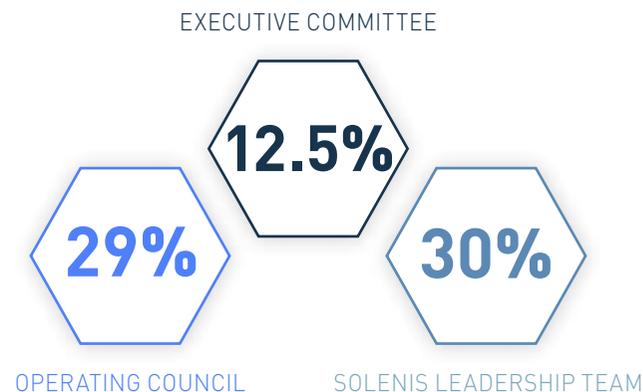
Governance Roles and Responsibilities around Sustainability

Operating Council	• Directs Solenis' business strategy and oversight • Sets sustainability priorities and monitors progress • Provides final review of annual sustainability results
Executive Committee	• 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
Solenis Leadership Team	• Leads strategic planning process • Reviews key initiatives supporting strategic goals • Reviews and updates annual operating plan • Reviews and approves corporate development efforts
Sustainability Task Force 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 and Executive Committee on progress
Sustainability Task Force	• Manages efforts to achieve goals in each of the four sustainability pillars • Updates materiality matrix on regular basis • Oversees the efforts of cross-functional workstreams • Identifies and recommends partnerships and certifications • Defines and executes internal and external communications • Develops educational programming for Solenis employees

99

Executive Committee

The Solenis Executive Committee 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 committee also is responsible for updating and maintaining the company's purpose, vision, mission, values and beliefs statements, and has primary responsibility for the development of corporate policies and procedures. Various members of the Executive Committee have responsibility for designated KPIs and objectives, including those relating to the company's sustainability strategy. The committee meets several times per month in addition to convening a monthly leadership accountability status-check meeting with a larger group of company leaders, called the Solenis Leadership Team. The Executive Committee reports formally to the Operating Council four times a year, and provides management and operations updates at least monthly.

JOHN PANICHELLA
Chief Executive Officer

PHILIP PATTERSON
Senior Vice President and Chief Financial Officer

ROYCE WARRICK
Senior Vice President, General Counsel and Corporate Secretary

JACQUES HERBER
President, Eurasia

DAN KEY
Senior Vice President and Chief Operations Officer

EDWARD CONNORS
President, Americas

ROBERT BAIRD
President, Pool Solutions

DAVID NOCEK
Senior Vice President and Chief Human Resources and Communications Officer

Solenis Executive Committee prior to Diversey acquisition on July 6, 2023

100

Sustainability Task Force

Solenis' Sustainability Task Force is led by the Chief Sustainability Officer (CSO) along with four other executives from other functions within the company. This leadership team meets weekly to manage long-term planning and set workstream agendas. The CSO has the primary responsibility for ensuring that the relevant processes and initiatives are aligned with the company's sustainability strategy. The full task force is comprised of 50 people who represent the various businesses, functions and locations throughout Solenis and meets on a bi-weekly basis. The Sustainability Task Force has the primary responsibility for overseeing the work associated with the four sustainability pillars 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
Talent Attraction & Retention	Human Resources
Human Capital Development	Human Resources
Diversity, Equity and Inclusion	Human Resources
Governance, Compliance, Laws & Regulations and Due Diligence	Legal / Office of Ethics and Compliance

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Business Ethics & 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℠ Culture – a focused approach of doing business consistent with our core values across all our operations around the world, without exception. Deliberate Ethics 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.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Global Standards of Business Conduct: the Code

Our Code is available in 16 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. In 2023, the total certification completion rate was 95%. The completion rate has remained consistently high year-over-year, which is significant given the acquisition-related employment increase. The OEC actively follows up on all outstanding certifications, and continuously looks for opportunities to further improve the process.

In addition, business associates, such as agents, distributors or other third-party representatives, acting on behalf of Solenis in any country, are expected to confirm their commitment to the compliance principles found in the Code.

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

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Supporting Policies

The policies, which 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. Some of these policies include, but are not limited to:

KEY POLICIES	POLICY OWNER	RELEVANT SUSTAINABILITY PILLAR
Anti-Corruption policy	Legal	Governance, Ethics and Compliance
Anti-Harassment policy	Legal, Human Resources	Governance, Ethics and Compliance
Antitrust and Competition Law policy	Legal	Governance, Ethics and Compliance
Conflicts of Interest policy	Legal	Governance, Ethics and Compliance
Data Protection policy	Legal	Governance, Ethics and Compliance
Human Rights policy	Human Resources, Sourcing	Well-being, Health & Safety of Our People
Reporting policy	Legal	Governance, Ethics and Compliance
Third-party Due Diligence policy	Legal	Governance, Ethics and Compliance
Third-party Gifts policy	Legal	Governance, Ethics and Compliance
Supplier Code of Conduct	Sourcing	Partnerships in our Value Chain
Responsible Care® policy	Environmental, Health & Safety	Protecting our Planet, Health & Safety of Our People

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Compliance Training

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 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.

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 80%. We provide additional tailored trainings to employees in various functions, based on risk assessments or operational needs, including competition and trade sanctions compliance training.

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 function with any questions or concerns. 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 2023, there were no incidents to report.

105

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

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 anti-corruption 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, non-routine 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 complies with all tax laws, regulations and disclosure requirements in all countries in which we operate. We submit all tax returns by their due dates with supporting documentation if necessary, and stay abreast of all changes in tax law and practice. To ensure continued compliance, we engage in regular training on any consequences of changes in tax law/practice.

Political Contributions

Solenis does not make any political contributions.

Marketing and Labeling Compliance

As a Responsible Care® company, Solenis has a longstanding 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

- German Federal Application Institute for Risk Assessment (BfR) recommendations

- Chinese GB regulation framework

- 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 (SDS) and product (handling) labels. Our SDS are provided directly to customers in the official language(s) of the country. We have the capability of using labels in 36 different languages, including traditional Chinese, Japanese, and Russian 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 2023, we managed 11,898 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.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Data Protection Governance

At Solenis, we view privacy as a basic human right, and we take the protection of personal data very seriously. We treat personal data confidentially, collect it and use it in accordance with applicable laws and regulations. This not only applies to employees' data, but also data of our customers, suppliers, business partners and other individuals with whom we work.

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 the 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 take action as appropriate. 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.

Solenis' Office of Data Privacy (ODP) ensures that Solenis handles personal data of employees, customers, providers or any other individuals in a secure and compliant way by monitoring and interpreting applicable regulations; increasing data privacy awareness; and employing leading edge detection and correction technology. In 2023, we did not receive any administrative fines or complaints about personal data management.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

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

SOLENIS ACHIEVES ISO 27001 CERTIFICATION FOR INFORMATION SECURITY

In 2023, Solenis developed and implemented a comprehensive action plan aimed at obtaining ISO 27001 certification of its information security systems, which the company received in November 2023. Published by the International Organization for Standardization (ISO), in partnership with the International Electrotechnical Commission (IEC), ISO 27001 is the leading international standard focused on information security. The ISO 27001 certification demonstrates that Solenis has put in place a system to manage risks related to the security of data owned or handled by the company, and that this system respects all the best practices and principles. ISO 27001 promotes a holistic approach to information security: vetting people, policies and technology. As part of the certification and program, Solenis will review its processes annually to identify areas for enhancement and adaptation. ISO 27001 certification holds us accountable for upholding the principles of confidentiality, integrity and availability.

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:

- The latest cybersecurity prevention and detection techniques with a globally distributed team of highly skilled experts.

- An evolving security model that helps us understand and respond to the ever-changing threat landscape.

- Focusing on the digital assets of our partners as much as our own.

- 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. In addition, Solenis information security and technology assessments are carried out multiple times per year by industry recognized third parties.

Impact Through Our Customers

Impact Through Our Customers

In this section:

R&D and Innovation

Customer Partnerships

Digitalization
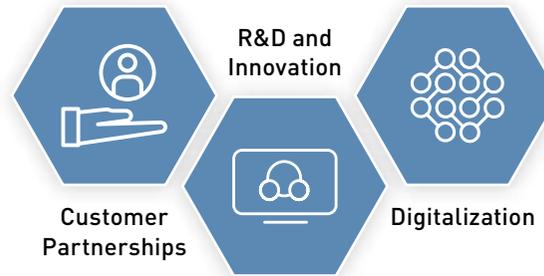
At Solenis, our focus is on providing solutions and services that allow our customers to reduce their carbon "footprint" and achieve their sustainability goals.

We call it our "handprint," and these efforts present not only an opportunity to grow our business by engaging with our customers in water-intensive industries to develop innovative and sustainable solutions, but in so doing they enable us to make an impact on the world's sustainability through our customers.

	KPI	Target	2023 Progress
Customers	• Drive value for our customers	• Deliver 5% return on investment for every customer year over year • By 2030, 90% of revenue generation will result from supporting customers' sustainability goals	• Met goal: documented $270 million. • 85% of revenues supported customers' sustainability goals
Planet & Climate	• Enable our customers to manage resources and manufacturing processes more effectively	• By 2025, 30% of our innovation programs will be focused on reducing our products' carbon footprint	• 18% of innovation programs drive reduced carbon footprint of our products
Circularity	• Support circular economy principles in our sustainability focus	• By 2025, 90% of innovation programs will have a sustainability / circularity focus	• 85% of innovation programs in pipeline with sustainability / circularity focus

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

**Impact Through
Our Customers**

Appendix

Our unique combination of the right people, with the right experience using the right technology, serves our customers by addressing their most demanding challenges with innovative solutions. By 2030, we aim to generate 90% of our revenue by supporting our customers' sustainability goals with our products and processes.

1. Right people

We have built a diverse team of 1,900 engineers and service technicians, supporting customer sites daily. 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 and improving customers' ability to design and manufacture their products in a more environmentally responsible way.

2. 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.

3. Right technology

Our world-renowned R&D team of more than 260 scientists and researchers delivers innovative and sustainable solutions that enable our customers to conserve natural resources and minimize waste in their operations.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

**Impact Through
Our Customers**

Appendix

Customer Partnerships

ValueAdvantage^{SM} Partner Program

The ValueAdvantage^{SM} partner program is Solenis' value delivery program for our Consumer Solutions and Industrial Solutions 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 chemistry, support, service 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 2023, we achieved $270 million of value for our customers globally. The internal Solenis ValueAdvantage database contains hundreds of improvement projects which are searchable by industry and application providing our global salesforce 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 initiatives that are 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_2 emissions, energy and water reduction at our customers' sites.

Voice of the Customer (VOC) - Consumer Solutions & Industrial Solutions

Completing the feedback loop and listening to our customers through VOC research enables Solenis to identify gaps in service and develop clarity on areas of strength. Our North American Corporate Development team has a robust qualitative methodology that has provided an excellent channel for two-way communication with our key accounts for many years. The program also includes an automated VOC tool that provides a feedback mechanism for all of our customers in every region. This tool can be initiated by the salesperson and is offered in 18 languages.

Data can be viewed via custom-built dashboards by various levels of management and allows for thousands of components of customer feedback. In 2023, we had a 38% completion rate for surveys sent with an average score of 4.17 on a five-point scale.

Real World Results

A geothermal power plant utilizes a Solenis patented, online scale cleaning program for geothermal wells to maximize its power production and reduce its annual carbon dioxide emissions.

Results:
Environmental: 3,763 tons CO_2 per year reduction

CO_2 savings is equal to emissions from removing 760 automobiles for one year

A European brewery optimized its bottle washing controls, pasteurization efficiency and water recovery reducing its annual water usage.

Results:
Water Savings: 25.2 million gallons per year

Equals enough water to fill 38 olympic-sized swimming pools each year

Advanced chemistry and a novel biofilm analyzer enabled an industrial gas plant to reduce corrosion and fouling in its cooling system reducing energy.

Results:
Environmental: 1.1 million kWh reduction annually

Equals the amount of electricity almost 1 US football field of solar panels produce per year

A containerboard mill utilized a comprehensive Solenis program to reduce CO_2 and water use and reduce cost.

Results:
Environmental: CO_2 savings by 7492 tons

Water Savings: 6 million gallons per year

CO_2 savings equal to amount of carbon sequestered by 112,383 tree seedlings grown for 10 years

A novel scale inhibitor program enabled a petroleum refinery to increase its cooling system cycles in a high stress and reduce water use.

Results:
Water Savings: 250 million gallons per year

Equals the average annual water use by 3 million people each day

Voice of the Customer (VOC) - Pool Solutions

The Pool Solutions business, following the CPG (consumer packaged goods) industry best practices, has a disciplined process for identifying needs gaps for the pool and spa market through direct consumer surveys, interviews, and shopper intercept studies. In 2023, we conducted multiple consumer surveys (including segmentation, product innovation, communication performance and usage and attitude studies) as well as customer specific shopper studies. These studies help us ensure our new solutions are focused on delivering the best value to solve the most pressing consumer issues and are communicating effectively. In addition to consumer and shopper research, we conduct a bi-annual Net Promoter Score study and Marketing Services Study with our dealer channel customers.

In our 2023 Net Promoter Score study, we asked our professional pool and spa dealer customers in the U.S.A. market to rate Solenis versus our competition. The results were as follows:

- Solenis gained 5 points in NPS from +31 in 2022 to +36 in 2023

- "Overall satisfaction" increased from 67% in 2022 to 72% in 2023

- "Likelihood to remain a Solenis customer" increased from 78% in 2022 to 85% in 2023

Key priority areas and challenges to address going forward include supply availability, customer service and shipping performance.

In our Marketing Services Study, we focused on evaluation of the current partner-based marketing initiatives within the dealer channel. Additionally, the study used gap analysis to identify future opportunities to improve our customer partnership and better drive demand within the dealer channel. The results showed strong satisfaction with dealer training initiatives and participants that engaged in the DIVE program. Opportunities for improvement exist in the areas of Industry Engagement and Digital-based Communications. In 2024, the findings will be utilized in efforts to continue to support stronger customer relations and grow sales in the dealer channel.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

**Impact Through
Our Customers**

Appendix
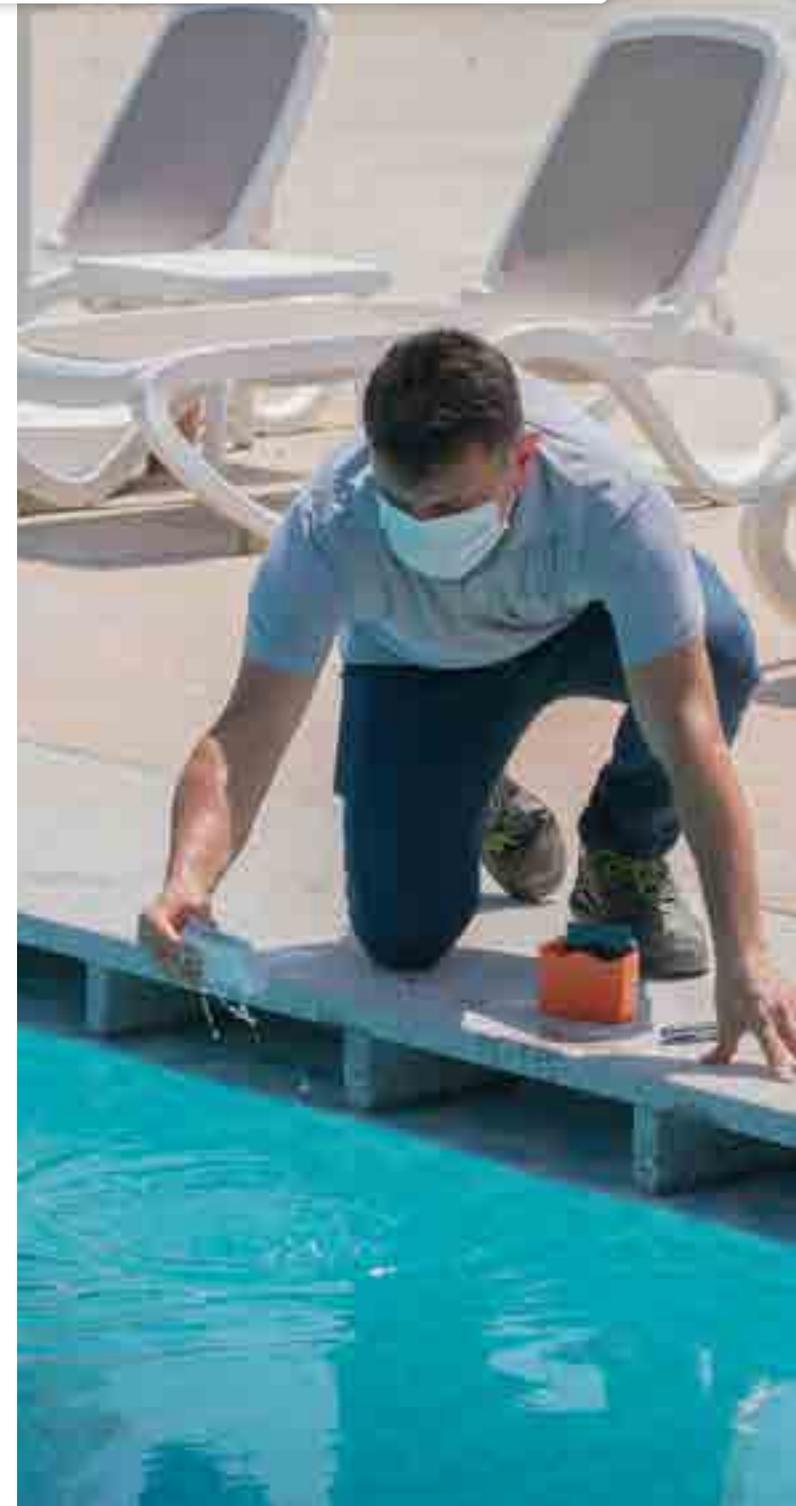
Solenis Sustainability Award

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. Possible project candidates are identified through a nomination process and verified through the ValueAdvantage^{SM} 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.

Customer	Overview
Repsol, S.A. Cartagena, Spain	Chargepac™ coagulant program reduced severe performance and corrosion problems in dissolved air flotation unit reducing risk of failing on environmental compliance through increased water re-use. Fresh water and energy savings were also achieved.
Braskem Regional Industrial Bahia, Brazil	A PerFormax™ scale inhibitor program increased the number of cooling tower cycles of operation resulitng in reduced water use, In addition,effluent generated and handling and transportation of treatment chemicals were also significantly reduced.
Mercer International Inc. Rosenthal, Germany	A Solenis silicone-based brown stock defoamer program improved the cleanliness of pulp and recovered black liquor sent back to the evaporation plant. This program reduced water consumption lowering the thermal energy required for the evaporation of the black liquor and its combustion.
Diageo Central Africa	Diageo, as part of its 2030 Spirit of Progress objectives, has set stretch targets to reduce its global water footprint. Through its partnership with Diversey across its eleven African breweries, Diageo is well on track to achieve its objectives ahead of time. Diversey has provided technical expertise and solutions to maximize the volume of water recovered at Diageo's water recovery plants, and in addition, through its proprietary AquaCheck program, Diversey has identified and supported the implementation of water reduction projects across all brewery operations. These optimization initiatives have reduced water consumption across the sites by more than 20% (in excess of 1m cubic meters per annum) while at the same time achieving a 23% reduction in the volume of chemicals consumed.
Target Corporation North America	Working together, Target and Diversey implemented a simplified store cleaning program to help reduce the company's annual chemical packaging waste. The simplified program yielded an annual estimated 58% packaging waste reduction including 68% less plastic and 40% less cardboard.

[Learn more](#) about our other 2023 Winners as well as past winners

R&D and Innovation

Solenis' innovations are focused on helping our customers in their sustainability journeys by reducing the consumption of water, energy and other resources in their processes. Solenis is recognized globally for our legacy of innovation. We invest in developing new chemistries to improve customers' products and processes, as well as developing technical solutions that enhance monitoring and optimizing the feeding of our specialty chemicals.

Our global research and development (R&D) team consists of approximately 300 employees, including approximately 70 experts with doctoral or master's degrees in a variety of fields. Within our R&D team, we also have a dedicated sustainability team which focuses on lifecycle analyses and other related topics. Solenis maintains 13 research & development and customer application facilities around the world which house a vast selection of comprehensive paper-testing and water analysis equipment and innovative process-simulation instrumentation. Solenis holds approximately 2,000 patents including patents for chemicals, equipment and process technologies that have transformed key business practices in a variety of industries.

Solenis typically aims to annually invest approximately 1.3% of total revenue in technology and new product development. The long-term goal is to consistently generate at least one-fourth of the company's revenues from products that are less than five years old, with 15% of all revenue being designated as New-to-the-World (NTW) innovation by 2025. In 2023, we increased the NTW component of our revenues from nearly 12.6% to 14.1%. In addition, almost 75% of our total 2023 revenue growth came from NTW products and processes.

Our R&D Priorities

Our approach to R&D is to align our efforts with key societal trends, or "megatrends," where we believe we can have a significant impact by bringing our technological expertise to bear upon potential solutions. Some of these megatrends include:

- The need to protect and conserve our supply of water as the consumption continues to outpace population growth

- The need to introduce more renewable and recyclable materials in packaging and other consumer products

- The need to replace single-use plastics in order to minimize landfill use and ocean pollution

- The need to identify new sources of low-cost energy along with methods to decrease its usage and impact upon the planet.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

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 sales forces 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 continuous meetings with an array of customers employing in part a formal New Product Blueprinting process. Secondly, we utilize an "open innovation" concept whereby 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 encourage our scientists to bring forth new and unique ideas to the forefront. The intent is to support the industries we serve to discover new and innovative approaches that are sustainable and efficient.

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.

Our R&D Platforms

WATER CONSERVATION

Solenis is exploring ways that industrial and municipal wastewater operations can increase the amount of solids in the sludge dewatering process. Higher solids reduce the sludge water content which in turn reduces the weight of the sludge shipped, thereby reducing the amount of energy consumed in transportation and incineration. These efforts would reduce Scope 3 GHG emissions for Solenis and its customers.

MONITORING AND CONTROL

Solenis is actively developing new sensor and controller technology both internally and with external partners. This development is complemented by the generation of associated algorithms by our applications personnel who are recognized as experts in solving problems in the commercial industries they serve. Our focus is on advancing from simple on/off control schemes to knowledge-based control systems. This includes on-line, real- time, performance monitoring capabilities to ensure the optimum level of product is being introduced. The ultimate result is artificial intelligence (AI)-based modelling systems, such as the OPTIX™ Applied Intelligence platform, which use predictive modelling to yield prescriptive optimization of chemical feed. These monitoring and control capabilities result in improved product quality, optimized use of raw materials and/or reduced water and energy consumption for the customer.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

BIO-RENEWABLES

Solenis is working on identifying bio-sourced feedstocks to help Solenis and our customers meet sustainability targets. A newly developed Biomaterials group is focusing on bringing platform bio-based solutions to all Solenis businesses. The group is undertaking development projects to implement short-, medium- and long-term solutions that help Solenis and our customers to meet sustainability targets. The Biomaterials group is currently focused on creating new technologies for specific product lines, as well as transformational platform technologies to build bio-derived content and sustainability characteristics into the core of Solenis' portfolio. Solenis' Contour™ barrier coating technology is an excellent example of this type of research effort.

PROCESS IMPROVEMENT

Our chemical engineering expertise, coupled with world-class systems and equipment, enable us to find optimized solutions for manufacturing facilities to limit resource consumption and reduce Solenis' carbon footprint. And, we are continuing to innovate within our own plants. We have developed novel application techniques to optimize product dosing and reduce chemical consumption. For example, we have improved our granular acrylamide processes. We achieved this by switching to LEDs, which significantly reduced our Scope 2 GHG emissions and chemical consumption. In addition, new process improvements have allowed us to produce higher molecular weight products with significantly lower residual monomers, providing a higher quality product to our customers while reducing our consumption of hazardous materials.

CIRCULAR FOOD PACKAGING

Solenis is working to enhance the functionality and circularity of fiber-based food packaging. These improvements enable fiber-based packaging to be an efficient and effective replacement for plastic-based packaging in a greater range of applications. We have developed and commercialized innovative technology in both advanced barrier coatings and internal additives for paper, board, and molded pulp items. These innovations effectively restrict the transfer of water, water vapor, hot and cold liquids, gases, oils, and greases by leveraging water-based polymer and/or wax emulsions, dispersions, or solid biowaxes. Maximizing the use of renewable raw materials is a primary goal in this area. Additionally, our fiber-based systems, equipped with these barriers, are designed to be re-pulpable and recyclable. This enables seamless integration into the existing circular economy. Furthermore, many end products utilizing these solutions are compostable and biodegradable, providing food packaging producers with an additional means to enhance their sustainability credentials with brand owners, retailers, and consumers. What's more, our team has pioneered new laboratory-based screening methods to assess recyclability, ensuring our products contribute effectively to a circular economy while addressing challenges in recycling.

PACKAGING CENTER OF EXCELLENCE DELIVERS SUSTAINABLE SOLUTIONS

In 2023, Solenis opened two new international centers of excellence (COE) to help drive more sustainable solutions for the consumer paper packaging industry. One COE is virtual, allowing customers to participate remotely in lab experiments, while the other center is in a new customer support analytical and applications laboratories facility in Monchengladbach, Germany.

Our virtual Packaging Center of Excellence lets you participate in live, real-time lab trials — at one of our regional innovation centers or virtually. With industry-leading testing capabilities, we can run evaluations and testing in key areas like strength, digital print, barrier coatings and colorants for the packaging and food & beverage paper packaging markets.

DEVELOPMENT OF A FOSSIL-FREE DEFOAMER REDUCES CARBON FOOTPRINT

Solenis researchers set out to re-formulate a pulp mill defoamer to create fossil-free version using proven backbone silicone technologies. Working with our suppliers to obtain biomass-balanced silicone compounds as certified by RedCert, the emulsification package was reformulated to contain 100% bio-based materials. The fossil-free product had 10x lower MOSH (Mineral Oil Saturated Hydrocarbons) resulting in a longer shelf life. The final product was certified to ensure transparency and consistency across our supply chain and production. A 26% reduction in carbon footprint was realized when considering the carbon footprint including CO_2 uptake (IPCC 2021).

% Reduction in Product Carbon Footprint for Pulp Defoamer

Fossil-Free Defoamer	Fossil Defoamer
75%	100%
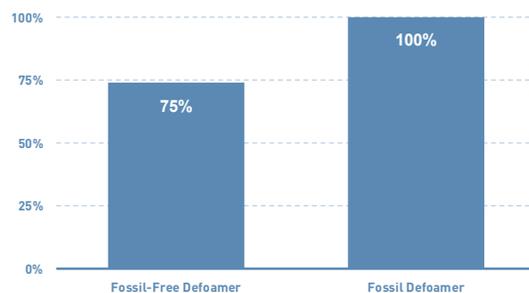
MICROBIOLOGY

As a leader in water treatment, Solenis is working to develop innovative technologies for microbiological control programs. Collaborating with an external partner, we have patented an oxidizing chemistry that significantly reduces chlorine usage while providing equal to, or better, performance. In addition, the use of non-toxic adjunct technologies is being developed which can further enhance the biofilm control properties of the treatment program. This chemistry is packaged together with patented real-time, on-line, biofilm monitoring capability to optimize dosages, reduce costs and improve overall system efficiency.

REDUCING OUR CARBON FOOTPRINT

Our products play a pivotal role in reducing the consumption of water, energy, and raw materials in our customers' processes. However, our products also create an environmental impact because of the raw materials and the energy that go into their manufacture. The first step in reducing a manufacturer's footprint is a thorough understanding and quantification of that impact. That is why Solenis has embarked on a series of Product Carbon Footprint (PCF) studies. These studies employ a "Cradle to Gate" approach, accounting for the environmental impact of raw material extraction, transport, and energy consumption within the operational facility; however, they exclude considerations for packaging, waste disposal, and transport. We are also developing an advanced tool to automate the calculation of our products' carbon footprint and will encompass our extensive product portfolio.

Armed with this data, we can implement a multifaceted strategy involving exploring alternatives to fossil-based raw materials, optimizing supply chain logistics and manufacturing processes. In 2023, 18% of our innovation programs were dedicated to reducing our products' carbon footprint. Looking forward, our goal is to increase this share to 30% by 2025.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Digitalization

In 2023, Solenis reached three significant accomplishments in terms of leveraging digitalization to enhance our value to customers.

The first was the launch of fully remote Technical Performance Monitoring (TPM) capabilities as part of the emerging Solenis™ Cloud platform. Built on the industry's most advanced Internet of Things (IoT) foundation, TPM is available to any customer site anywhere in the world. It enables data to be captured from virtually any source – device driven or manually captured – and enables our service teams to remotely monitor how our solutions are performing in the customer applications which we treat. Adoption of TPM has been brisk and the number of connected devices is now in the thousands.

Not only does TPM offer advanced analytical and alarming capabilities, it also greatly accelerates early detection of potential performance issues. These early indicators enable our remotely located applications experts to quickly assist local service teams in rapid response and resolution of potential issues before they can adversely impact customer operations. Additionally, the new platform will help Solenis achieve our own sustainability goals by minimizing the need for technical and commercial representatives to travel to customer sites. Now, our face-to-support will be augmented by cloud-based collaboration, ensuring we can still partner effectively with our customers, while still honoring our commitment to be a force for sustainable change.

123

LEVERAGING ARTIFICIAL INTELLIGENCE OPTIX™ HAS POSITIVE IMPACT ON SUSTAINABILITY GOALS

Utilized in autonomous control, OPTIX™ applied intelligence routinely provides customers with a 10-15% reduction in chemistry. OPTIX's impact on chemical demand, combined with Solenis' digital inventory management, reduces product shipments, positively impacting our customers carbon footprint. One large corporate customer utilized OPTIX to reduce their CO_2e by more than 2,800 tons/yr via reduced tanker truck deliveries. These positive impacts on our customers' ESG performance have promoted new sales opportunities and solidified existing business with these corporate accounts

The second achievement was 85.7% growth in the number of OPTIX™ applications sold, the leading global artificial intelligence (AI)-based solution for pulp and paper chemistry applications. This comes after a 40% increase in deployments in 2022, showing how this novel digital solution has earned the trust of the pulp and paper manufacturing community. OPTIX uses machine learning and AI to leverage complex data to help papermakers reduce variability and improve quality while optimizing the control of chemistries in pulp and paper manufacturing. Many customers have reported that the twice-daily analytical reports provided by OPTIX provide invaluable insights into their processes – insights that would have been impossible to achieve with human operators alone. OPTIX is currently being integrated into the new Solenis Cloud to allow us to continue to build on our leadership position in this area.

The third milestone in 2023 was the integration of digital solutions capabilities between Solenis and the newly acquired Diversey business. This integration roughly doubles the resources and capabilities in play in a mostly complementary manner. Strengths in user experience capabilities and industry focus in food and beverage (F&B) and institutional markets are additive to Solenis' digital capabilities in analytics and other focus industries. Both teams enjoy industry-leading IoT capabilities. The result is a digital powerhouse capable of offering innovative digital solutions across all markets with best-in-class offerings across the digital solutions spectrum. This capability will allow Solenis to further strengthen our innovation pipeline of digital solutions which will be a key focus in 2024.

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Value Chain

Our innovative solutions support a circular economy and improve sustainability of customer operations and performance of their products. Throughout our full value chain – inputs and outputs – we focus on ensuring that we are meeting our customers' sustainability needs. When we meet those expectations, we not only drive sustainability for our customers, but for ourselves as well. The information included in this Value Chain only includes Solenis data for FY2023. Diversey data will be included for FY2024. See table on page 7.

SOLENIS VALUE CHAIN FY2023

INPUTS

REACH
› **130** Countries
› **6** Continents
› **3** Business units
› **4** Regions

PEOPLE
› **6,788** Employees
› **2,078** Sales, service, & applications representatives
› **31.7%** Total workforce diversity (gender / US race ethnicity)
› **31%** represented employees

INNOVATION
› **9** Global R&D sites
› **8** Regional Applications Laboratories
› **304** Research personnel
› **1.3%** Annual sales invested in R&D

PARTNERSHIPS
› **11,000** Customers
› **1,376** Raw material suppliers
› **11,776** Indirect suppliers
› External technology partners

OPERATIONS
› **45** Solenis-owned plants
› **3** Plants operated at customer facilities
› **92** Warehouses
› **0.8** Billion kg raw materials procured

COMMUNITIES
› Responsible operations
› **2,790** Supply chain employees

Center Diagram

MANUFACTURING · CONSUMER SOLUTIONS · POOL SOLUTIONS · INDUSTRIAL SOLUTIONS · RESEARCH & DEVELOPMENT

DELIVERING VALUE

CUSTOMERS · SUPPLIERS · REGULATORY BODIES · COMMUNITIES · INVESTOR COMMUNITY · DISTRIBUTORS · RETAILERS

To unlock the potential of water and renewable resources to build a safer, healthier, more sustainable world.

OUR PURPOSE
TO IMPROVE LIFE THROUGH WATER

OUTPUTS

REACH
› Global portfolio of services & products
› Strategic acquisitions add new markets, products & customers

PEOPLE
› **0.40** Recordable injury rate
› 2030 Vision on doubling diversity
› **5%** Target for employee learning & training time
› **4.3/5** Employee engagement score

INNOVATION
› **2,000** Patents
› Customer-trusted brands
› Product offerings that achieve sustainability goals
› Accelerating digital transformation
› **11.7%** New product revenue defined as new to the world

PARTNERSHIPS
› **$270M** Value created for customers
› Market leader in growth markets
› **82%** of suppliers enrolled in GRMS
› Ongoing development of sustainable solutions

OPERATIONS
› **2.0 Billion** kg of specialty chemicals sold, of which **1.3 Billion** kg of Specialty chemicals produced **14,000** active products

COMMUNITIES
› Safer operations
› Minimizing environmental impact
› **>$168,000 USD** donations through **SolenisGives**

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Appendix

Stakeholder Engagement

Stakeholder engagement is integral to achieving our sustainability commitments. Our key stakeholders and how we engage with them is described below. 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. Feedback from stakeholders is constantly incorporated into business strategy and helps to inform our sustainability journey.

Stakeholder group	How we engage	
Employees	• Town Hall — global and regional • InSite and SharePoint • Leaders Speak • Virtual meetings • Health and Safety meetings and trainings • Training and development initiatives • EHS Impact meetings • Safety Toolbox meetings	• Phone / e-mail contact • EHS Dashboard • Share Your Concern hotline • Employee surveys (Annual Culture Survey) • Recognition awards • Job Safety Assessments (JSA) • Behavior-Based Safety Observations (BBSOs)
Customers	• Product information (SDS, labeling, etc.) • Product Stewardship • Company website: www.solenis.com • Phone / e-mail contact • Sales Safety contact	• Events and conferences • Product / Technical Bulletins • Emergency Response Call • Customer satisfaction survey • Customer awards
Financial partners	• Company website: www.solenis.com • Phone / e-mail contact • Quarterly financial statements	• Quarterly earnings call • Events and conferences
Suppliers and contractors	• On-site orientation • Contractor procedure review (booklet) • Contractor Safety Audits	• Safety meetings and training • Supplier assessments and audits • Phone / e-mail contact
Communities	• Company website: www.solenis.com • Phone / e-mail contact • Chambers of commerce	• SolenisGives platform • Community Relations Plan • Company sites visits
National and local regulators	• Engagement through industry associations • Permit applications • Regulatory inspections • Ongoing regulatory compliance monitoring	• Phone / e-mail contact • Written communications • Product and substance registrations and notifications

ESG Data Table

Environmental data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
General								
2-12, 2-13		Senior management oversight and responsibility						
		Board of Directors oversees and/or manages climate-related risks?		No	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	#	36	37	45	45	x
		Solenis owned Manufacturing Equipment Operated at Customer Facilities	#	4	4	3	3	x
Solenis		Total production volume	metric tons	1,344,125	1,413,844	1,365,942	1,300,143	x
301-1		Purchased raw materials	metric tons	490,700	520,200	684,000	762,000	
Energy								
302-1	12	Energy consumption within the organisation						
		a. Total fuel consumption within the organization from non-renewable sources	GJ	3,109,869	3,129,981	3,262,953	3,331,421	x
		i) Natural Gas	GJ	2,740,264	2,780,761	2,892,910	2,909,618	
		ii) Distillate Fuels	GJ	287,060	277,125	299,160	340,647	
		iii) LPG	GJ	8,616	9,362	13,617	16,422	
		iv) Methanol	GJ	73,929	62,732	57,266	64,734	
		b. Total fuel consumption within the organization from renewable sources	GJ	79,351	83,639	123,200	26,346	x
		i) Landfill Gas	GJ	79,351	83,639	101,299	0	
		ii) Bio Gas	GJ	0	0	21,900	26,346	

Environmental data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
		c. Electricity, heat, cooling and steam consumed note: data is not collected on cooling	GJ	1,467,551	1,532,598	1,477,359	1,474,117	x
		i) Electricity	GJ	961,509	996,970	971,083	1,055,531	
		ii) Heating	GJ	0	0	4,226	4,435	
		iii) Cooling	GJ	-	-	-	0	
		iv) Steam	GJ	506,042	535,629	502,050	414,151	
		d. Electricity, heat, cooling and steam sold	GJ	212,648	231,961	256,087	185,627	x
		i) Electricity	GJ	79,838	71,750	107,052	50,653	
		ii) Heating	GJ	0	0	0	0	
		iii) Cooling	GJ	0	0	0	0	
		iv) Steam	GJ	132,810	160,212	149,035	134,974	
		e. Total energy consumption within the organization	GJ	4,444,124	4,514,256	4,607,425	4,646,258	x
302-3	12	Energy intensity ratio	GJ/metric ton production	3.31	3.19	3.37	3.57	x

Water and Effluents

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
303-3	6	Water withdrawal						
		a. Total water withdrawal from all areas	megalitres	6,280	6,377	6,014	7,320	x
		i) Surface Water	megalitres	936	1,080	996	851	
		ii) Groundwater	megalitres	2,373	2,216	2,078	2,046	
		iii) Seawater	megalitres	0	0	0	0	
		iv) Produced Water	megalitres	0	0	0	0	
		v) Third-party water	megalitres	2,971	3,081	2,939	4,423	

Environmental data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
		b. Total water withdrawal from all areas with water stress	megalitres	264	272	288	1,015	
		i) Surface Water	megalitres	0	0	0	0	
		ii) Groundwater	megalitres	0	0	0	653	
		iii) Seawater	megalitres	0	0	0	0	
		iv) Produced Water	megalitres	0	0	0	0	
		v) Third-party Water	megalitres	264	272	288	362	
303-4	6	**Water discharge**						
		a. Total water discharge to all areas	megalitres	4,038	4,081	3,771	4,586	x
		i) Surface Water	megalitres	2,897	2,997	2,504	2,866	
		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	1,142	1,084	1,267	1,720	
		b. Total water discharge to all areas with water stress	megalitres	189	188	207	828	
		i) Surface Water	megalitres	0	0	0	650	
		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	189	188	207	178	

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Environmental data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
303-5	6	Water consumption						
		a. Total water consumption from all areas	megalitres	2,241	2,297	2,242	2,734	x
		b. Total water consumption from all areas with water stress	megalitres	75	84	81	187	
Solenis		Water consumption intensity	m³/metric ton production	1.67	1.62	1.64	2.10	x
		Water reclaimed	megalitres	2,897	2,997	2,504	2,866	

Emissions

305-1	13	Direct (Scope 1) GHG emissions of CO_2 equivalent	metric tons	160,584	160,821	168,271	184,398	x
305-2	13	Energy indirect (Scope 2) GHG emissions of CO_2 equivalent						
		a. Gross location-based	metric tons	116,167	118,919	116,335	135,747	x
		b. Gross market-based	metric tons	125,092	128,033	122,980	142,930	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	x
		c. Biogenic GHG emissions of CO_2 equivalent	metric tons	3,936	4,149	6,110	1,325	
305-4	13	GHG emissions intensity (Scope 1 & Market based Scope 2)	metric ton CO2e / metric ton production	0.21	0.20	0.21	0.25	x
305-6	13	Emissions of ozone-depleting substances (ODS)	metric ton CFC-11e	0	0	0	0.20	
305-7	13	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions						
		a. NOx	metric tons	115	156	193	272	
		b. SOx	metric tons	13	22	17	82	
		b. VOC	metric tons	255	253	172	123	

Environmental data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
Waste								
306-3	12	**Waste generated**						
		a. Total weight of waste generated	metric tons	25,913	24,700	29,376	36,484	x
		i) Non- hazardous waste	metric tons	13,922	12,261	16,030	22,018	x
		ii) Hazardous waste	metric tons	11,991	12,439	13,346	14,466	x
306-4	12	**Waste diverted from disposal**						
		a.Total waste diverted from disposal	metric tons	-	-	10,268	9,935	
		i) Non- hazardous waste	metric tons	-	-	3,994	3,800	
		ii) Hazardous waste	metric tons	-	-	6,274	6,135	
		b. Hazardous waste diverted from disposal						
		i) Preparation for reuse	metric tons	-	-	1,068	2,317	
		ii) Recycling	metric tons	-	-	1,433	1,126	
		iii) Other recovery operations	metric tons	-	-	3,773	2,692	
		c. Non-hazardous waste diverted from disposal						
		i) Preparation for reuse	metric tons	-	-	473	689	
		ii) Recycling	metric tons	-	-	1,414	1,581	
		iii) Other recovery operations	metric tons	-	-	2,107	1,529	

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Environmental data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
306-5	12	**Waste directed to disposal**						
		a.Total directed to disposal	metric tons	-	-	19,108	26,549	
		i) Non- hazardous waste	metric tons	-	-	12,036	18,218	
		ii) Hazardous waste	metric tons	-	-	7,072	8,331	
		b. Hazardous waste directed to disposal						
		i) Incineration with energy recovery	metric tons	-	-	2,264	1,114	
		ii) Incineration without energy recovery	metric tons	-	-	725	1,167	
		ii) Landfilling	metric tons	-	-	962	2,501	
		iii) Other disposal operations	metric tons	-	-	3,121	3,550	
		c. Non-hazardous waste directed to disposal						
		i) Incineration with energy recovery	metric tons	-	-	641	816	
		ii) Incineration without energy recovery	metric tons	-	-	243	437	
		ii) Landfilling	metric tons	-	-	6,511	11,586	
		iii) Other disposal operations	metric tons	-	-	4,641	5,380	
Solenis		**Waste Intensity**						
		a.Total generation intensity	kg/metric ton production	19.3	17.5	21.5	28.1	x
		b.Total disposal intensity	kg/metric ton production	-	-	14.0	20.4	

Incidents

Solenis		Environmental Incident Classification (EIC) Score	#	75	75	49	79	x
		Process Safety Management Incidents	#	-	-	-	7	x

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
2-7	5	Employees						
		a.Total number of employees	#	5,161	5,292	6,438	6,788	x
		i) Female employees	%	23	24	26	27	x
		ii) Diverse population of VP and above	%	-	26	24	27	x
		iii) Diverse population for director and above	%	-	25	25	27	x
		iv) Part time employees	%	-	2	2	2	x
2-21	5	Ratio of CEO total compensation to median full-time employee total compensation	#	34:1	88:1	41:1	39:1	
401-1		Hires						
		Hires by Age						
		20 and under	%	-	-	-	6	
		21-30	%	-	-	-	36	
		31-40	%	-	-	-	30	
		41-50	%	-	-	-	16	
		51-60	%	-	-	-	10	
		61-64	%	-	-	-	2	
		65 and over	%	-	-	-	1	
		Hires by gender						
		Male	%	-	-	-	65	
		Female	%	-	-	-	34	
		Not Declared	%	-	-	-	0	

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
		US Hires by Ethnicity						
		American Indian or Alaska Native (Not Hispanic or Latino) (United States of America)	%	-	-	-	1	
		Asian (Not Hispanic or Latino) (United States of America)	%	-	-	-	4	
		Black or African American (Not Hispanic or Latino) (United States of America)	%	-	-	-	13	
		Hispanic or Latino (United States of America)	%	-	-	-	6	
		I do not wish to answer. (United States of America)	%	-	-	-	5	
		Two or More Races (Not Hispanic or Latino) (United States of America)	%	-	-	-	2	
		White (Not Hispanic or Latino) (United States of America)	%	-	-	-	67	
		Hires by Management Level						
		Director	%	-	-	-	1	
		Executive	%	-	-	-		
		Individual Contributor	%	-	-	-	90	
		Manager	%	-	-	-	5	
		Supervisor	%	-	-	-	3	
		Vice President	%	-	-	-	0	

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
401-1		Terminations						
		Terminations by Age						
		20 and under	%	-	-	-	7	
		21-30	%	-	-	-	27	
		31-40	%	-	-	-	27	
		41-50	%	-	-	-	15	
		51-60	%	-	-	-	13	
		61-64	%	-	-	-	6	
		65 and over	%	-	-	-	5	
		Terminations by Gender						
		Male	%	-	-	-	69	
		Female	%	-	-	-	31	
		Not Declared	%	-	-	-	0	

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
		US Terminations by Ethnicity						
		American Indian or Alaska Native (Not Hispanic or Latino) (United States of America)	%	-	-	-	1	
		Asian (Not Hispanic or Latino) (United States of America)	%	-	-	-	6	
		Black or African American (Not Hispanic or Latino) (United States of America)	%	-	-	-	11	
		Hispanic or Latino (United States of America)	%	-	-	-	6	
		I do not wish to answer. (United States of America)	%	-	-	-	3	
		Two or More Races (Not Hispanic or Latino) (United States of America)	%	-	-	-	2	
		White (Not Hispanic or Latino) (United States of America)	%	-	-	-	68	
		Terminations by Management Level						
		Director	%	-	-	-	1	
		Individual Contributor	%	-	-	-	92	
		Manager	%	-	-	-	4	
		Supervisor	%	-	-	-	3	
		Vice President	%	-	-	-	0	

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
401-1b		Year-over-year change for full time employees	%	10.4	10.1	12.1	9.8	x
		Anti-Harassment Training						
		Global Workspace Harassment Prevention for Employees	%				88	
		Global Workspace Harassment Prevention for Managers	%				96	
403-9	8	Work related injuries for all employees						
		a. Fatalities as a result of work related injury	#	0	1	0	0	
		b. High-consequence work related injuries	#	-	-	2	0	
		c. Recordable work related injuries						
		i) Recordable Injuries (OSHA criteria)	#	29	22	17	28	x
		ii) Total Recordable Rate (OSHA criteria)		0.53	0.41	0.30	0.40	x
		iii) Days away from work cases (OSHA criteria)	#	13	11	13	12	x
		iv) Days away from work rate (OSHA criteria)		0.24	0.20	0.23	0.17	x
		v) Lost time injury frequency rate (LTIFR)		1.19	1.01	1.13	0.86	x
		vi) Lost time injury severity rate (LTISR)	#	0.06	0.02	0.08	0.01	x
		d. Number of hours worked	hours	10,959,000	10,849,000	11,466,000	13,883,387	x

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
405-1	5	Diversity of governance bodies and employees						
		a. Governance Bodies						
		i) Gender						
		Board seats occupied by women	#	0	0	1	1	
		Committee chairs occupied by women	%	0	0	0	-	
		Women total management	%	-	20	24	24	
		Women VP and above	%	-	21	20	23	
		Women Director and above	%	-	20	19	23	
		Women junior level managers	%	-	21	25	24	
		Women in Management in revenue-generating fields	%	-	-	14	15	

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
		ii) Age						
		VP and Above < 30	%	-	-	0	-	
		Director and Above <30	%	-	-	0	1	
		Junior Management <30	%	-	-	2	3	
		Total Management <30	%	-	-	2	2	
		VP and Above 31-50	%	-	-	31	28	
		Director and Above 31-50	%	-	-	37	34	
		Junior Management 31-50	%	-	-	57	57	
		Total Management 31-50	%	-	-	54	53	
		VP and Above 50+	%	-	-	69	72	
		Director and Above 50+	%	-	-	63	65	
		Junior Management 50+	%	-	-	41	41	
		Total Management 50+	%	-	-	45	44	
		iii) Combined diversity						
		VP and above	%	-	26	25	27	x
		Director and above	%	-	25	25	27	x
		iv) U.S. Race/Ethnicity						
		Total management	%	-	-	15	19	
		VP and above	%	-	-	9	12	
		Director and above	%	-	-	14	12	
		Junior level managers	%	-	-	15	21	

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
		b. Total employees						
		i) Gender						
		Total workforce - Women	%	23	24	26	27	x
		APAC	%	22	22	25	25	
		EMEA	%	25	26.2	28	29	
		LA	%	22	26	29	32	
		NA	%	22	22	24	24	
		Women <30 years old	%	-	-	37	39	
		Women 31-50 years old	%	-	-	28	28	
		Women >50 years old	%	-	-	18	19	
		Women in STEM related fields	%	-	-	18	19	
		ii) Age						
		<30 years old	%	-	-	18	17	x
		31-50 years old	%	-	-	51	52	x
		>50 years old	%	-	-	31	31	x

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
		iii) Combined diversity						
		Total workforce	%	-	-	31	32	
		<30 years old	%	-	-	40	42	
		31-50 years old	%	-	-	32	33	
		>50 years old	%	-	-	23	24	
		iv) U.S Race/Ethnicity						
		American Indian or Alaska Native	%	-	-	1	1	
		Asian	%	-	-	3	3	
		Black or African American	%	-	-	12	12	
		Hispanic or Latino	%	-	-	5	5	
		Native Hawaiian or Pacific Islander	%	-	-	0	0	
		Two or More Races	%	-	-	1	1	
		White	%	-	-	75	74	
		Not Disclosed	%	-	-	2	3	
		v) Racial/Ethnical Diversity, BIPOC						
		<30 years old	%	-	-	19	21.1	
		31-50 yesars old	%	-	-	29	28.5	
		>50 years old	%	-	-	19	18.5	

Social data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
405-2		Ratio of basic salary and remuneration of women to men						
		a. Ratio of median male compensation to median female compensation	#	1.19:1	1.22:1	1.26:1	1.26:1	x

Governance data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
2-5		Company's sustainability disclosures assured or validated by a third party		No	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	17	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)	%	35	79	60	88	x
		Ethics and/or Anti-Corruption policy		Yes	Yes	Yes	Yes	x
		Workforce who have formally certified its compliance with the policy	%	95	96	95	95	x

Governance data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
3-3		**Management Systems**						
		RC 14001 Certified Facilities	#	27	33	33	34	x
		RC 14001 Certified Facilities	%	75	89	92	94	x
		ISO 14001 Certified Facilities	#	29	34	33	35	x
		ISO 14001 Certified Facilities	%	81	92	92	95	x
		ISO 45001 Certified Facilities	#	26	33	33	35	x
		ISO 45001 Certified Facilities	%	72	89	92	95	x
		ISO 50001 Certified Facilities	#	2	2	2	2	x
		Sedex Facilites	#	23	34	36	36	x
		Sedex Facilites	%	67	92	97	97	
		ISO 9001 Certified Facilities	#	32	35	37	40	x
		ISO 9001 Certified Facilities	%	91	95	95	98	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	No	Yes	Yes	x

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Governance data

Reference GRI Indicator / Solenis Metric	Sustainable Development Goals (SDG)	Description	Units	2020	2021	2022	2023	Externally Assured Metrics
418		Data privacy policy		Yes	Yes	Yes	Yes	
		Steps to comply with GDPR rules		Yes	Yes	Yes	Yes	
		Company published Sustainability Report		Yes	Yes	Yes	Yes	x
		Sustainability data included in Regulatory Filings		–	–	–	Yes	x
		Sustainability data provided to sustainability reporting frameworks		No	Yes	Yes	Yes	x
		Company focus on specific UN Sustainable Development Goals (SDG's)		No	Yes	Yes	Yes	x
		Company set targets and report progress on the UN SDG's		No	No	Yes	Yes	x

Basis of Reporting Document

GRI Content Index

Statement of use	Solenis has reported in accordance with the GRI Standards for the period [Oct. 1, 2022 – Sept. 30, 2023].
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	none

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Page 6
	2-2 Entities included in the organization's sustainability reporting	Page 6
	2-3 Reporting period, frequency and contact point	Page 6
	2-4 Restatements of information	"None"
	2-5 External assurance	Page 157
	2-6 Activities, value chain and other business relationships	Page 126
	2-7 Employees	Page 31, 33, 135
	2-8 Workers who are not employees	Not tracked
	2-9 Governance structure and composition	Page 97–100
	2-10 Nomination and selection of the highest governance body	Not applicable
	2-11 Chair of the highest governance body	Page 98
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 97–100
	2-13 Delegation of responsibility for managing impacts	Page 97, 99

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
	2-14 Role of the highest governance body in sustainability reporting	Page 99
	2-15 Conflicts of interest	Page 97
	2-16 Communication of critical concerns	Page 102
	2-17 Collective knowledge of the highest governance body	Page 97
	2-18 Evaluation of the performance of the highest governance body	Not applicable
	2-19 Remuneration policies	Page 50, 144
	2-20 Process to determine remuneration	None
	2-21 Annual total compensation ratio	Page 50, 55–58, 135
	2-22 Statement on sustainable development strategy	Page 4
	2-23 Policy commitments	Page 102
	2-24 Embedding policy commitments	Page 104–105
	2-25 Processes to remediate negative impacts	Page 102, 103, 105
	2-26 Mechanisms for seeking advice and raising concerns	Page 105
	2-27 Compliance with laws and regulations	Nothing material to report
	2-28 Membership associations	Memberships
	2-29 Approach to stakeholder engagement	Page 128
	2-30 Collective bargaining agreements	Page 59

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 15–16
	3-2 List of material topics	Page 17
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Confidentiality constraints: Solenis is privately held and therefore does not disclose information on this topic
	201-2 Financial implications and other risks and opportunities due to climate change	
	201-3 Defined benefit plan obligations and other retirement plans	
	201-4 Financial assistance received from government	
Market presence		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 50
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Page 56, 57
	202-2 Proportion of senior management hired from the local community	Page 44
Indirect economic impacts		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 90
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Page 65
	203-2 Significant indirect economic impacts	Page 53
Procurement practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 84
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Page 84

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Anti-corruption		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Page 106
	205-2 Communication and training about anti-corruption policies and procedures	Page 105
	205-3 Confirmed incidents of corruption and actions taken	Nothing material to report
Anti-competitive behavior		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Nothing material to report
Tax		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 106
GRI 207: Tax 2019	207-1 Approach to tax	Page 106
	207-2 Tax governance, control, and risk management	Page 106
	207-3 Stakeholder engagement and management of concerns related to tax	Page 106
	207-4 Country-by-country reporting	N/A
Materials		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 84
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Page 129
	301-2 Recycled input materials used	"None"
	301-3 Reclaimed products and their packaging materials	"None"

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 66
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 66
	302-2 Energy consumption outside of the organization	Page 66
	302-3 Energy intensity	Page 67
	302-4 Reduction of energy consumption	Page 67
	302-5 Reductions in energy requirements of products and services	Page 115
Water and effluents		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 72
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 115
	303-2 Management of water discharge-related impacts	None
	303-3 Water withdrawal	Page 130
	303-4 Water discharge	Page 131
	303-5 Water consumption	Page 73
Biodiversity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 75
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Page 75
	304-2 Significant impacts of activities, products and services on biodiversity	Page 75
	304-3 Habitats protected or restored	Page 75
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Page 75

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 66
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Page 67, 132
	305-2 Energy indirect (Scope 2) GHG emissions	Page 66
	305-3 Other indirect (Scope 3) GHG emissions	Page 68, 69
	305-4 GHG emissions intensity	Page 67
	305-5 Reduction of GHG emissions	Page 67
	305-6 Emissions of ozone-depleting substances (ODS)	Page 132
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Page 132
Waste		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 77
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 77
	306-2 Management of significant waste-related impacts	Page 77
	306-3 Waste generated	Page 77
	306-4 Waste diverted from disposal	Page 133
	306-5 Waste directed to disposal	Page 134
Supplier environmental assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 80
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Page 84, 87
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 84, 87

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Employment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 24
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Page 32, 136 ,137
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 52
	401-3 Parental leave	Page 54
Labor/management relations		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 50
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Page 59
Occupational health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 25
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 25
	403-2 Hazard identification, risk assessment, and incident investigation	Page 25
	403-3 Occupational health services	Page 25
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 25
	403-5 Worker training on occupational health and safety	Page 25
	403-6 Promotion of worker health	Page 25
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 25
	403-8 Workers covered by an occupational health and safety management system	Page 25
	403-9 Work-related injuries	Page 25
	403-10 Work-related ill health	Page 25

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Training and education		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 44
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 47
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 44
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 44
Diversity and equal opportunity		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 37
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Page 31–33, 98, 135, 136
	405-2 Ratio of basic salary and remuneration of women to men	Page 55–58
Non-discrimination		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Not applicable
Freedom of association and collective bargaining		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 59
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 59
Child labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Not applicable
Forced or compulsory labor		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Page 102

Table of
Contents   Introduction
& About   Well-being, Health &
Safety of Our People   Protecting
Our Planet   Partnerships in
Our Value Chain   Governance,
Ethics & Compliance   Impact Through
Our Customers   Appendix

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Security practices		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not applicable
Rights of indigenous peoples		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	Not applicable
Local communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 90
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 90
	413-2 Operations with significant actual and potential negative impacts on local communities	Page 90
Supplier social assessment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 84
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 87
	414-2 Negative social impacts in the supply chain and actions taken	Page 86
Public policy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 102
GRI 415: Public Policy 2016	415-1 Political contributions	Page 106

155

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
Customer health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 107, 119
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Not tracked
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Not tracked
Marketing and labeling		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 107
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Page 107
	417-2 Incidents of non-compliance concerning product and service information and labeling	Page 107
	417-3 Incidents of non-compliance concerning marketing communications	Page 107
Customer privacy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Page 108
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 108

Table of
Contents

Introduction
& About

Well-being, Health &
Safety of Our People

Protecting
Our Planet

Partnerships in
Our Value Chain

Governance,
Ethics & Compliance

Impact Through
Our Customers

Appendix

Assurance Report

Independent Limited Assurance Report to Solenis LLC

ERM Certification and Verification Services Limited ("ERM CVS") was engaged by Solenis LLC ("Solenis") to provide limited assurance in relation to the selected information set out below and presented in Solenis' 2023 Sustainability Report (the "Report").

Engagement summary	
Scope of our assurance engagement	Whether: • The Report is fairly presented, in all material respects, in accordance with the reporting criteria; and • The 2023 data for the ESG metrics marked with an 'X' in the ESG Data Table on pages 129 – 146 of the Report are fairly presented, in all material respects, in accordance with the reporting criteria.
Reporting period	Financial Year 2022-23 (1st October 2022 – 30th September 2023)
Reporting criteria	• GRI Standards • WBCSD/WRI GHG Protocol Corporate Accounting and Reporting Standard (Revised Edition 2015) for Scope 1 and Scope 2 greenhouse gas ("GHG") emissions • WBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard for Scope 3 GHG emissions • Solenis' internal definitions' for the ESG metrics included in the ESG Data Table as described in Solenis' Basis of Reporting 2023 at https://www.solenis.com/globalassets/resources/sustainability--regulatory-library/basis-of-reporting-fy2023.pdf
Assurance standard and level of assurance	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' issued by the International Auditing and Assurance Standards Board. 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.
Respective responsibilities	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. ERM CVS' responsibility is to provide a conclusion to Solenis on the agreed scope based on our engagement terms with Solenis, the assurance activities performed and exercising our professional judgement.

Our conclusion

Based on our activities, as described below, nothing has come to our attention to indicate that the Report and the 2023 data for the ESG metrics marked with an 'X' in the ESG Data Table on pages 129 - 146 of the Report are not fairly presented, in all material respects, in accordance with the reporting criteria.

Our assurance activities

Considering the level of assurance and our assessment of the risk of material misstatement of the Report and the 2023 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 Solenis 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.
• An analytical review of the 2023 data submitted by all Solenis locations included in the corporate consolidated data for the ESG metrics, which included testing the completeness of the data and understanding data trends.
• In-person site visits to three selected Solenis manufacturing operations in the United States of America and Germany to review evidence at the site level for the 2023 data for the ESG metrics in scope and to assess the data management procedures at site level.
• A review of samples 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.
• A review of a sample of documentary evidence, including internal and external documents, relating to the assertions made in the Report regarding Solenis' 2023 sustainability performance and activities.
• A review of selected evidence related to the design, information collection, and production of the Report in accordance with the requirements of the GRI Standards.
• A review of the conversion factors, emission factors and assumptions used in the calculation of the data for the ESG metrics.
• A review of the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured 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.

Gareth Manning
Partner, Corporate Assurance
London, United Kingdom

18 March 2024

On behalf of:
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