



# 2024 Grow with Solenis

Effective Date: October 2024

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## Summary

In the fiscal year 2024, Solenis demonstrated a robust commitment to employee development through comprehensive offerings available company wide. Across Solenis, 94% of eligible employees reported that they have successfully achieved their 5% annual learning goal<sup>1</sup> through various channels, resulting in 115 hours per eligible employee, and 98 hours per FTE, totaling 1,622,029 hours. Data is captured globally for all employees by age group, gender, management level, nationality, and cultural background, while race and ethnicity data is collected for U.S.-based employees. This enables us to ensure all employees have access and can participate in development opportunities across our workforce. Additionally, by offering all trainings and resources to our global workforce, regardless of background, it ensures every employee has equal opportunity to learn, grow, and advance within Solenis. These initiatives spanned professional, leadership, commercial, and technology domains. Strategically allocated across these areas, these funds were dedicated to ensuring comprehensive skill enhancement and career growth opportunities for our workforce. With a workforce of 16,528 employees as of September 30, 2024, Solenis maintained an average cost per Full-Time Equivalent (FTE) of \$2,914<sup>1</sup>, demonstrating our dedication to resource optimization while maximizing the impact of our investments in employee development.

## Solenis Learning Culture

Two of our cultural beliefs state that ‘We only hire top talent, and we invest in employees’ professional development’ and ‘I feel valued by the company and am able to develop my whole self.’ As Solenis continues to grow, our people remain our most valuable resource. Building a culture of learning is not only essential for individual growth but also instrumental in driving organizational success. By investing in our people, we are better positioned to deliver innovative solutions, drive customer satisfaction, and attract top talent. This is an investment that we will continue to prioritize throughout 2025 and beyond.

Central to our approach is empowering each employee to dedicate 5% of their time to learning and development endeavors. This allocation, equivalent to approximately 2 hours per week, emphasizes our belief in the importance of personal and professional growth. By encouraging exploration, experimentation, and skill-building, we enable our team members to enhance their proficiency in their current roles while also nurturing their aspirations for long-term career advancement.

At Solenis, our commitment to fostering a culture of learning extends globally, ensuring that every member of our multifaceted workforce has access to comprehensive learning and development programs. We offer a wide array of programs and resources to support individual growth trajectories. Whether through traditional coursework, self-guided study, mentorship opportunities, or innovative learning platforms, our employees have the flexibility to tailor their learning experiences to suit their unique preferences and aspirations. We recognize that learning takes many forms and are committed to providing avenues for exploration that resonate with everyone.

## Professional Growth

Professional growth at Solenis is a cornerstone of our organizational philosophy, as reflected in our commitment to integrating professional development goals into the annual objectives of all our employees. These goals are meticulously crafted to align with the specific skills essential for their respective roles, as well as with designated leadership competencies. We understand that professional growth transcends mere job proficiency; it entails the continual enhancement of skills, knowledge, and competencies necessary for adapting to evolving industry landscapes and driving organizational success. Fostering professional growth enables our employees to remain agile, innovative, and competitive in their roles, ultimately contributing to our collective ability to deliver exceptional value to our customers, stakeholders, and the global community.

## Live Training Programs

At Solenis, our live training programs cater to various career goals, ensuring every individual thrives within our organization. Included in LEAD (Leadership Engagement Alignment & Development), Solenis’ annual global training initiative, are specific sessions dedicated to empowering employees to take ownership of their career development, among other competencies and skills essential for strengthening our culture.

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<sup>1</sup> Average cost per FTE is calculated by dividing the total investment (including hours allocated to the Learning Goal) by the number of employees. This year, our total investment in programs increased by over \$1 million compared to the previous year. The average investment per employee decreased slightly due to the expanded workforce from the recent acquisition, which introduced variability in salary levels.

## On Demand Offerings

Solenis provides on-demand, self-paced digital offerings, empowering our employees to engage in continuous learning and professional development. From interactive modules to virtual seminars, our digital offerings cater to various learning styles and preferences, ensuring flexibility and accessibility for all. To facilitate learning, every department and function develops Learning Journeys. This training tool, developed by subject matter experts, aids individuals in effectively identifying and addressing skill gaps. Learning Journeys also offer an opportunity to gain insight into other functions, discover transferable skills, or explore potential career aspirations. Furthermore, our impact is tangible, with over 6,400 views of the web pages hosting Learning Journeys. The most visited Learning Journeys include Product Management and Marketing, Environmental Health and Safety (EHS), Sustainability, and Finance. This demonstrates the significant engagement and interest among our employees in these critical areas of development.

Additionally, we enhance our learning experiences by providing our employees with access to a plethora of business-related content through engaging videos, curated books, and audio resources, as well as by partnering with prestigious business schools. Employees have the opportunity to gain valuable knowledge and earn certificates that enhance their credentials and contribute to their professional growth. According to feedback from FY 2024, 94% of participants are highly likely or likely to apply what they learned to their work, and 91% recommend the experience to others. The average pre/post-program confidence level of participants increased by 40 points<sup>2</sup>. This demonstrates a significant improvement in their ability to contribute effectively to their teams and the organization as a whole.

At Solenis, we provide our employees with access to a language training platform, offering tailored courses to enhance language skills in multiple languages. Through interactive lessons and personalized programs, employees can refine their communication abilities to meet the demands of a globalized workforce. In FY 2024, employees logged 3,799 hours on the platform, completed 4,571 learning activities, and participated in 247 live conversation classes<sup>3</sup>. The most active countries include Brazil, Spain, Turkey, and the USA, consistently leading in hours spent, activities completed, and conversation class participation. To complement the existing key learning offerings, Solenis offers personalized professional coaching sessions. Facilitated by experienced coaches, these sessions cover a range of topics including career growth, relationship building, stress management, and job performance. Since the program's launch, 89 employees have enrolled, achieving an average coach rating of 4.8 out of 5.0. Furthermore, 95.4% of participants reported learning new skills or strategies, 97.2% felt more positive about their situations after the sessions, and 93% indicated they were more likely to take proactive steps to address their challenges.

## Partnerships

We cultivate valuable partnerships around the world with industry-leading organizations and educational institutions to further enrich the development opportunities available to our employees. Such as various educational assistance programs. Recently, our collaboration with Temple University has expanded, moving beyond the MBA internship program to participate in their corporate affiliate programs. This partnership opens doors for Solenis employees to pursue various certifications or graduate degrees at Temple's esteemed Fox School of Business, enriching their professional skills and competencies. Eligible employees can benefit from scholarships, and the availability of online courses ensuring accessibility to the entire global workforce. These Temple scholarships complement Solenis' existing educational assistance program with tailored offerings for each region. This partnership represents a significant step in Solenis' commitment to fostering continuous professional development and empowering its employees worldwide.

As a company, we recognize the pivotal role of social interactions in fostering growth and professional advancement. We are in the process of creating a mentorship program that pairs employees with experienced mentors. These mentors will provide guidance, support, and valuable insights to help navigate career challenges and capitalize on growth opportunities. Additionally, our Career Development Center is being established as a central hub for resources, tools, and workshops. These offerings are specifically designed to enhance professional skills, clarify career goals, and facilitate advancement within our organization.

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<sup>2</sup> The "40 points" reflect the average increase in participants' confidence levels, measured before and after the program, representing a 40% increase.

<sup>3</sup> Due to the Solenis-Diversey merger, platform usage was significantly reduced between October 2023 and April 2024 as internal restructuring was underway at Solenis. Consequently, the majority of these usage figures reflect activity from May 2024 to September 2024.

In addition, Solenis offers the Bravely platform, a valuable coaching resource accessible to all employees, regardless of level. Bravely focuses on career development, stress management, relationship building, and performance improvement. With Bravely, Solenis ensures that all employees have access to personalized growth opportunities, promoting ongoing wellbeing and success.

Through our professional development initiatives, we anticipate achieving tangible benefits such as increased productivity, cost savings from reduced turnover, revenue growth through innovation, improved employee retention, and enhanced quality of work. These outcomes not only contribute to our financial bottom line but also bolster our competitive edge and organizational resilience over the long term. Solenis is dedicated to providing a comprehensive array of programs and initiatives aimed at supporting the growth, development, and empowerment of our employees across all aspects of their professional journeys.

## Leadership Growth

At Solenis, we recognize that effective leadership is pivotal to our success. That's why we prioritize leadership growth through a range of live cohort-based programs designed to cultivate and empower our leaders at every stage of their journey. Whether you are an aspiring manager, a new manager navigating your first role, or an experienced leader seeking to refine your skills, we have tailored programs to support your development. These programs create a supportive environment where employees learn invaluable skills to lead high-performance teams. By investing in our leaders, we drive individual growth and foster a culture of excellence and innovation that propels Solenis forward in the global marketplace.

### LEADing the Way

LEAD, Solenis' annual global training experience, is designed to cultivate competencies and skills aimed at fostering our culture and enhancing leadership capabilities. Offered in multiple month-long sessions throughout the year, this offering addresses various topics including building trust, promoting team well-being, fostering inclusive leadership, honing communication skills, fostering appreciation and recognition, and driving innovation and growth. Additionally, it features live, interactive training sessions facilitated by external experts and internal leaders. This year, the program received nearly 8,000 total engagements from more than 3,500 employees around the world representing more than 20% of our workforce. In addition to the global sessions, we also conducted four region-specific sessions for APAC, reaching more than 900 additional participants in both Chinese and English.

### A Program for Every Leader

The CornerStone program serves as a transformative journey tailored for aspiring leaders at Solenis. Spanning several months and offered virtually through live sessions, the program is meticulously designed to facilitate the mindset transition from individual contributor to effective leader. Participants delve into crucial topics such as communication, decision-making, team dynamics, and organizational culture, equipping them with the foundational skills and perspectives necessary to thrive in leadership roles. In FY 2024, 205 aspiring leaders joined the program, fully prepared to embark on their leadership journey.

Additionally, this year we introduced our new People Manager Program, GEMstone, a 40-hour program designed for first and second-line managers seeking to elevate their leadership capabilities. Over the course of five months, participants engage in a transformative journey, building fundamental leadership skills essential to thrive in today's dynamic business environment. From enhancing communication strategies to mastering effective delegation and conflict resolution, this program empowers managers to excel in their roles and drive organizational growth. Approximately 630 leaders, nearly 30% of the eligible population, completed this program, reinforcing our commitment to cultivating strong, capable managers across the organization.

The 3-month TouchStone leadership program offers a comprehensive journey tailored for senior managers and associate directors within Solenis. Through a series of virtual live sessions, participants embark on an immersive exploration of key leadership principles with a particular focus on strategy formulation, agility, and fostering a positive organizational climate. This program empowers senior leaders to navigate complex challenges, drive strategic initiatives, and cultivate environments conducive to innovation and growth. In FY 2024, 50 senior leaders joined the program, doubling participation from the previous year. As we look ahead, we anticipate even more leaders will take advantage of this opportunity to enhance their leadership capabilities and contribute to Solenis' success at the highest levels.

The Solenis Wharton Executive Excellence Program launched in November 2024. This program was designed for senior leaders with 100% participation from individuals at this level. The program brought together 85 senior executives from around the globe for a four-day experience delivered across two cohorts, one in Madrid, Spain, the other in Philadelphia, PA, U.S.A. Participants engaged in thought-provoking sessions on topics such as Decision Making for Leaders and Strategies for Organizational Agility.

The program equipped them with critical skills needed to develop robust corporate strategies, adapt to fast-changing environments, and drive Solenis' strategic direction. Through high-level discussions, strategic planning sessions, and executive networking opportunities, the program empowered leaders to contribute to Solenis' continued growth and success at the highest levels, underscoring our commitment to leadership development and organizational excellence.

To support professional development and leadership growth, Solenis offers three dedicated programs with a focus on empowering women—while remaining open and accessible to all employees. The first is WINStone, a transformative journey spanning several months, featuring virtual live sessions. Through these sessions, participants gain the knowledge, skills, and connections essential to thrive in their careers and make significant contributions to our organization's success. Additionally, the Elevate program hosts monthly webinars centered on professional growth topics that provide valuable insights and strategies for career advancement and leadership development. Lastly, we are proud to announce the launch of our exclusive Women's Executive Program in FY 2025. This initiative seeks to redefine empowerment, foster a strong network of executive leaders, and highlight the transformative power of varied voices in leadership. With its tailored approach, the program is designed to equip executive-level leaders to amplify their impact and drive meaningful change. In total, these programs have reached approximately 500 women representing 10% of the eligible female population. Together, these initiatives exemplify our dedication to empowering and fostering a positive workplace culture at Solenis.

As part of our ongoing commitment to develop our people managers, we successfully trained over 1,000 leaders across all of our leadership programs this year, representing approximately 7% of our total workforce. . With a goal to train 100% of this group within two years, we are making significant strides in fostering leadership excellence across all levels of our organization.



### Enhanced Wellbeing through Coaching

At the start of FY2024, a pulse survey was offered to all Solenis employees through our “Burnout Understanding Prevention and Resilience” two-part LEAD session series to gauge the presence and effect of burnout within the company. The findings of this survey concluded that the majority of participating employees have experienced burnout within the past year but believe burnout can be reduced with the right tools. The survey also indicated that although employees are confident that burnout can be reduced, about one-third of respondents were unsure how to achieve that goal. Read the full results of the survey [here](#).

Throughout 2024, we hosted sessions with the same focus for all employees, provide company-wide access to tools and resources aimed at enhancing wellbeing, resilience, and professional growth. Building on these efforts, we conducted a pilot cohort with a select group of executives who participated in tailored coaching designed to address their unique challenges. Solenis partnered with Evolve, a coaching and advisory firm, to deliver one-on-one coaching services to senior leaders, empowering them to enhance performance, conquer burnout, achieve work-life balance, foster team wellbeing, and improve retention. Pearce Cucchissi, a former Military Special Operations leader, now coach and CEO, led this initiative, driving transformative change through aligned cultures, mental resilience, and optimized performance. In addition to Pearce's initiatives, we collaborated with our BeYou Employee Assistance vendor to deliver 15 monthly culture and well-being webinars to employees worldwide. These

sessions were designed to enhance education and provide practical tools for fostering effectiveness and overall well-being. Learn more about our 2024 Culture Celebrations and Well-being Webinars [here](#).

## Assessments

In our learning and development efforts at Solenis, we recognize the pivotal role of assessments as invaluable tools for gauging progress, identifying strengths, and pinpointing areas for improvement. Our Leadership Competencies Framework stands as a dynamic tool meticulously designed to empower leaders at every organizational tier. With 14 key competencies, this framework provides a clear roadmap for personal and professional growth, inviting all employees to engage annually and support their career development plans. Through a self-assessment process, leaders gain insights into their strengths and areas for development within each competency. Tailored descriptions offer a nuanced understanding of what these competencies entail for individual leaders, whether they are just starting their leadership journey, navigating mid-level responsibilities, or operating at the executive level. By aligning expectations and providing actionable guidance, our framework equips leaders to thrive in their roles, drive performance, and foster a culture of excellence throughout the organization.

Additionally, we offer assessments to help individuals and teams improve communication, collaboration, and leadership effectiveness. Our tools include a 360° assessment provider to enable employees to receive feedback and insights from peers and colleagues, team assessments that highlight key behaviors like trust and accountability, and leadership assessments that evaluate reputation and performance. These resources support self-awareness, stronger working relationships, and overall professional growth.

## Leadership Program Summary

At Solenis, we prioritize leadership excellence through a comprehensive suite of tailored programs for our ever-growing workforce. Whether they are for aspiring leaders or seasoned executives, our initiatives promote growth, development, and innovation. Through transformative journeys, immersive sessions, and executive programs, we equip our leaders with skills, insights, and networks to drive organizational success. Complementing these initiatives are self-paced trainings for continuous learning. Our leadership development focuses on essential skills to cultivate an environment aligned with our culture, fostering employee success. By honing these skills, leaders create atmospheres conducive to growth and productivity, enabling them to tackle challenges, seize opportunities, and drive innovation, enhancing organizational agility and resilience.

Our programs are strategically aligned with insights from engagement surveys resulting in an impressive 78% overall satisfaction score. Additionally, our voluntary turnover has decreased from 8.5% in 2023 to 7.4% despite the integration with Diversey more than doubling overall headcount. This showcases the positive impact of our initiatives and efforts to retain talent, resulting in an estimated cost avoidance of \$5.2 million<sup>4</sup>. Ultimately, the measurable business benefits derived from our programs underscore its strategic importance as a catalyst for driving organizational growth, profitability, and long-term sustainability: In 2024, we trained 43% (over 1,000 leaders) of our combined leadership population across these programs, with an investment of approximately \$1.5 million, representing an exponential increase in our commitment to leadership development and organizational excellence.

## Technical Growth

Solenis is deeply committed to the success of our commercial teams. We invest significant resources and training to ensure they have the latest knowledge and tools to drive sustainable solutions, nearly doubling our budget for commercial team development in 2025 to \$1.5 million<sup>5</sup>. This investment is a testament to our belief in our teams' power to impact the world positively. We believe that our people are our greatest asset. Our success in the marketplace reflects our commercial teams' dedication, skill, and passion. We are more than just a chemical company; we are a people company committed to developing the talents and abilities of our employees.

In addition to their selling prowess, our commercial teams focus on developing solid technical skills. This dual expertise is crucial in today's complex business environment, where challenges are not just about sales figures but about delivering real-world

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<sup>4</sup> SHRM estimates the cost to replace an employee to be 0.5-2x the employee's salary, depending on seniority level. Cost avoidance is estimated here based on the count of voluntary terminations year over year at 1x the median salary.

<sup>5</sup> This increase is in proportion with the larger business post-Diversey acquisition in 2024.

sustainable solutions. Our team's technical acumen allows them to understand and tackle even the most daunting challenges our customers face, ensuring that we provide solutions that make a tangible impact on their business.

One essential tool we use to assess and develop our commercial team's technical and commercial competencies is our TREK competency assessment and learning alignment application, which is available in 11 languages and in all regions to all Commercial employees, encompassing almost half of the employee population (46.5%). This tool allows commercial employees to evaluate their current abilities and identify areas for improvement. With TREK, employees can create a personalized learning plan, focusing on the competencies most relevant to their role and the company's goals. Working with their manager, they identify focus areas for improvement and set achievable learning gaps targeted for their training and development during the year. In fiscal year 2024, 74% of eligible employees leveraged TREK modules (about one third of the total employee population).

This commitment to ongoing learning ensures that our employees are always equipped with the latest knowledge and skills to excel in their roles and contribute to our company's success.

## Sales Growth

We believe that leadership plays a crucial role in employee development. Our managers act as coaches and guide their team members through their development journey by providing mentorship and ensuring they have access to the necessary resources and training.

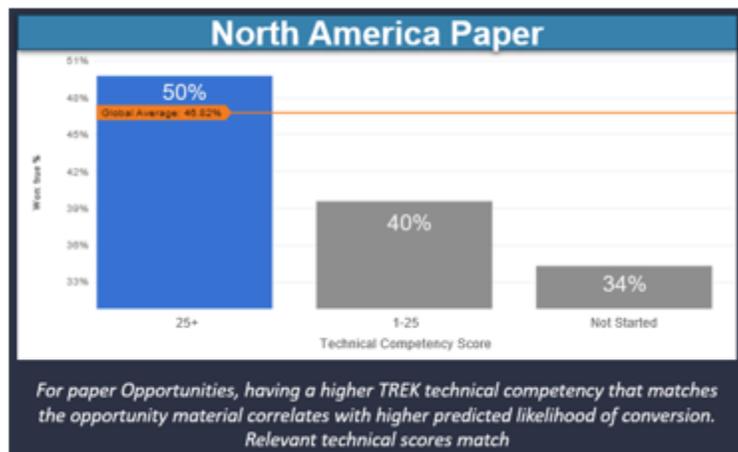
We invest significant resources and training to ensure our commercial teams have the latest knowledge and tools to drive sustainable solutions. This investment is a testament to our belief in our teams' power to positively impact the world. Solenis has a robust commercial skills training curriculum targeting selling and value delivery skills to drive commercial team success.

In today's competitive business environment, having a structured sales process is not just beneficial; it is essential. At Solenis, we understand this significance and have developed a comprehensive sales methodology called Needs Discovery Selling (NDS). This approach is not just a sales strategy; it reflects our company's values, our commitment to our customers, and the unique value we provide. The NDS process centers around understanding the deeper needs of our customers, both in their business and personal spheres. Our objective is not to sell solutions for the sake of it, but to uncover and emphasize the value these solutions bring to our customers. By focusing on our solutions' impact on their business, we aim to generate an unparalleled positive customer experience built on trust and compliance.

At Solenis, we believe in the power of continuous improvement, not just in our solutions but in every aspect of our customer relationships. Our Customer Value Assurance (CVA) process embodies our commitment to this principle. This approach is a testament to our dedication to understanding, anticipating, and addressing our customers' challenges in achieving their business goals and objectives. The Customer Value Assurance process is all about consulting with our customers to develop solutions that deliver real, measurable value. Our goal is to enhance our customers' business performance by implementing, maximizing, and measuring the impact of our Solenis value solutions. It is a collaborative effort aimed at achieving tangible improvements in their operations and results.

The Solenis commercial team then tracks this customer's continuous improvement. The Solenis "ValueAdvantage" program enables Solenis commercial professionals to systematically track and document the measurable value that Solenis solutions deliver to customers. By calculating both business and sustainability savings, the program provides a tangible scorecard that quantifies the value Solenis consistently brings to each customer relationship. This scorecard not only highlights the positive impact on customers' bottom lines but also serves as a benchmark for environmental and resource conservation efforts. "ValueAdvantage" doubles as a dynamic, searchable repository of proven value ideas, accessible to the entire Solenis commercial team. This shared resource empowers Solenis representatives to bring the latest and most relevant solutions to current and prospective customers, ensuring a high standard of service and an innovative approach to meeting evolving customer needs.

To support the effective implementation of the Solenis Needs Discovery Selling sales process and the Solenis Customer Value Assurance value delivery process, Solenis provides various commercial skill training opportunities. These commercial skill training sessions include virtual webinars, in-person workshops and coaching-the-coach sessions delivered to intact sales teams upon request. Participation in the sessions varies from 10 to 20 for live in-person training events and up to 50 for virtual regional training events. Commercial Training Sessions are typically conducted with teams from all Solenis divisions three to four times a year, accessible to 100% of the Commercial business.



The Solenis NDS and CVA commercial processes are also embedded into the TREK competency development program that includes self-paced on-line training resources to develop commercial skills of all commercial employees. Companywide metrics are assigned and tracked to ensure all commercial employees complete beginner, intermediate and advanced knowledge, and skills in both of the Solenis commercial processes within their first 5 years of employment. Representatives that have competencies in selling certain materials have a higher opportunity conversion rate, contributing to about \$2.3 million in additional revenue from last year. For example, for paper opportunities, representatives that had a TREK technical competency that matched the opportunity material had a 10% higher conversion rate than those who have started the TREK module but have not completed it, and 16% higher conversion rate than those who have not started at all.

These development programs equip our sales team with the knowledge and skills to apply these commercial processes successfully. They gain proficiency in Needs Discovery Selling (NDS), covering prospecting techniques, sales call planning, opportunity strategy development, crafting winning sales proposals, and negotiation tactics. Additionally, they learn about Customer Value Assurance (CVA), including planning, conducting business reviews, and ensuring perceived value delivery. Workshops also focus on developing interpersonal skills like counseling, versatility in sales approaches, coaching for performance, persuasive presentation techniques, and strategic negotiation planning. Overall, these trainings enhance participants' abilities to drive sales, build strong customer relationships, and achieve business growth objectives effectively.

At Solenis, our commitment to commercial excellence drives us to set the bar higher every year, and our latest innovation takes this ambition even further. For the past five years, our North America Consumer Solutions sales team has meticulously tracked and refined commercial best practices, focusing on four essential pillars:

- Account Management
- Opportunity Pipeline
- Value Advantage
- TREK

These pillars serve as the backbone of our success, ensuring our teams are aligned, focused, and equipped to deliver outstanding results for our customers.

Through in-depth analysis, we discovered a powerful connection between these metrics and our success rates, prompting us to build a cutting-edge tracking tool in Salesforce. This tool provides a seamless, real-time view of commercial excellence at all levels of our organization, showcasing the actionable insights Solenis brings to each customer engagement. Now, we're rolling it out globally, empowering our entire commercial team with best-in-class analytics to deliver measurable value, enhance customer relationships, and drive exceptional outcomes.

## Leadership Without Barriers

In today's evolving workplace, understanding and navigating change while fostering a culture of acceptance and accountability is paramount for any organization. At Solenis, we recognize the significance of creating a culturally-aware and educated workforce. We offer numerous opportunities for personal development, including inclusive leadership training and active allyship programs tailored for managers and leaders. Our offerings also encompass focused content designed to support the cultural growth of our

workforce, along with opportunities for enhancing self-awareness, mitigating biases, and improving cross-cultural communication skills. These programs are accessible to employees through a variety of formats, including on-demand virtual training, self-paced modules, live sessions, and in-person cohorts.

### **Expansive Learning Pathways for All**

Within our online platform, individuals have access to a range of self-guided training modules, covering both optional and mandatory topics. Some of these courses are developed in collaboration with our legal team, ensuring alignment with company policies and legal guidelines. These training sessions are instrumental in promoting a workplace environment where everyone is treated with dignity and respect, and where discrimination, retaliation, and harassment are not tolerated. The content of these modules includes valuable policies and guidelines, as well as practical tips and techniques for fostering inclusivity. Topics covered include unconscious bias, with specific applications for interviews, as well as country-specific and position-specific workplace harassment prevention strategies. All employees are enrolled in anti-harassment training modules designed for employees and managers: 92% have completed these modules during the last training cycle. Additionally, our platform offers courses covering inclusive leadership and DE&I agility, providing employees with the necessary skills and knowledge to promote a positive and accepting work environment.

Furthermore, through partnerships with external vendors, we provide additional avenues for skill development, leadership advancement, and supporting varied workforce representation management. These vendor offerings are available to all employees, allowing them to select competencies for further development and, in some cases, earn certifications or badges.

Our Learning Journeys platform offers a comprehensive educational exploration of DE&I, catering to individuals with varying levels of familiarity with the framework. Structured around three core pillars - Building Blocks of DE&I, Privilege and Allyship, and Exploring Bias - these journeys provide practical examples and insights to enhance understanding. Recognizing the needs of our remote employees, our offerings extend to podcasts, books, and other training modes, ensuring easy accessibility for all.

The LEAD Program continues to strengthen Solenis' culture, addressing evolving workplace needs through impactful sessions. Last year, we focused on effective communication across generational and cultural boundaries, equipping our workforce with tools to navigate differences and foster unity. In response to workplace challenges, we expanded well-being initiatives with sessions on managing burnout and energy management, including *The Energy-Smart Leader: Navigating Work-Life Dynamics and Setting Healthy Boundaries*. We also introduced *The Neurodiverse Workplace: Thinking Differently*, exploring the impact of neurodiversity on team dynamics and performance while providing strategies for fostering respect, accommodating neuroatypical cognitive styles, and enriching collaboration. Concluding the calendar year, we hosted *DE&I Dynamics - Navigating Your Place in the Puzzle* with a retired CEO and DE&I advocate, who guided participants on embracing responsible leadership, while recognizing privilege and unconscious bias to drive meaningful change and build a more cohesive workplace.

### **Developing Our Talent**

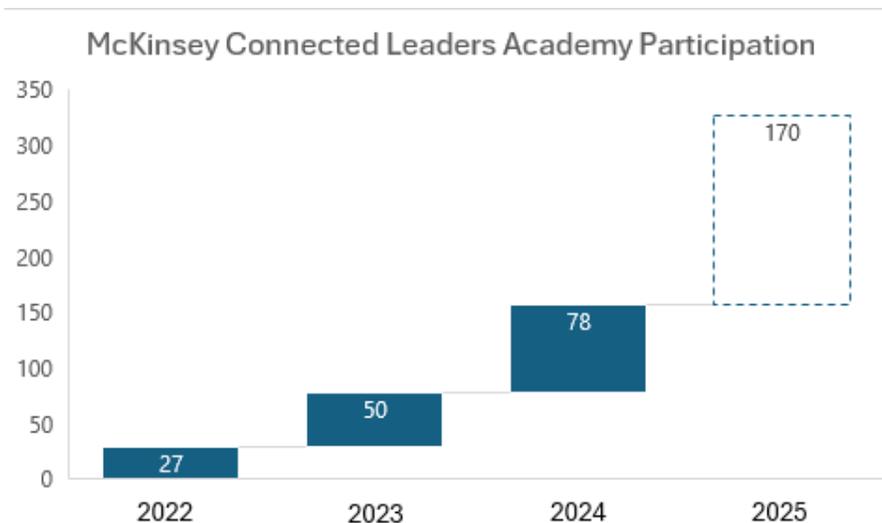
As we actively strive to cultivate a workforce that reflects the world around us and the communities we serve, we are committed to enhancing the development of our employee talent pool through a range of training initiatives. One such program is WINStone, initiated by one of our Employee Business Resource Groups, Women's International Network of Solenis – an employee business resource group, open to all employees, with a focus on attracting, developing, and retaining women within our organization. WINStone provides leaders within our company valuable networking opportunities and leadership development experiences. By participating in WINStone, over 200 women (12% of the eligible female population) have had the chance to connect with peers, share insights, and build essential leadership competencies.

Recognizing the unique challenges faced by senior-level executives, we have also introduced the Executive Women's Leadership Program. This program offers tailored learning experiences and executive coaching to equip participants with the skills needed for high-level leadership roles. Through strategic planning sessions, executive-level networking, and customized learning modules, participants in the program are empowered to drive organizational excellence and success at the highest levels. Additionally, this program fosters a sense of community and support among participants, providing them with a platform to connect, collaborate, and thrive together.

We also provide specialized training tailored to our employee population through our collaboration with McKinsey's Connected Leaders Academy, which focuses on supporting leaders from all different backgrounds and communities. Since 2022, 130 of our employees from diverse race/ethnicities across the world have completed one of the program's three tiers of training that are designed for different career stages and aspirations. These tiers include:

- Leadership Essentials: Designed for early-career professionals or individual contributors aiming for managerial roles
- Management Accelerator: Intended for mid-level managers aspiring to senior leadership positions
- Executive Leadership Programs: Available to top-tier executives aiming for the C-suite.

Participants have the opportunity to connect with peers from various industries, benefiting from McKinsey's best practice modules and expert facilitators. We expect to enroll over 150 employees in the 2025 program cohorts.



### Promoting Allyship

Utilizing LeanIn's extensive range of training and resources has provided us with valuable additional learning opportunities. One notable initiative launched in 2022 is the Allyship at Work Program. This program aims to empower employees to recognize their privilege and leverage their positional power, equipping them with actionable strategies to act as allies in the workplace. The training includes a foundational workshop supplemented by an online workbook and breakout sessions, followed by two small-group sessions for ongoing support, accountability, and continuity. By participating in this program, employee allies not only enhance their own understanding and commitment but also have the opportunity to connect with like-minded individuals dedicated to driving meaningful change.

Within our North American Consumer Solution and global Pool Solutions organizations, encompassing over 400 employees in North America, Latin America, Africa and Europe, we continued our Culture and Engagement Champions network initiative. This network provides employees within these region and functional areas with a specialized experience that fosters smaller group discussions, dialogues, and training sessions on pertinent, supportive workplace topics. These intimate discussions aim to create a safe environment for open dialogue, where all perspectives are welcomed and valued, particularly regarding challenging subjects. Topics covered span a wide spectrum, including, but not limited to:

- Cultural awareness
- Microaggressions
- Neurodiversity
- Multicultural and intergenerational connections
- Team awareness
- Dimensions of diversity
- The bystander effect

To complement these discussions, our Talking Talent platform provides mini-learning opportunities through concise one-page articles. These articles cover various topics such as unconscious bias, personal pronouns, cultural awareness, team building and microaggressions, offering additional resources and tools to facilitate further communication and serve as workplace reminders.

## Creating a Workforce of Future Leaders

At Solenis, we believe that leadership is reflected in both attitude and action. Our people managers shape the employee experience, and to further enhance their impact, we established the Future Leaders Training Program. The program's pilot cohort, launched in early 2023, graduated 33 participants in March 2025. This initiative promotes in-person networking and camaraderie while equipping future leaders with the essential skills and competencies to excel not only as managers, but as inspiring leaders that are ready for promotion opportunities.

This program is designed as a developmental journey that provides participants with additional leadership competencies that prepare them for future leadership or training opportunities. To date, 47% of the graduating cohort has achieved a promotion with 22% stepping into people manager roles—excluding the 12 participants who were already people managers.

With additional modules focused on inclusive leadership, allyship, and recognizing bias, we are equipping our leaders with critical all-encompassing leadership skills. These modules are designed to foster team harmony and create an environment where inclusivity is at the forefront, ensuring that our leaders are not only effective but also well-rounded in their approach to managing multifaceted teams. We are looking forward to the second cohort starting this upcoming year.



Photo: Atlanta & Chicago Cohort

## Commitment to Hiring and Training Excellence

At Solenis, best-in-class hiring practices form the cornerstone of our strategy for hiring top talent and ensuring we bring fresh talent and perspectives to our organization. As an equal opportunity employer, we are committed to fair and non-discriminatory recruitment practices worldwide. To support this commitment, we provide quarterly, mandatory *Hiring the Best* training for all people managers, setting the expectation for 100% completion. This program establishes a consistent, fair, and compliant approach to recruitment across every region we operate, aiming to eliminate bias and uphold fairness.

The 2024 kick-off session offered a comprehensive overview of the hiring cycle, covering key phases such as preparation, sourcing, screening, selecting, and onboarding talent. Bias awareness was woven into each stage of the training, emphasizing practical application. A major focus was on interviewing skills, incorporating our slate and panel guidelines. Managers participated in sessions such as *Interviewing with Intent*, which introduced the STAR technique, probing questions, interview do's and don'ts, rubrics, and debrief practices to enhance candidate selection and experience.

The program also included interactive elements like role-play scenarios and a quiz on acceptable and prohibited interview questions. To ensure relevance and accessibility, we conduct these sessions through HRBP-led *train-the-trainer* initiatives, tailored to local dialects and cultural nuances. This comprehensive program empowers managers to attract top talent and foster a more consistent hiring process, strengthening our commitment to excellence in recruitment and team development.

As we continue to evolve and adapt to the changing landscape of work, our dedication to consistent leadership practices remains unwavering. Through a comprehensive range of training initiatives, we aim to equip our employees with the necessary skills and knowledge to thrive in an ever-evolving and dynamic environment. By investing in the development of our workforce and fostering a culture of accountability, we believe we can create a healthier, more respectful, and ultimately more successful organization for all.

## Cultivating Success through Learning

Solenis is committed to fostering a culture of continuous learning that promotes growth at both the individual and organizational levels. By investing in our most valuable asset – our people – we not only strengthen the business but also ensure its sustainability and resilience in the long term. Our focus on professional and leadership excellence lies at the core of our approach, with tailored programs designed to nurture growth, cultivate development, and inspire innovation among our broad-ranging workforce. Additionally, our commitment extends to ongoing technical and sales growth, ensuring employees are adept and contributing to company success. Moreover, we maintain unwavering dedication to comprehensive leadership, which is evident in the range of training initiatives we offer. These programs aim to create a workplace that is not only more culturally aware but also healthier, respectful and more successful for all. The impact of our programs is reflected in a consistent increase in human capital ROI<sup>6</sup>, with an average annual return of 2% and a total improvement of 8% since 2020, reaching 6.42 in FY24. Lastly, we have improved the deployment of our offerings by making them more accessible through multiple languages and accommodating various time zones, ensuring employees worldwide can fully benefit from our programs.

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<sup>6</sup> The HCROI calculation considers expenses including but not limited to LND investments, considering total operating (FY24 \$2.2B) and employee (FY24 \$950M) expenses in relation to total revenue (FY24 \$7.3B). The HCROI in USD is as follows, inclusive of hDiversey Jul-Sep 2023: FY20 5.96, FY21 6.52, FY22 7.25, FY23 6.44 (hSolenis FY23 7.07), FY24 6.42