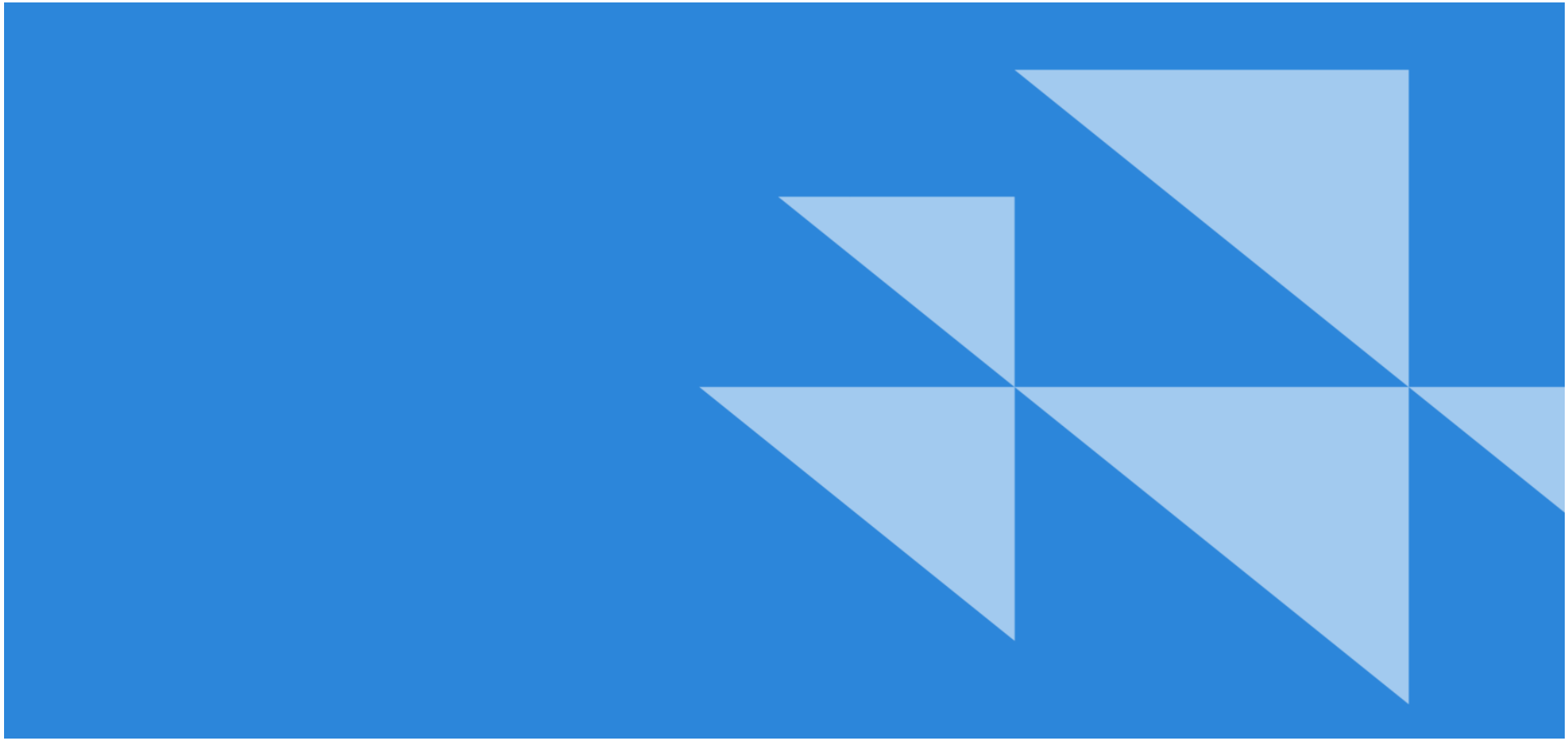
CDP Water Security 2020 Questionnaire



Supported by:

CDP disclosure cycle 2020

Accessing questionnaire previews, reporting guidance, and scoring methodologies

CDP's corporate questionnaire previews, reporting guidance, and scoring methodologies for climate change, forests and water security can be accessed from the guidance for companies page of CDP's website.

Submitting a response to the questionnaire(s)

Responses to questionnaires must be submitted via CDP's Online Response System (ORS), which is part of CDP's online disclosure platform. Please refer to Using CDP's Online Disclosure Platform for more details. Please note that while the questions themselves are the same in the questionnaire preview as they are in the ORS, the display format of some questions may differ, particularly for drop-down options and tables.

Sector-specific questions

Companies in high-impact sectors, in addition to the general questions, will be presented with questions specific to that sector. The rationale for developing a refined questionnaire for each of these sectors is outlined in the relevant sector introduction.

The sector-specific questions to companies are defined by CDP's Activity Classification System (CDP-ACS). This system categorizes companies by focusing on the activities from which they derive revenue and associating these with the impacts to their business from climate change, water security and deforestation.

Please note that since each questionnaire includes sector-specific questions throughout, and not all questions will be applicable to your organization, some question numbers may skip.

Full and Minimum versions of the questionnaire

All organizations completing the climate change, forests and water security questionnaires are eligible to complete the full questionnaire.
In some cases, organizations may be eligible to complete a minimum version which contains fewer questions, and no sector-specific questions or data points. Organizations are eligible to complete the minimum version in the following circumstances:
- They are disclosing to that questionnaire for the first time; OR- They are not disclosing to that questionnaire for the first time, but have an annual revenue of less than EUR/US $250 million*

Organizations opting to complete a minimum version will only be eligible for scoring if they are submitting a response to customers (CDP Supply chain members). For more information on scoring eligibility and implications, please see our Scoring Introduction.

* For previous responders to a questionnaire with an annual revenue of less than EUR/US$250 million, CDP reserves the right to remove the option of a minimum version questionnaire due to the organization's potential or existing environmental impact.

Timeline:

December 2019	• Preview of 2020 questionnaires and preliminary version of reporting guidance released on CDP website.
March 2020	• Final version of reporting guidance and scoring methodologies released on CDP website.
April 2020	• Online Response System (ORS) opens in the week commencing 13 April 2020.
July 2020	• Companies must submit their responses to investors and/or customers using the ORS by 29 July 2020 to be eligible for scoring and inclusion in reports (where applicable).

For any disclosure-related enquiries, please contact your regional CDP contact, or respond@cdp.net.

CDP water security questionnaire

Introduction to CDP's water security questionnaire

CDP uses transparency and accountability to drive corporations, financial markets, and governments to decouple growth from depletion of freshwater resources and allocate capital towards a water secure economy to achieve the Sustainable Development Goals.
We do this by collecting information for investors, customers and policy makers on a company's management, governance, use and stewardship of water resources.
The CDP water security questionnaire provides data users and the companies themselves with an insight on current and future water-related risks and opportunities. Along with CDP's water scoring methodology, the water security questionnaire helps companies to drive improvements in water management and enables benchmarking against leading practice.
The water security program has grown significantly since it was established in 2010, in terms of the numbers of companies disclosing, the value of associated assets and the number of investors and customers requesting the data. CDP now holds the world's largest corporate water dataset, with more companies reporting than ever before.

Commit to Action

CDP and its partners in the We Mean Business coalition have created a central platform for companies to take action on key climate issues. More than one thousand companies representing every economic sector and geography have taken action to date.

One initiative companies can commit to on the We Mean Business platform is to improve water security. This commitment can be tracked in CDP's water security questionnaire:

- Analyzing water-related risks (W3.3a, W3.3b, W3.3c) and implementing collaborative response strategies (W1.4a, W4.1b, W4.2a, W4.3, W8.1, W8.1b);- Measuring and reporting water use data (W1.2b, W1.2h, W1.2i, W8.1); and- Reducing impacts on water availability and quality in direct operations and along the value chain (W1.4a, W8.1, W4.2, W4.2a, W4.3a).

General water security questionnaire structure

The structure and content of the water security questionnaire was revised in 2018 to reflect trends in corporate water reporting, the evolving needs of water data users, developments in public policy agendas, greater alignment with CDP's climate change and forests questionnaires, and CDP's introduction of sector questionnaires.

The modular structure broadly reflects the narrative of the CEO Water Mandate Guidelines, assisting companies on a water stewardship journey and providing relevant data to investors.

There are 10 water modules, including the Signoff, plus a module presented only to organizations that supply goods or services to the member companies of CDP's supply chain program.
The journey through CDP's general water questionnaire includes the following:

- Water dependence and water accounting metrics
- Value chain engagement activities
- Business impacts
- Risk assessment procedures
- Risks, opportunities and responses to them
- Facility water accounting
- Water governance and business strategy

Sector approach

- Companies in some sectors considered high-impact for water are presented with sector specific requests for information, either in addition to or instead of the general water data points.
- The rationale for developing a refined questionnaire for each of these sectors is outlined in each sector introduction.
- Questions that are unique to companies in a particular sector are labeled using a two-letter abbreviation within the question number (see below). Some general water questions, beginning with the letter W, may include sector-specific data requests. In the disclosure platform these will be presented only to companies in the relevant sector.

2020 water sectors:

- Agriculture: Food, beverage & tobacco (FB)
- Energy: Electric utilities (EU); Oil & gas (OG)
- Materials: Chemicals (CH); Metals & mining (MM)

Water security questionnaire changes for 2020

- The questionnaire is stabilized for 2020 so there are only minimal changes including minor revisions reflecting feedback or error correction.
- Modifications include:

- Five removed questions: W1.2j, W5.1c (recycling/reuse); W9.1, W9.1a, W9.1b (linkages and tradeoffs) - One removed question each for metals & mining and oil & gas sectors: W-MM1.2j, W-OG1.2j (recycling/reuse) - Two new questions: W6.4, W6.4a on C-suite employee and board

member incentives (these questions were previously presented only to high impact sectors and have been modified) - Three 2019 questions merged: W5.1a (columns 3-8), W5.1b (columns 3-6) have been merged into W5.1- Two new questions for metals & mining sector: W-MM3.2a, W-MM3.2b on awareness and management of risks associated with hazardous and highly hazardous tailings dams

- Revisions and changes are also indicated within the questionnaire as: no change, minor change, modified question, new question, or modified guidance. 'Minor change' indicates wording edits and revisions to drop-down options or a simple clarification, while a modification indicates where the data requested has been revised.
- A detailed document on water security question changes from 2019 to 2020 will be available on the CDP website.

W0 Introduction

Introduction

(W0.1) Give a general description of and introduction to your organization.

Change from 2019

No change

Response options

This is an open text question with a limit of 5,000 characters.

Ecolab (NYSE: ECL) is the global leader in water, hygiene and energy technologies and services. Around the world, businesses in food service, food processing, hospitality, healthcare, industrial, and oil and gas markets choose Ecolab products and services to keep their environment clean and safe, operate efficiently and achieve sustainability goals.

Founded in 1923 and headquartered in St. Paul, Minn., Ecolab's global workforce of 50,000 associates help make the world cleaner, safer and healthier by delivering comprehensive solutions and on-site service to promote safe food, maintain clean environments, optimize water and energy use, and improve operational efficiencies for customers at nearly three million locations in more than 170 countries. Ecolab's ultimate competitive advantage is found in our industry-leading sales-and-service force. Every customer challenge is unique, which is why our 27,500 field associates partner with customers in their facilities, providing on-the-ground consultation and service. Our experts employ a rigorous process to gather data, apply advanced technology, rethink processes and provide solutions to address our customers' unique economic, social and environmental challenges. Behind every field representative is a team of researchers, scientists, engineers, regulatory specialists and other experts working diligently to tackle customer challenges, develop new solutions and meet emerging needs.

For over 95 years, Ecolab has been developing solutions to help sustain a healthy world for future generations. Our Total Impact approach evaluates the full impact of each product or service we provide to help customers increase efficiency, minimize use of natural resources and reduce waste—from sourcing and manufacturing to use and disposal. In 1928, we patented our first dispenser to provide the optimal amount of chemicals and reduce waste. In 1948, we introduced the first rinse additive, reducing energy needed to dry dishes by speeding up the drying process. In 1978, we eliminated ozone-depleting substances from our cleaning products, 11 years before the Montreal Protocol went into effect. In 2019, we delivered increased sales growth while also maintaining our combined investments in R&D,

systems and field technology. Always striving to do better, we are setting bolder environmental performance goals that align with our business growth strategy as we continue to decouple resource use from growth. By 2020, we aim to reduce water usage by 25 percent and greenhouse gas emissions by 10 percent across all our manufacturing plants, compared to a 2015 baseline. Further, we have set a customer impact goal, aiming to conserve 300 billion gallons of water annually by 2030 by reducing water consumption within our own and our customers' operations. This represents water conservation equaling the annual drinking needs of more than 1 billion people.

Our innovative products and services touch virtually every aspect of daily life. From the raw materials that are the building blocks of nearly every products, to production and manufacturing, to retail and service environments, Ecolab is behind the scenes working with many of the world's most recognizable brands to improve performance, meet increasing demand, and reduce environmental impact.

Further information about Ecolab is available at www.ecolab.com. The answers to the questions of the CDP prepared by Ecolab contain various forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These include statements concerning future events, future financial performance, plans, strategies, expectations, prospects, impact of climate change, laws and regulations, and supply and demand. These statements, which represent Ecolab's expectations or beliefs concerning various future events, are based on current expectations that involve a number of risks and uncertainties that could cause actual results to differ materially from those of such forward-looking statements. We caution that undue reliance should not be placed on such forward-looking statements, which speak only as of the date made. Ecolab does not undertake, and expressly disclaims, any duty to update any forward-looking statement whether as a result of new information, future events or changes in expectations, except as required by law.

(W0.2) State the start and end date of the year for which you are reporting data.

Change from 2019

No change

Response options

Please complete the following table:

Start date	End date
January 1, 2019	December 31, 2019

(W0.3) Select the countries/areas for which you will be supplying data.

Change from 2019

Minor change

Response options

Please complete the following table:

Country/Area
Select all that apply: Algeria Argentina Australia Austria Belgium Brazil Bulgaria Canada Chile China China, Hong Kong Special Administrative Region Colombia Costa Rica Croatia Czechia Denmark Dominican Republic Ecuador Egypt Equatorial Guinea Finland France Germany Greece

Hungary
India
Indonesia
Ireland
Israel
Italy
Japan
Jordan
Kazakhstan
Kenya
Luxembourg
Malaysia
Malta
Mexico
Morocco
Netherlands
New Zealand
Norway
Pakistan
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Republic of Korea
Romania
Russian Federation
Saudi Arabia
Serbia
Singapore
Slovakia

Slovenia
South Africa
Spain
Sweden
Switzerland
Taiwan, Greater China
Thailand
Turkey
Uganda
Ukraine
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United Republic of Tanzania
United States of America
Uruguay
Venezuela (Bolivarian Republic of)
Vietnam

(W0.4) Select the currency used for all financial information disclosed throughout your response.

Question dependencies

- All disclosed financial figures throughout the questionnaire will be in the same currency. The currency reported in this question will apply to all reported figures throughout this request.

Change from 2019

No change

Response options

Please complete the following table:

Currency

Select from:

- USD

(W0.5) Select the option that best describes the reporting boundary for companies, entities, or groups for which water impacts on your business are being reported.

Change from 2019

No change

Response options

Select one of the following options:

- Companies, entities or groups over which financial control is exercised
- Companies, entities or groups over which operational control is exercised
- Companies, entities or groups in which an equity share is held
- Other, please specify

(W0.6) Within this boundary, are there any geographies, facilities, water aspects, or other exclusions from your disclosure?

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No

W1 Current state

Dependence

(W1.1) Rate the importance (current and future) of water quality and water quantity to the success of your business.

Question dependencies

- Your response to W1.1 prompts subsequent questions. If your response to W1.1 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Response options

Please complete the following table:

Water quality and quantity	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Select from: ● Not important at all ● Not very important ● Neutral ● Important ● Vital ● Have not evaluated	Select from: ● Not important at all ● Not very important ● Neutral ● Important ● Vital ● Have not evaluated	Although our direct operations are not water intensive, having sufficient amounts of good quality freshwater is vital to our operations, products and services. Our direct operations withdraw from surface water, groundwater, and municipal water resources, and a portion of our facilities source water from water-stressed areas. Our primary use of freshwater is for washout procedures,

			and we also use freshwater to make the raw materials that go into our products. Therefore, the sustainable management of water resources is fundamental to the success of our business. In terms of indirect operations, we also depend on the use of water to deliver our primary products and services to customers as water is the essential delivery mechanism to enable the outcomes our customers expect from us: cleaning, sanitation, heating and cooling. For example, our cleaning and sanitation solutions, water additives, water treatment systems, and many other technologies rely upon freshwater and many of our customers' operations are sensitive to water quality, quantity and availability. We expect that our direct and indirect freshwater use and dependency will not change, remaining vital into the future as we, nor our customers do not expect to change the way we or they use water when making our products or delivering our services with customers.

Sufficient amounts of recycled, brackish and/or produced water available for use	• Important	• Important	We do not use brackish or produced water in our direct and indirect operations and do not expect to in the future. While water use is essential to our business, Ecolab's direct operations are not water intensive and our annual water risk assessments have not identified inherent water-related risks with the potential to have a substantive financial or strategic impact on the business. Therefore, we do not currently use a substantial amount of recycled water in our direct operations. However, we do recycle and reuse water directly in some operations, such as cooling towers, and are actively pursuing projects that will increase our use of reused/recycled water over the short-term. For example, our Garyville, Louisiana site began recycling its sand filter backwash in 2019, resulting in savings of 32.8 million gallons of water per year. At our plant in Clearing, Illinois, we installed a top-of-the line water reclaim system in 2018, which was improved in 2019, to allow for additional water reuse. When that system is fully operational, the plant, which is Ecolab's largest water using site, will save 112 million gallons of water per year.

			We have rated the use of recycled water as important to our direct and indirect operations. We use recycled water where appropriate and available based on the production process, and measure and report for 100% of the sites over which operational control is exercised. However, we do not require recycled water as a direct input, so have selected this aspect as 'important' for our operations. We continue to assess the potential for other large water recycling projects at facilities that are higher users of water and/or are located in water stressed regions. We understand that our value chain's use of recycled water is important to their operations, as it is often used to supplement freshwater withdrawals for cleaning and other uses related to sanitation, heating and cooling. We expect that our direct and indirect recycled water use dependency may shift to vital into the future as climate change impacts the quality and availability of freshwater and where we will expand our focus on increasing water circularity in our plants as freshwater becomes a limited

			resource. We expect our customers to experience this shift as well.

Company-wide water accounting

(W1.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

Question dependencies

Change from 2019

Modified question

Connection to other frameworks

CEO Water Mandate

Current state: Performance

Response options

Please complete the following table:

Water aspect	% of sites/facilities/operations	Please explain
Water withdrawals – total volume	Select from: ● Not monitored ● Less than 1% ● 1-25 ● 26-50 ● 51-75 ● 76-99 ● 100% ● Not relevant	Total volume of water withdrawal is measured and reported for 100% of our sites over which operational control is exercised. This includes water withdrawal volume collected on a monthly basis using our internal database tools and utility provider data management solutions for manufacturing facilities and corporate campuses that are within the scope of this report. We prioritize measurement, accounting and reporting for these sites, which comprise the majority of our impact. In some cases,

		we lack the ability to collect actual water withdrawal data (for example, when we are in the process of onboarding newly acquired sites). In these cases, we estimate water withdrawal data based on square footage, production, water use at similarly sized buildings, use type and other relevant factors.
Water withdrawals – volumes by source	. 76-99%	We measure and monitor total volume of water withdrawal by source for all global manufacturing and headquarters/RD&E facilities. This includes water withdrawal volume by source collected on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting, and reporting for these sites, which comprise the majority of our impact. In some cases, we lack the ability to collect actual water withdrawal data (for example, when we are in the process of onboarding newly acquired sites). In these cases, we estimate water withdrawal data based on square footage, production, water use at similarly sized buildings, use type and other relevant factors. We do not currently track withdrawal volume by source for our Office, Distribution & Warehouse facilities. These facilities are not significant users of water, making up about 9 percent of our total water withdrawal footprint based on estimated and actual sources.
Water withdrawals quality	• 100%	Water withdrawal quality data is measured and monitored for 100% of the sites over which operational control is exercised. This includes water withdrawal quality data collected on a monthly basis using our internal database tools and sourced by

		utility provider data management solutions for manufacturing facilities and corporate campuses that are within the scope of this report. We prioritize measurement, accounting and reporting for these sites, which comprise the majority of our impact. In some cases, we lack the ability to collect actual water withdrawal quality data (for example, when we are in the process of onboarding newly acquired sites). In these cases, we estimate water withdrawal quality data based on square footage, production, water quality at similarly sized buildings, use type and other relevant factors.
Water discharges – total volume	• 100%	We measure and monitor total volume of water discharge by destination for all global manufacturing and headquarters/RD&E facilities. This includes water discharge volume data collected on a monthly basis using our internal database tools and utility provider data management solutions for manufacturing facilities and corporate campuses that are within the scope of this report. We prioritize measurement, accounting and reporting for these sites, which comprise the majority of our impact. In some cases, we lack the ability to collect actual water discharge data (for example, when we are in the process of onboarding newly acquired sites). In these cases, we estimate water discharge data based on square footage, production, water discharge at similarly sized buildings, use type and other relevant factors.
Water discharges – volumes by destination	76-99%	Water discharge by destination is measured and reported for 100% of the sites over which

		operational control is exercised. This includes water discharge by destination data collected on a monthly basis using our internal database tools and utility provider data management solutions for manufacturing facilities and corporate campuses that are within the scope of this report. We prioritize measurement, accounting and reporting for these sites, which comprise the majority of our impact. In some cases, we lack the ability to collect actual water discharge data by destination (for example, when we are in the process of onboarding newly acquired sites). In these cases, we estimate water discharge data based on square footage, production, water discharge by destination at similar buildings or similar regions, and other relevant factors. We do not currently track discharge volume by destination for our Office, Distribution & Warehouse facilities. These facilities are not significant users of water, making up about 7 percent of our total water discharge footprint based on estimated and actual sources.
Water discharges – volumes by treatment method	• 76-99	Water discharge by treatment method data is measured at more than 76% of Ecolab manufacturing facilities and corporate campuses that are within the scope of this report. Water discharge data by treatment method is collected on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting for sites where we provide primary wastewater treatment on-site, which comprises the majority of

		our water effluent impact. Sites that are not monitored do not generate material amounts of wastewater requiring treatment.
Water discharge quality – by standard effluent parameters	• 76-99	Ecolab measures and reports biochemical oxygen demand (BOD) and total suspended solids (TSS) at relevant global supply chain manufacturing facilities on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting for sites where discharge quality issues have been identified. In 2019, 67% of supply chain manufacturing water discharge was represented in our total reported BOD volume, and 60% was represented in our total reported TSS volume. Sites that are not monitored do not have a material impact. In addition, we monitor the pH of our water effluent before discharging to third party destinations. This includes wastewater hauled off-site and water treated at industrial wastewater treatment plants, which comprise 83% of our water discharge by destination. Together, we measure water discharge quality by standard effluent parameters at more than 76% of our global sites.
Water discharge quality – temperature	• Not relevant	We do not monitor water discharge quality by temperature and do not expect to in the future as Ecolab facilities do not produce a material amount of thermal effluent and do not expect this water aspect to be relevant in the future.

Water consumption – total volume	• 76-99	We measure and monitor water consumption at 84% of Ecolab's sites. The majority of our water consumption results from the incorporation of water into our products, or water lost to the atmosphere through evaporation. This data is carefully tracked at our global manufacturing facilities on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting for our global manufacturing facilities, which comprise the majority of our impact. In some cases, we lack the ability to collect actual water consumption or effluent data (for example, when we are in the process of onboarding newly acquired sites). In these cases, we estimate the impact of water consumption based on square footage, production, water consumed at facilities of similar size and type, and other relevant factors.
Water recycled/reused	• 100%	Water recycled and reused is measured and reported for 100% of the sites over which operational control is exercised. This includes data on water recycling and reuse that is collected on a monthly basis using our internal database tools and utility provider data management solutions for manufacturing facilities and corporate campuses that are within the scope of this report. We prioritize measurement, accounting and reporting for sites where we currently recycle and reuse water. In some cases, we lack the ability to collect actual water recycle/reuse data (for example, when we are in the process of onboarding newly acquired sites).

		In these cases, we do not include an estimate; we only report known instances of water recycling and reuse. In 2019 our volume of water recycled/reused equalled 2.7% of total withdrawal, an 88% increase over 2018.
The provision of fully-functioning, safely managed WASH services to all workers	• 100%	Ecolab is committed to upholding the principles of water stewardship within 100% of our own operations, in alignment with the Alliance for Water Stewardship Standard: upholding good water governance, achieving a sustainable water balance, maintaining good water quality status, protecting or restoring important water-related areas, and providing safe water, sanitation, and hygiene (WASH) for all. We recognize the human right to water. We are committed to aligning with UN Sustainable Development Goal (SDG) #6 to "Ensure availability and sustainable management of water and sanitation for all" and have endorsed the UN Global Compact's CEO Water Mandate. As stated in Ecolab's Water Stewardship Position, we are committed to providing access to WASH facilities in 100% of our operations, and working to improve access to WASH facilities in local communities. We monitor the provision of fully-functioning, safety managed WASH services on an annual basis using our internal database tools.

(W1.2b) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, and how do these volumes compare to the previous reporting year?

Question dependencies

- This question only appears if you select “Neutral” “Important,” or “Vital” as your “Direct use importance rating” in response to W1.1.

Change from 2019

Modified guidance

Connection to other frameworks

CEO Water Mandate

Current state: Performance

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table:

Water aspect	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Total withdrawals	9,074	Select from: ● Much lower ● Lower ● About the same ● Higher ● Much higher ● This is our first year of measurement	Ecolab’s total water withdrawals decreased by 6.9% from 9,743 megaliters in 2018 to 9,074 megaliters in 2019. We consider this to be ‘About the same’ as it is less than a 10% change from the previous year. This decrease was expected given our efforts to improve water efficiency and expand the use of recycled water within our own operations as we track progress towards our 2020 water intensity target. For example, our Garyville, Louisiana site began recycling its sand filter backwash in 2019, resulting in savings of 32.8 million gallons of water per year.

			Our water intensity (measured as water withdrawal per million dollar sales) decreased by 9.6% in the same time period as we also experienced an increase in total production and global sales (global sales, which is used for tracking progress against our intensity goal, increased by 2.8% from 2018 to 2019 when adjusted to 2015 dollars). As noted, the scope of our water withdrawal data consists of global supply-chain manufacturing facilities and headquarters/RD&E facilities. Ecolab is committed to reducing its total water withdrawals and has set a target to reduce water use by 25% by 2020 normalized to sales from a 2015 baseline. Accordingly, we expect future water withdrawal volumes to be lower in the future.
Total discharges	6,828	• About the same	Ecolab's total water discharges decreased by 4.5% from 7,150 megaliters in 2018 to 6,828 megaliters in 2019. We consider this to be 'About the same' as it is less than a 10% change from the previous year. This decrease was expected given our efforts to improve water efficiency and expand the use of recycled water within our own operations as we track progress towards our 2020 water

			intensity target. For example, our Garyville, Louisiana site began recycling its sand filter backwash in 2019, resulting in savings of 32.8 million gallons of water per year. As noted, the scope of our water discharge data consists of global supply-chain manufacturing facilities and headquarters/RD&E facilities. Ecolab is committed to reducing its total water withdrawals, which in turn will reduce total water discharges, and has set a target to reduce water use by 25% by 2020 normalized to sales from a 2015 baseline. Accordingly, we expect future water withdrawal and discharge volumes to be lower in the future.
Total consumption	2,246	Lower	We measure and monitor water consumption, defined by Ceres as the “amount of water that is used but not returned to its original source, including water that has evaporated, transpired, has been incorporated into products, crops or waste, consumed by man or livestock or otherwise removed from the local source,” at 84% of Ecolab’s sites. However, we are currently unable to estimate all impacts related to evaporation, transpiration and total quantity of

			water incorporated into products to derive a true water consumption figure. Therefore, we currently report water consumption as the difference between total water withdrawal and total water discharge, as per the guidance in GRI Standard 303: Water and Effluents. As such, the figures reported in this table balance with the sum of what is reported in 1.2h and 1.2i. Based on this scope, where Water Consumption = Water Withdrawal – Water Discharge, our Water Consumption decreased by 13.4% from 2,593 megaliters in 2018 to 2,246 megaliters in 2019. We consider this to be “Lower” as it represents a reduction of greater than 10% and less than 20% from the previous year. A reduction in consumption was expected given Ecolab’s continued efforts to improve water efficiency and expand the use of recycled water within our own operations as we track progress towards our 2020 water intensity target. As noted, the scope of water withdrawal and water discharge data consists of global supply-chain manufacturing facilities and headquarters/RD&E facilities. Ecolab is committed to reducing our total

			water withdrawals, which in turn will reduce total water consumption, and has set a target to reduce water use by 25% by 2020 normalized to sales from a 2015 baseline. Accordingly, we expect future water consumption to be lower in the future.

(W1.2d) Indicate whether water is withdrawn from areas with water stress and provide the proportion.

Question dependencies

- This question only appears if you select "Neutral", "Important", or "Vital" as your "Direct use importance rating" in response to W1.1.

Change from 2019

Modified question, Revised question dependency

Connection to other frameworks

GRI

Standard 303-3: Water withdrawal

CEO Water Mandate

Current state: Performance

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table:

Withdrawals are from areas with water stress	% withdrawn from areas with water stress	Comparison with previous reporting year	Identification tool	Please explain
Select from:	Select from:	Select from:	Select from:	Ecolab undertakes an annual water-risk assessment. The analysis uses WRI's

• Yes • No • Unknown	• Less than 1% • 1-10 • 11-25 • 26-50 • 51-75 • 76-99 • 100% • Unknown	• Much lower • Lower • About the same • Higher • Much higher • This is our first year of measurement	• WRI Aqueduct • WWF Water Risk Filter • Other, please specify	Aqueduct Water Risk Atlas tool to identify facilities that may operate within water stressed regions, both in the near- and long-term. We then combine our operational water withdrawal and effluent footprint and production metrics with water risk inputs and financial cost valuations from the Water Risk Monetizer (WRM) tool to inform decisions at an operational level. Both tools are used based on their ability to evaluate current and future climate-related water risks against multiple climate scenarios (e.g. IPCC RCP 8.5). In 2019, our water risk assessment scope included 100 percent of our direct operations. To evaluate overall risk to the company, we removed facilities where production does not occur (this includes an estimated 15 percent of water withdrawal and effluent from Offices, Distribution, Warehouses, Flex/R&D and related facilities) and refined our assessment to focus on the remaining 97 manufacturing and campus/technology center facilities which represent 85 percent of our total global water withdrawal and effluent footprint. Defining water stressed as areas having high (40-80%) or extremely high (>80%) baseline water stress according to Aqueduct, we determined that 17% of our total withdrawal is from water stressed

				areas, a decrease from 52% in 2018. We consider a decrease of greater than 20% to be “Much lower”. We primarily attribute this decrease to changes in the Aqueduct Water Risk Atlas tool. This assessment is based on the newest version of Aqueduct, Aqueduct 3.0, released in 2019 after the CDP submission deadline. Among other changes, this version of Aqueduct incorporates groundwater into its hydrological model. Some sites, given their location, experienced a decrease in baseline water stress from 2018 to 2019, when comparing the results of Aqueduct 3.0 to Aqueduct 2.1. 25 sites, including our Clearing, Illinois site, which is our largest water user, lost their water-stressed designation in 2019. To further evaluate our current and future water risk and focus in on strategically important sites, we then assessed these water-stressed sites against the following criteria: 1. Production intensity (i.e. percentage of each sites’ production out of total production) is >1%, 2. 10-year potential Revenue at Risk is >10% (based on WRM tool), and 3. Future baseline water stress is expected to remain the same or increase (based on

				IPCC RCP 8.5 climate scenario to 2030 in WRI's Aqueduct Water Risk Atlas). Based on these criteria, only 3 of our strategically important sites representing 5.8% of total production volume, and 3.2% of total water withdrawal have been identified as operating in river basins with current and/or future water risk.

(W1.2h) Provide total water withdrawal data by source.

Question dependencies

- This question only appears if you indicate in W1.2 that you monitor the following water aspect(s):
  - Water withdrawals – volume by source

Change from 2019

Modified guidance

Connection to other frameworks

CEO Water Mandate

Current state: Performance

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table:

Source	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain

Fresh surface water, including rainwater, water from wetlands, rivers, and lakes	Select from: ● Relevant ● Relevant but volume unknown ● Not relevant	849	Select from: ● Much lower ● Lower ● About the same ● Higher ● Much higher ● This is our first year of measurement	Fresh surface water, including rainwater, withdrawal is relevant because it is one of many sources of water we rely on for our daily operations and manufacturing based on the watersheds in which we operate, and it represented 10% of our total water withdrawal by source in 2019. In some locations where municipal water is unavailable, we use fresh surface water. Fresh surface water withdrawals increased by 15% from 2018 to 2019, which we interpret as 'Higher' as it represents an increase of greater than 10% and less than 20% from the previous year. This increase is due to overall variability in production and a decrease in the use of third-party municipal sources in some locations across our global manufacturing and headquarters/ RD&E portfolio. Ecolab is committed to reducing its total water withdrawals and has set a target to reduce water use by 25% by 2020 normalized to

				sales from a 2015 baseline. Accordingly, we expect future water withdrawal from fresh surface water to be lower in the future.
Brackish surface water/Seawater	• Not relevant			We do not source any of our water from brackish surface water/seawater in our direct or indirect operations due to our facility locations and our operational requirements to use freshwater. We do not anticipate that this source will become relevant to Ecolab in the future.
Groundwater – renewable	• Relevant	1,211	• About the same	Groundwater withdrawal is relevant because it is one of many sources of water that we rely on for our daily operations and manufacturing based upon the watersheds in which we operate, and it represented 15% of our total water withdrawal by source in 2019. In some locations where municipal water is unavailable, we use groundwater, such as at our Cisterna, Italy facility. Renewable groundwater withdrawals increased by 3% from 2018 to 2019, which we

				interpret as ‘About the same’ as it is less than a 10% change from the previous year. This slight increase is due to overall variability in production and a decrease in the use of third-party municipal sources in some locations across our global manufacturing and headquarters/ RD&E portfolio. Ecolab is committed to reducing its total water withdrawals, and has set a target to reduce water use by 25% by 2020 normalized to sales from a 2015 baseline. Accordingly, we expect future water withdrawal volumes from renewable groundwater to be lower in the future.
Groundwater – non-renewable	• Not relevant			We do not source any of our water from non-renewable groundwater sources. As per our Water Stewardship Position Statement, Ecolab is committed to the sustainable management of water resources and non-renewable water resources are not considered environmentally,

				socially or economically sustainable. We do not anticipate that this source will become relevant to Ecolab in the future.
Produced/Entrained water	• Not relevant			We do not source any of our water from produced/entrained sources as we do not have operations that produce water as a result of the extraction, processing, or use of raw materials. We do not anticipate that this source will become relevant to Ecolab in the future.
Third party sources	• relevant	6,370	• Lower	Third party municipal water is relevant because it is the primary source that we rely on for our daily operations and manufacturing based on the watersheds in which we operate, and it represented 77% of our total water withdrawal by source in 2019. Municipal water withdrawals decreased by 13% in 2018, which we interpret as 'Lower' as it represents a decrease of greater than 10% and less than 20% from the previous year. This decrease is

				primarily due to efforts to reduce water withdrawal, as well as overall variability in production and an increase in the use of fresh surface water resources at select sites within our global manufacturing and headquarters/RD&E portfolio. As municipal water withdrawal decreased by 13%, our overall water intensity decreased by 9.6% from the previous reporting year. Ecolab is committed to reducing its total water withdrawals, and has set a target to reduce water use by 25% by 2020 normalized to sales from a 2015 baseline. Accordingly, we expect future water withdrawal volumes to be lower in the future.

(W1.2i) Provide total water discharge data by destination.

Question Dependencies

- This question only appears if you indicate in W1.2 that you monitor the following water aspect(s):
  - Water discharges - volumes by destination

Change from 2019

Modified guidance

Connection to other frameworks

CEO Water Mandate

Current state: Performance

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table:

Destination	Relevance	Volume (megaliters/year)	Comparison with previous reporting year	Please explain
Fresh surface water	Select from: ● Not relevant ● Relevant ● Relevant but volume unknown	927	Select from: ● Much lower ● Lower ● About the same ● Higher ● Much higher ● This is our first year of measurement	Fresh surface water discharges are relevant because it is one destination we use for our daily operations and manufacturing based on the watersheds and utility infrastructure in which we operate, and it represented 15% of total water discharge in 2019. In some locations, we discharge to surface water where sewer to treatment facility processes are unavailable, such as at our Biebesheim, Germany facility. Fresh surface water discharges increased by 72% from 2018 to 2019, which we consider to be 'Much higher' as it is greater than a 20% increase from the previous

				year. However, such discharges still represent a small portion of our overall water discharge. This increase is due to overall variability in production and a decrease in the use of third-party municipal destinations in some locations across our global manufacturing and headquarters/RD&E portfolio. Ecolab is committed to reducing its water withdrawals which will reduce total water discharges. Accordingly, we expect discharges to be lower in the future.
Brackish surface water/seawater	• Not relevant			Due to our facility locations and our operational requirements to use freshwater, we do not source any of our water from brackish surface water/seawater, and therefore do not discharge water into brackish surface water/seawater so this source is not relevant. We do not anticipate that this source will become relevant to Ecolab in the future.

Groundwater	• Relevant	89	• Much lower	Groundwater discharge, which Ecolab defines as deep well injection, is relevant to Ecolab because it is a small, but critical destination that we rely on for our Energy and Water services business, and it represented 1.4% of our total water discharge by destination in 2019. Groundwater discharges decreased by 35% from 2018 to 2019, which we consider to be 'Much lower' as it is greater than a 20% reduction from the previous year. This decrease is due to overall variability in production and efforts to reduce water withdrawal. Ecolab is committed to reducing its water withdrawals which will reduce total water discharges. Accordingly, we expect future discharge volumes to be lower in the future. In addition, the spin-off of our Upstream Energy business in 2020 will significantly reduce our groundwater discharges by deep well injection.

Third-party destinations	• Relevant	5,199	• Lower	Third party destinations, which includes municipal destinations, wastewater hauled off-site and industrial wastewater treatment plants, is relevant because it is the primary destination we rely on for our daily operations and manufacturing based on the watersheds and utility infrastructure in which we operate. In 2019, third party destinations represented 83% of our total water discharge by destination. Third party discharges decreased by 14% from 2018 to 2019, which we consider to be 'Lower' as it is a greater than 10% and less than 20% reduction from the previous year. This decrease is primarily due to efforts to reduce water withdrawal, which in turn reduces our water discharges, as well as overall variability in production and an increase in the use of discharge to fresh surface water at certain locations across our global manufacturing and headquarters/RD&E portfolio.

				We are committed to reducing water withdrawals which will reduce total water discharges. Accordingly, we expect future discharge volumes to be lower in the future.

Value-chain engagement

(W1.4) Do you engage with your value chain on water-related issues?

Question dependencies

- This question only appears if you select “Neutral”, “Important”, or “Vital” as your “Indirect use importance rating” in response to W1.1.
- Your response to W1.4 prompts subsequent questions. If your response to W1.4 is amended, data already entered in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Internal actions

Response options

Select all that apply from the following options:

- Yes, our suppliers
- Yes, our customers or other value chain partners
- No, not currently but we intend to within the next two years
- No, we do not engage with our value chain on water

(W1.4a) What proportion of suppliers do you request to report on their water use, risks and/or management information and what proportion of your procurement spend does this represent?

Question dependencies

- This question only appears if you select “Yes, our suppliers” in response to W1.4.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Internal actions

SDG

Goal 12: Responsible consumption and production

Response options

Please complete the following table:

% of suppliers by number	% of total procurement spend	Rationale for this coverage	Impact of the engagement and measures of success	Comment
Select from: ● None and we do not plan to request this from suppliers ● None currently, but we plan to request this within the next two years ● Less than 1% ● 1-25 ● 26-50 ● 51-75 ● 76-100 ● Unknown	Select from: ● Less than 1% ● 1-25 ● 26-50 ● 51-75 ● 76-100 ● Unknown	Raw materials suppliers are engaged on water-related issues including their risks, consumption and product development related information because they represent our core foundation for developing the products and services which we formulate and sell to customers. They are selected for reporting through our procurement organization with	Impacts of our engagement result in the generation of new product launches which enables sales growth where more than 10% of our R&D pipeline is sourced from these initiatives. We collect product performance KPIs covering energy, water, emissions, as well as supplier operational impacts. This data is used by product R&D teams to inform efficiency projects with	

		the top tier (6 suppliers) representing over 20% of our Raw Materials spend participating in our Strategic Supplier Initiative. They are incentivized to participate in reporting because we co-innovate with them on projects, products, and services which reduce their operating costs and lower their environmental footprint. This is realized through our direct engagement process where we identify raw material purchasing needs and explore their manufacturing processes to identify opportunities to increase efficiency and reduce impacts in their processes. Many of these suppliers are also our customers creating additional incentives to collaborate.	suppliers at the product development level and/or manufacturing level. Success is measured by: the number of projects per year, and the cumulative savings of energy and water projects delivered from a base case, that we co-deliver. Because many strategic suppliers are also key customers, customer account managers use this data to report savings from energy, water, waste impacts in their operations. For example, Ecolab engaged with key suppliers Dow and BASF to deploy its 3D TRASAR technology for cooling water which reduced the water footprint for our purchased goods from these two suppliers by 3 billion gallons, a 71% reduction.	

(W1.4b) Provide details of any other water-related supplier engagement activity.

Question dependencies

- This question only appears if you select “Yes, our suppliers” in response to W1.4.

Change from 2019

Minor change

Connection to other frameworks

Response: Internal actions

Response options

Please complete the following table. You are able to add rows to this table using the "Add Row" button.

Type of engagement	Details of engagement	% of suppliers by number	% of total procurement spend	Rationale for the coverage of your engagement	Impact of the engagement and measures of success	Comment
Select from: ● No other supplier engagements ● Onboarding & compliance ● Incentivizing for improved water management and stewardship ● Innovation & collaboration ● Other	Select all that apply: ● Encourage/incentivize innovation to reduce water impacts in products and services	Select from: ● None ● Less than 1% ● 1-25 ● 26-50 ● 51-75 ● 76-100 ● Unknown	Select from: ● None ● Less than 1% ● 1-25 ● 26-50 ● 51-75 ● 76-100 ● Unknown	Raw materials, Equipment & Packaging suppliers are engaged on water-related issues including their risks, consumption and product development related information because these suppliers represent our systems engineering approach to providing unique chemistry solutions and services to our customers. They are selected for reporting through our procurement organization and are incentivized to participate in reporting because we co-innovate with	Impacts of our engagement result in the generation of new product launches which enables sales growth where more than 10% of our R&D pipeline is sourced from these initiatives. We collect product performance KPIs covering energy, water, emissions, as well as supplier operational impacts. This data is used by product R&D teams to inform efficiency projects with suppliers at the product development level and/or manufacturing level. Success is measured by: the	

				them on projects, products, and services which reduce their operating costs and lower their environmental footprint. This is realized through our direct engagement process where we identify raw material purchasing needs and explore their manufacturing processes to identify opportunities to increase efficiency and reduce impacts in their processes. Many of these suppliers are also our customers creating additional incentives to collaborate.	number of projects per year, the cumulative savings of energy and water projects delivered from a base case, that we co-deliver. For example, we engaged with Dow, a key raw materials supplier, to identify solutions to reduce water consumption at a facility in Spain facing water stress. Through our co-innovation process, we evaluated their operational data through our supplier program and deployed solutions that enable Dow to now use 40% reclaimed water, reducing freshwater withdrawal by 22% and effluent discharge by 49%.	

[Add Row]

Details of engagement (column 2)

Onboarding & compliance ● Inclusion of water stewardship and risk management in supplier selection mechanism ● Requirement for water-related targets is included in your supplier selection mechanism ● Requirement to adhere to our code of conduct regarding water stewardship and management ● Other, please specify Incentivizing for improved water management and stewardship ● Demonstrable progress against water-related targets is incentivized in your supplier relationship management ● Water management and stewardship action is integrated into your supplier evaluation ● Water management and stewardship is featured in supplier awards scheme ● Offer financial incentives to suppliers reducing your operational water impacts through the products they supply to you ● Offer financial incentives to suppliers improving water management and stewardship across their own operations and supply chain ● Other, please specify	Innovation & collaboration ● Encourage/incentivize innovation to reduce water impacts in products and services ● Encourage/incentivize suppliers to work collaboratively with other users in their river basins ● Provide training and support on sustainable agriculture practices to improve water stewardship (food, beverage & tobacco sector only) ● Educate suppliers about water stewardship and collaboration ● Other please specify Other ● Other, please specify

(W1.4c) What is your organization's rationale and strategy for prioritizing engagements with customers or other partners in its value chain?

Question dependencies

● This question only appears if you select "Yes, our customers or other value chain partners" in response to W1.4.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Internal actions

Response options

This is an open text question with a limit of 2,000 characters.

Customers: Ecolab's method and strategy for engagement is realized through our eROI platform which engages customers to quantify: Improved Performance, Operational Efficiency, Sustainable Impact. The outcome of this process is a clearly defined value that aligns with customers' key performance indicators. Our rationale for prioritizing engagement is that customers drive the success of our business and sales, and specifically our ability to engage with them to deliver improved performance is a strategic competitive advantage and key to our success. Accordingly, sales growth by sector, and by eROI product platform/ technology are key and direct engagement success measures.

Non-governmental organizations: Our ability to provide and protect clean water, safe food, abundant energy and healthy environments is strengthened through our partnerships with reputable global NGOs. Through these partnerships, we further our understanding of global trends impacting our business, customers and communities around the world. We are a signatory of the UN Global Compact and CEO Water Mandate, and an active member of the Corporate Eco Forum. Partnerships with the World Wildlife Fund, The Nature Conservancy, and the California Water Action Collaborative, among others, help advance water conservation and stewardship initiatives in our priority regions including China, Mexico and the United States. Ecolab is a founding partner of the Alliance for Water Stewardship's International Water Stewardship Standard, a globally consistent and locally adaptable framework to inform decisions and encourage collective action to promote sustainable freshwater use. We have implemented the framework at 4 of our own facilities (in China, California and Louisiana), including providing training to other local water users. We also collaborated with companies in the watershed to implement the Standard within their facilities and to identify ways to work together to further reduce our collective impacts. The rationale for engagement with these partners is to drive water stewardship through a stakeholder-inclusive process that involves site and catchment-based actions within our priority watersheds, while advancing water stewardship globally. Engagement sSuccess is measureds by the number (and rate of change year-on-year) of Ecolab facilities certified to the AWS standard, and number of AWS certified sites globally.

W2 Business impacts

Recent impacts on your business

(W2.1) Has your organization experienced any detrimental water-related impacts?

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Implications: External impacts

Response options

Select one of the following options:

- Yes
- No

Compliance impacts

(W2.2) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

Question dependencies

- Your response to W2.2 will determine which subsequent questions are presented in this section. If your response to W2.2 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Current state: Compliance

Response options

Select all that apply from the following options:

- Yes, fines
- Yes, enforcement orders or other penalties
- Yes, fines, enforcement orders or other penalties but none that are considered as significant
- No
- Don’t know

W3 Procedures

Risk identification and assessment procedures

(W3.3) Does your organization undertake a water-related risk assessment?

Question Dependencies

- Your response to W3.3 prompts subsequent questions to be presented. If your organization does not currently incorporate a water risk assessment into its core business procedures you will be presented with question W3.3e. If your response to W3.3 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Implications: Business risks

Response options

Select one of the following options:

- Yes, water-related risks are assessed
- No, water-related risks are not assessed

(W3.3a) Select the options that best describe your procedures for identifying and assessing water-related risks.

Question dependencies

- This question only appears if you select “Yes, water-related risks are assessed” in response to W3.3.

Change from 2019

Minor change, Modified guidance

Connection to other frameworks

CEO Water Mandate

Implications: Business risks

Response options

Please complete the following table:

Value chain stage	Coverage	Risk assessment procedure	Frequency of assessment	How far into the future are risks considered?	Type of tools and methods used	Tools and methods used	Comment
Direct operations	Select from: • Full • Partial • None	Select from: Water risks are assessed as part of other company-wide risk assessment system	Select from: • More than once a year • Annually • Every two years • Every three years or more • Not defined	Select from: • Up to 1 year • 1 to 3 years • 3 to 6 years • More than 6 years • Unknown	Select all that apply: • Tools on the market • Enterprise Risk Management • International methodologies • Databases • Other	Select all that apply: • Response drop-down options below table • Ecolab Water Risk Monetizer • WRI Aqueduct • Alliance for Water Stewardship Standard • External consultants	Annual analysis includes an assessment of 100% of Ecolab's direct operations to determine which sites are located in water-stressed areas and evaluate potential risk based on location, water withdrawal, production volume, and other key financial factors identified by the Ecolab Water Risk Monetizer tool. In addition, as a founding partner

							of the Alliance for Water Stewardship (AWS) Standard, we have pilot tested the AWS standard at several Ecolab facilities and four of our plants have achieved AWS certification, which involves understanding and mitigating water risk at the site level.
Supply chain	• Full	• Water risks are assessed in an environmental risk assessment	• Annually	• More than 6 years	• Tools on the market • Other	• Ecolab Water Risk Monetizer • WRI Aqueduct • Other, please specify- Internal company methods	Ecolab uses the WRI Aqueduct tool, Water Risk Monetizer tool, and other internal company methods to directly engage with our suppliers, evaluate water-related risks in their operations, and identify any opportunities to deploy our products and

							services to reduce their risks and impacts.
Other stages of the value chain	• Partial	• Water risks are assessed in an environmental risk assessment	• More than once a year	• More than 6 years	• Tools on the market • Other	• Ecolab Water Risk Monetizer • WRI Aqueduct • Other, please specify- Internal company methods	Ecolab uses the WRI Aqueduct tool, Water Risk Monetizer tool, and other internal company methods to directly engage with our customers, assess water-related risks in their operations, and identify opportunities to deploy our products and services to reduce their risks and impacts.

Risk assessment procedure (column 3)

• Water risks are assessed as part of an enterprise risk management framework • Water risks are assessed as part of other company-wide risk assessment system • Water risks are assessed in an environmental risk assessment	• Water risks are assessed as a standalone issue • Other, please specify

Tools and methods used (column 7)

Tools on the market ● Ecolab Water Risk Monetizer ● GEMI Local Water Tool ● Water Footprint Network Assessment tool ● WRI Aqueduct ● WWF Water Risk Filter ● SIWI Water Tool ● Ceres AquaGauge ● Other, please specify Enterprise Risk Management ● COSO Enterprise Risk Management Framework ● ISO 31000 Risk Management Standard ● Other, please specify International methodologies ● Environmental Impact Assessment ● Life Cycle Assessment ● IPCC Climate Change Projections ● Alliance for Water Stewardship Standard ● Other, please specify	Databases ● FAO/AQUASTAT ● Maplecroft Global Water Security Risk Index ● Regional government databases ● UNEP Vital Water Graphics ● Other, please specify Other ● Internal company methods ● External consultants ● National-specific tools or standards ● Other, please specify ● Don't know

(W3.3b) Which of the following contextual issues are considered in your organization's water-related risk assessments?

Question Dependencies

- This question only appears if you select "Yes, water-related risks are assessed" in response to W3.3.

Change from 2019

No change

Response options

Please complete the following table:

Contextual issue	Relevance & inclusion	Please explain
Water availability at a basin/catchment level	Select from: ● Relevant, always included ● Relevant, sometimes included ● Relevant, not included ● Not relevant, included ● Not relevant, explanation provided ● Not considered	Water availability at a basin/catchment level is relevant for our operations as freshwater is an essential raw material input into many of our products, and the essential delivery mechanism to enable the outcomes our customers expect from us: cleaning, sanitation, heating and cooling. Ecolab uses the WRI Aqueduct and Water Risk Monetizer tools to evaluate water availability at the local level. We utilize WRI Aqueduct to identify facilities that may operate in water stressed regions, both in the near and long-term. Combining operational data with financial cost valuations and water risk inputs, we utilize the Water Risk Monetizer's valuation of incoming and outgoing quantity risk and overall Revenue at Risk for sites facing water stress. We anticipate that water availability will continue to be relevant for us in the future.
Water quality at a basin/catchment level	● Relevant, always included	Water quality at a basin/catchment level is relevant for our operations as good quality freshwater is an essential raw material input into many of our products, and the essential delivery mechanism to enable the outcomes our customers expect from us: cleaning, sanitation, heating and cooling. Ecolab uses the WRI Aqueduct and Water Risk Monetizer tools to evaluate water quality parameters at the local level, including WRI Aqueduct's analysis of coastal eutrophication potential and the Water Risk Monetizer's valuation of incoming and outgoing quality risk. We anticipate that water quality will continue to be relevant for us in the future.

Stakeholder conflicts concerning water resources at a basin/catchment level	• Relevant, always included	Stakeholder conflicts concerning water resources at a basin/catchment level is relevant for our business as water is essential to our operations, products and services. Given our dependence on water access and impact on water resources in areas in which we operate, we recognize our responsibility to practice good water management and collaborate with local communities to ensure the availability and sustainable management of water and sanitation for all. To assess the potential for stakeholder conflicts concerning water resources, Ecolab uses the WRI Aqueduct and Water Risk Monetizer tools to identify sites located within water stressed areas. We also augment this analysis with insights from Ecolab's corporate regulatory affairs organization on any existing stakeholder conflicts concerning water resources at the local level. In areas where we identify environmental and social water risks, we monitor stakeholder issues at the local level and incorporate this information into our final water risk ranking analysis to determine if there is any substantive risk for an individual, or grouping of facilities. We anticipate that stakeholder conflicts concerning water resources will continue to be relevant for us in the future.
Implications of water on your key commodities/raw materials	• Relevant, always included	This issue is relevant for our operations as water is an essential raw material input into many of our products, and the essential delivery mechanism to enable the outcomes our customers expect from us: cleaning, sanitation, heating and cooling. We assess this risk through our company-wide Enterprise Risk

		Management process, which incorporates the inputs from our annual water risk assessment at the site level utilizing the Water Risk Monetizer toolset. We also assess and address implications on our raw materials through our strategic supplier program where we engage our top chemical suppliers in joint projects. More than 60% of these projects are directly related to sustainability, including reducing water consumption. We anticipate that implications of water on our raw materials will continue to be relevant for us in the future.
Water-related regulatory frameworks	• Relevant, always included	Water-related regulatory frameworks are relevant and in some locations a regulatory requirement, as water is essential in our operations, and in the delivery of our products and services. Ecolab uses the Water Risk Monetizer tool, which evaluates water regulatory frameworks and potential taxes and tariffs with additional inputs via the WRI Aqueduct tool to consider regulatory risks at the watershed level. This analysis is augmented with local, state, federal and/or national regulatory tracking through Ecolab's corporate regulatory affairs organization. Water issues are monitored at the local level in select regions where we have identified water risks. For example, water withdrawal restrictions issued by the State of California during the drought of 2018 have influenced our sites in the State and was a precursor to getting two California sites certified to the Alliance for Water Stewardship Standard. These types of current and pending legislation and related regulatory frameworks are incorporated into our final

		water risk ranking tool and analysis to determine if there is any substantive risk for an individual or grouping of facilities. We anticipate that water-related regulatory frameworks will continue to be relevant for us in the future.
Status of ecosystems and habitats	• Relevant, always included	The status of ecosystems and habitats is relevant as having operations in environmentally sensitive or protected areas may lead to regulatory, operational and/or reputational risks. This issue is managed through our global SH&E policies. We investigate our global sites to determine if any are located near internationally protected areas. We use the WRI Aqueduct and Water Risk Monetizer tools to evaluate the status of ecosystems and habitats at the local level. Compliance with wastewater discharge regulations associated with our operations limits our impact to local ecosystems. We anticipate that the status of ecosystems and habitats will continue to be relevant for us in the future. Ecolab currently only owns one manufacturing facility, in Garyville, Louisiana, that has protected wetlands on its property. This is the only known operational site that is in or adjacent to protected areas or areas of high biodiversity value. In 2019 this site became our fourth site certified to the Alliance for Water Stewardship standard, and the first North American site certified to version 2.0 of the standard. In partnership with The Nature Conservancy, the project focused on water balance, water quality and the plant's relationship with the

		local ecosystem and its stakeholders. To contribute to the health of this water-stressed watershed, the Garyville plant adopted a net positive water approach, increasing water-use efficiency on site using Ecolab solutions while addressing the shared water challenges in the basin through nature-based solutions.
Access to fully-functioning, safely managed WASH services for all employees	• Relevant, always included	Ecolab is committed to upholding the principles of water stewardship within our own operations, in alignment with the Alliance for Water Stewardship Standard, which includes providing safe water, sanitation, and hygiene (WASH) for all. Accordingly, we have set a company-wide goal to provide access to WASH facilities in 100% of our operations, and work to improve access to WASH facilities in local communities. We monitor the provision of fully-functioning, safety managed WASH services on an annual basis using our internal database tools. This goal is important to our company as it aligns with Ecolab's efforts to advance sustainable water solutions around the world through partnerships with our customers, nongovernmental organizations, suppliers and other stakeholders to help ensure sustainable water management. WASH access is evaluated in a separate assessment tool and program managed by our Supply Chain organization, but is considered as a part of our wider enterprise-level water risk assessment. To assess progress, we monitor the percent of operations and sites with audited WASH facilities in place. We anticipate that access to fully-functioning, safely

		managed WASH services for all employees will continue to be relevant for us in the future.
Other contextual issues, please specify	• Not considered	

(W3.3c) Which of the following stakeholders are considered in your organization's water-related risk assessments?

Question Dependencies

- This question only appears if you select "Yes, water-related risks are assessed" in response to W3.3.

Change from 2019

No change

Response options

Please complete the following table:

Stakeholder	Relevance & inclusion	Please explain
Customers	Select from: • Relevant, always included • Relevant, sometimes included • Relevant, not included • Not relevant, included • Not relevant, explanation provided • Not considered	Our relationships with many of the world's biggest brands give us a unique perspective on the risks and opportunities facing a wide range of industries all around the world. We learn from our customers — the challenges they face and the results they desire — and we use this knowledge to drive innovation and help them achieve their business and sustainability goals. Specific risks that we consider related to customers include reputation and brand management, tied to the performance and efficacy of our products and services to realize environmental savings in-use for our customers. Through our eROI value capture approach, we also engage directly with our customers to undertake

		water-related risks assessments of their operations using the Water Risk Monetizer, which helps us to tailor specific solutions that address their water risks. We also engage directly with our customers every day and on-site through our 27,500 sales and service associates where we partner with customers to help them do more with less — while achieving their business goals. Our proprietary eROI value capture approach measures the economic, operational and environmental impact of our solutions. With performance outcomes uncompromised, we credibly deliver and document this exponential value to our customers. This is exemplified by our water stewardship goal to conserve 300 billion gallons of water annually by 2030 by reducing water consumption in our customers' operations as well as our own.
Employees	• Relevant, always included	We strive to make Ecolab a place where talented and capable people are inspired, motivated and fully engaged in their work. We include employees in our water-related risk assessments because our associates drive innovation, support business growth and provide personally delivered service and on-the-ground support to more than three million customer locations – they are critical to our business success. We engage employees through bi-annual surveys that monitor and evaluate employee engagement overall and on topics specific to sustainability including water issues, which are critical to our success and inform our business strategy. We challenge our employees to engage

		our manufacturing facilities managers and teams to reduce water withdrawal and improve plant efficiency growth and use our sales processes to get employees to engage with customers to undertake water-related risk assessments of their own operations to understand their risks and consider how reductions in water withdrawal (as delivered with Ecolab products and services) can reduce their exposure.
Investors	• Relevant, always included	As a publicly traded company, we place a priority on the opinions of our shareholders. We engage in direct dialogue with our stakeholders each year at our annual shareholder meeting, and we also engage with the investor community via disclosures, surveys and rankings from inventor led indices. Specifically, we use data sets and criteria provided from investor-led organizations to inform our own water-related risk assessments and engage in dialogue with these groups to share results and shape our strategy.
Local communities	• Relevant, always included	We engage a diverse set of stakeholders to assess the materiality of sustainability-specific issues, inclusive of a targeted stakeholder engagement process that includes employees, customers, investors and relevant external groups including local communities. Ecolab actively seeks to improve water stewardship within our own operations and the watersheds in which we operate, thus considering the needs, expectations and concerns from local communities is critical to conducting a rigorous and comprehensive water-related risk

		assessment. Specific risks that we consider related to local communities include reputation and brand management, as well as evaluating specific water-related risks in these communities using tools developed by Ecolab to inform water stewardship programs and initiatives. An example of how we engage in the community is through Solutions for Life, a philanthropic program launched in 2014 which enhances our mission to conserve water and improve hygiene around the world. Through Solutions for Life Ecolab supports the work of two strategic nonprofit partners: the Project WET Foundation and The Nature Conservancy, both of which directly engage with and benefit local communities, where in turn we are able to integrate identified risks and concerns from these stakeholders into our water-related risk assessments. Educators and Ecolab associates globally have downloaded Project WET (Water Education for Teachers) materials to share in their communities. This free curriculum has reached more than eight million individuals in 98 countries with its fun, hands-on lessons about water conservation and healthy hygiene practices. The Monterrey Metropolitan Water Fund is an example of our community impact through our partnership with The Nature Conservancy. Launched in 2014, this collaboration has restored and conserved over 293 acres of land in the Cumbres de Monterrey National Park, which provides over 60 percent of the Monterrey metropolitan area's water. These

		activities are aimed at improving water infiltration, regulating water flow, reducing flood risk and strengthening water security and climate resilience for communities in the region. Our collaboration has also produced a community tree nursery that supplies trees for restoring the landscape and contributes to the livelihoods of local farmers. The plants produced to date have the potential to reforest between 296 to 370 acres of areas devoid of vegetation, protecting water resources.
NGOs	• Relevant, always included	Our ability to provide and protect clean water, safe food, abundant energy and healthy environments is strengthened through our partnerships with reputable global NGOs. Through these partnerships, we further our understanding of global trends impacting our business, customers and communities around the world, and use their insights to inform our water-related risk assessments. Annually, we actively engaged with relevant organizations through one-to-one meetings, hosting workshops and sponsoring conferences, and these partnerships influence our assessment of our company's water-related risks and opportunities related to our operations and customer solutions. NGO partnerships include the UN Global Compact and CEO Water Mandate, Corporate Eco Forum, World Wildlife Fund, Alliance for Water Stewardship, The Nature Conservancy, World Resources Institute, and the California Water Collaborative, among others. Specific risks that we consider related to NGOs include reputation and brand

		management, tied to the performance and efficacy of our products and services to realize environmental savings in-use for our customers, and related to our performance in NGO-led surveys, rankings and disclosures.
Other water users at a basin/catchment level	• Relevant, always included	We employ a multi-faceted process to determine our company's material issues in order to align materiality with our company and customers' key business drivers and to analyze risks and opportunities specific to sustainability. We engage a diverse set of stakeholders to assess the materiality of sustainability-specific issues, inclusive of a targeted stakeholder engagement process that includes employees, customers, investors and relevant external groups, which includes other water users in watershed basins where we operate or undertake philanthropic activities. For example, through our Solutions for Life initiative with The Nature Conservancy (TNC), we continued our partnership with The Nature Conservancy securing and restoring water sources around the globe. Ecolab has directly engaged with the Minnesota Headwaters Fund, established to protect clean water in Minnesota's lakes and rivers for the benefit of nature, people and business. The Fund will support protection and high-impact conservation work throughout the Upper Mississippi River basin, with a ten-year goal to protect 200,000 acres, impacting 1.4 million people. Ecolab funding has helped directly protect 759 acres and influenced the protection on 11,870 acres in the Upper Mississippi

		River watershed. In addition, 123 acres and 7,750 feet of river have been restored. Ecolab employees helped with this restoration work on the Rum River in May of 2019 with a huge wetland plant and tree planting effort. Specific risks that we consider related to other water users in watershed basins include a broad set of water quality, quantity, and baseline/future water stress risks, as well as financial risks through the use of our Water Risk Monetizer tool. Results are used to inform water stewardship programs and initiatives with these other users such as with TNC and Minnesota Headwaters Fund.
Regulators	• Relevant, always included	Ecolab takes a holistic approach to sustainability, including economic, environmental, and social responsibility activities. Engaging with policymakers is one means of furthering our sustainability objectives. We communicate with policymakers in proactive policy discussions, bringing our market segment and scientific expertise to the table on energy, water, waste, food safety and customer health issues. We engage with federal and state legislative and regulatory bodies, industry and customer trade associations around the globe and non-government organizations that provide a forum for environmental policy discussion relevant to our industry. This includes a diverse set of stakeholders which focus on key climate mitigation and adaptation issues and potential risks such as product design for energy efficiency and material safety, energy management in business and

		manufacturing operations and industry collaboration to influence climate policy and water stewardship issues, standards and policy adoption.
River basin management authorities	• Relevant, always included	We employ a multi-faceted process to determine our company's material issues in order to align materiality with our company and customers' key business drivers and to analyze risks and opportunities specific to sustainability. We engage a diverse set of stakeholders to assess the materiality of sustainability-specific issues, inclusive of a targeted stakeholder engagement process that includes employees, customers, investors and relevant external groups such as river basin management authorities. For specific sites where our water risk assessment may have identified water risks such as current baseline water stress, we have and continue to engage with river basin management authorities, amongst other local level organizations to incorporate their concerns and ideas into our water management strategies. For example, we engaged with and considered water risk inputs from local river basin authorities as a part of our piloting of the Alliance for Water Stewardship's (AWS) International Water Stewardship Standard certification at our Taicang manufacturing plant.
Statutory special interest groups at a local level	• Relevant, always included	We employ a multi-faceted process to determine our company's material issues in order to align materiality with our company and customers' key business drivers and to analyze risks and opportunities specific to sustainability. We engage a

		diverse set of stakeholders to assess the materiality of sustainability-specific issues, inclusive of a targeted stakeholder engagement process that includes employees, customers, investors and relevant external groups such as statutory special interest groups at a local level. For example, in 2015, Ecolab support enabled The Nature Conservancy to explore nature-based solutions to help secure water for China's rapidly growing cities. Specific water-related risks that were included in our assessment for this project included current baseline water stress and a projected future change in baseline water stress for specific watersheds in China facing rapid development. This support included meeting with Chinese experts and applying the global Urban Water Blueprint approach to the unique attributes of the Chinese landscape. In 2019, with Ecolab's support, TNC made headway on the development of source water protection programs for the Dongjiang River Basin, the Qiandao Lake Basin and the exploration of a "sponge city" program in Shanghai. These projects use nature to create a more resilient water system in regions across the globe and will serve as critical demonstration sites, showing not only the physical connections between nature and cleaner water, but also how to engage stakeholders around a common purpose through innovative funding and governance frameworks.
Suppliers	• Relevant, always included	Through our strategic supplier initiative, we actively engage with suppliers whose products and services we rely upon to develop our own products &

		services. As a part of this program, we undertake assessments for a subset of raw material strategic suppliers to assess and understand their potential water-related risks, including current water withdrawal quantity at-risk and in the future using a 2DS scenario, which could impact the development and manufacture of our own products and services.
Water utilities at a local level	● Relevant, always included	Ecolab evaluates specific water withdrawal and effluent risks for each our manufacturing sites and correspondingly develops management plans for sites with identified risks through our annual Water Risk Assessment. Water utilities and suppliers are engaged on an as needed basis via direct consultation and in some cases to solicit direct feedback in -the development of these management plan programs, in particular where we have identified a potential future price increase in the cost of water through our WRM tool and/or where the site has a High/ Extremely High baseline water stress score via the WRI Aqueduct tool.
Other stakeholder, please specify	● Not considered	

(W3.3d) Describe your organization's process for identifying, assessing, and responding to water-related risks within your direct operations and other stages of your value chain.

Question dependencies

- This question only appears if you select "Yes, water-related risks are assessed" in response to W3.3.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Implications: Business risks

Response options

This is an open text question with a limit of 5,000 characters.

We conduct an annual water risk assessment, aligned with our Annual Enterprise Risk Assessment, of our potential physical and transition risks to our operations and suppliers, in the near- and long-term. Data inputs include water withdrawal, effluent, and production metrics with water risk inputs and financial cost valuations from the Water Risk Monetizer (WRM). We use this tool because it is publicly available, global, uses best-in class local water basin datasets (WRI Aqueduct, WWF, etc.), and scientific methodologies to monetize water-specific business risks. Time horizons are based on the RCP 8.5 scenarios built into the tools on a current year (various risk criteria), 2020, 2030 and 2040 basis (e.g. change in future water stress), where 2020 is the year for our internal water target, and 2030 the year of our customer impact water stewardship goal. This approach was selected so that we can demonstrate our own tools in assessing risk through scenario analysis on our own operations, supply chain and with customers. Coverage is 100 percent of our direct operations and suppliers. Our risk-response decision making process consider the results of this analysis and directly informs our business strategy to prioritize our water conservation and efficiency efforts across the business and with suppliers. For example, one of our sites that exceeded criteria thresholds in our most recent water risk assessment has completed Alliance for Water Stewardship Certification. Another will be sold as part of the Upstream energy business that was divested in March 2020. Previous risk assessments factored into our decisions to obtain Alliance for Water Stewardship certification at our manufacturing facility in Carson, California, and to invest in a water reclamation system at our Clearing, Illinois site. We define water risks that have a substantive financial or strategic impact on our business as risks affecting total production volume by greater than 10%. Corporate risk, including supplier risk evaluation, is considered substantive if it can impact greater than 5% of operating income, either as an isolated event or combination of factors that may impact our corporate strategy and business continuity.

W4 Risks and opportunities

Risk exposure

(W4.1) Have you identified any inherent water-related risks with the potential to have a substantive financial or strategic impact on your business?

Question dependencies

- Your response to W4.1 will determine which subsequent questions are presented. If your response to W4.1 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Implications: Business risks

Response options

Select one of the following options:

- Yes, both in direct operations and the rest of our value chain
- Yes, only within our direct operations
- Yes, only in our value chain beyond our direct operations
- No

(W4.1a) How does your organization define substantive financial or strategic impact on your business?

Change from 2019

No change

Response options

This is an open text question with a limit of 5,000 characters.

When assessing water risk in our direct manufacturing operations, we measure the impact on our total production volume (MT) to determine substantive impacts on the business. We define risks that have a 'substantive financial or strategic impact' as having a total (isolated or combined) >10% production capacity impact on Ecolab's annual total production in our direct manufacturing operations. For example, if one or more sites experienced a prolonged shutdown due to a loss of operating capacity which could affect greater than 10% of our global production capacity for a product line with no alternative production means, this would be considered as substantive impact.

When assessing water risk in supply chain and more broadly across our corporate level Enterprise Risk Management (ERM) process, we define risks that have a 'substantive financial or strategic impact' as having an impact of greater than 5% of operating income, either as an isolated event or combination of factors that may impact our corporate strategy and business continuity. For example, if one or more of our suppliers experience a prolonged shutdown due to a loss of operating capacity and we were unable to source the same raw materials or the cost of which was equal to or greater than 5% of our operating income, this would be considered a substantive impact. This assessment and its criteria are reviewed annually and incorporated into our annual business risk assessment and reporting processes. Criteria that we consider in this assessment include, for example, the current baseline water stress as scored by the WRI Aqueduct tool and the future predicted change in baseline water stress using the business-as-usual IPCC RCP8.5 climate scenario to 2030.

(W4.2b) Why does your organization not consider itself exposed to water risks in its direct operations with the potential to have a substantive financial or strategic impact?

Question Dependencies

- This question only appears if you select "No" or "Yes, only in our value chain beyond our direct operations" in response to W4.1.

Change from 2019

No change

Response options

Please complete the following table:

Primary reason	Please explain

Select from: ● Risks exist, but no substantive impact anticipated ● Evaluation in progress ● Not yet evaluated ● Other, please specify	We conduct an annual water risk assessment using the WRI Aqueduct Tool to evaluate our global facilities operating within water stressed regions. Using Ecolab's Water Risk Monetizer tool, we build upon this analysis to further evaluate water risks and their relation to our business growth by considering production volume at sites and potential revenue-at-risk. Additional financial analysis then incorporates incoming and outgoing water quality and quantity to provide a Risk Premium relative to the price of water score for each site, which enables Ecolab to assess whether any individual sites or a combination of sites could expose the company to water risks, either current and/or future that could generate a substantive change to our business, operations, revenue or expenditure. We begin by identifying sites operating in water-stressed areas, defined as having high (40-80%) or extremely high (>80%) baseline water stress according to Aqueduct. To further evaluate our current and future water risk and focus in on strategically important sites, we then assessed these water-stressed sites against the following criteria: 1. Production intensity (i.e. percentage of each sites' production out of total production) is >1%, 2. 10-year potential Revenue at Risk is >10% (based on WRM tool), and 3. Future baseline water stress is expected to remain the same or increase (based on IPCC RCP 8.5 climate scenario to 2030 in WRI's Aqueduct Water Risk Atlas). Based on these criteria, in 2019 3 of our strategically important sites representing 5.8% of total production volume, and 3.2% of total water withdrawal ~~have been~~were identified as operating in river basins with current and/or future water risk. However no single, nor combination of sites exceed our production impact threshold of 10%, therefore we believe we do not have inherent water risks with the potential to have a substantive financial or strategic impact on our business operations. With regards to managing risks identified at these three sites, one of these sites will be sold as part of the Upstream energy

	business that was divested in March 2020. The other two sites are working hard to mitigate this risk. For example, our City of Industry plant in California received Alliance for Water Stewardship International Water Stewardship Standard certification in 2017.

(W4.2c) Why does your organization not consider itself exposed to water risks in its value chain (beyond direct operations) with the potential to have a substantive financial or strategic impact?

Question dependencies

- This question only appears if you select “No” or “Yes, only within our direct operations” in response to W4.1.

Change from 2019

No change

Response options

Please complete the following table:

Primary reason	Please explain
Select from: ● Risks exist, but no substantive impact anticipated ● Evaluation in progress ● Not yet evaluated ● Lack of visibility of supply chain ● Other, please specify	Based on our assessment, our supply chain is not exposed to significant physical, regulatory or any other risks related to water that could have a substantive financial or strategic impact, i.e. impact >5% of operating income. We purchase more than 10,000 raw materials, with the largest single raw material representing less than 3% of raw material purchases. Our raw materials, with the exception of a few specialized chemicals which we manufacture, are generally purchased on an annual contract basis and are ordinarily available in adequate quantities from a diverse group of suppliers globally. When practical, global sourcing is used so that purchasing or production locations can be shifted to control product costs at globally competitive levels. Key commodities and raw material purchasing activities are included in the scope of both our company-wide Enterprise Risk Management process and our

	Strategic Supplier Initiative (SSI), where we engage our top tier (6 suppliers) representing 20% of our Raw Materials spend. To date, substantive water related risks have not been identified. The SSI and more broadly, our supply chain procurement organization, conducts reviews which include a formal process that identifies critical suppliers (e.g. high volume suppliers, suppliers of critical raw materials, or those with non-substitutable formulas). Risk management plans including changes in source of supply and potential alternative raw materials formulations are in place for those suppliers that have identified potential water-related risks. For example, where we have identified raw material sourcing risks for an individual supplier, we ensure that we have multiple suppliers that we can procure from in the event that any one supplier may be impacted by a market driven or supply chain-related disruption, which may include climate-related risks. However, none of these individually nor in total exceed our 5% operating income impact threshold for substantive supply chain risk.

Water-related opportunities

(W4.3) Have you identified any water-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Question dependencies

- Your response to W4.3 will determine which subsequent questions are presented. If your response to W4.3 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Implications: Business risks

Implications: Business opportunities

Response options

Select one of the following options:

- Yes, we have identified opportunities, and some/all are being realized
- Yes, we have identified opportunities but are unable to realize them
- No

(W4.3a) Provide details of opportunities currently being realized that could have a substantive financial or strategic impact on your business.

Question dependencies

- This question only appears if you select “Yes, we have identified opportunities, and some/all are being realized” in response to question W4.3.

Change from 2019

Minor change

Connection to other frameworks

CEO Water Mandate

Implications: Business risks

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Type of opportunity	Primary water-related opportunity	Company-specific description & strategy to realize opportunity	Estimated timeframe for realization	Magnitude of potential financial impact
Select from: ● Efficiency	Select from:	All industries that Ecolab serves rely on water for their operations making the delivery	Select from: ● Current - up to 1 year	Select from: ● Low

● Resilience ● Products and services ● Markets ● Other	● Increased sales of existing products/services	of water-efficient products and services strategic to our business success. As climate change impacts the availability and price of water and fossil-based energy, customers are increasingly looking for solutions that improve their operational efficiency and cost savings, including reducing water use and the energy required to pump, heat or cool water. In the European regulatory market alone, there is potential for increased market share and access of up to $4 billion of competitively-held water treatment applications. By 2030, Ecolab aims to conserve 300 billion gallons of water per year by reducing consumption in its own operations and those of its customers. We invest in R&D activities to produce a portfolio of products that reduce customer water use, such as our APEXTM Warewashing System, Formula 1 laundry program, DryExxTM conveyor lubricant, and our 3D TRASARTM system for	● 1 to 3 years ● 4 to 6 years ● 6 years ● Unknown	● Low-medium ● Medium ● Medium-high ● High ● Unknown

		cooling tower and boiler feed water conditioning. By meeting customer demand for these solutions, we will realize significant revenue growth. For example, in 2019 we partnered with our customer True Food Kitchen, a U.S.-based restaurant chain, installing our SMARTPOWER™ program on its dishmachines, to remove stains with a shorter, less water-intensive wash cycle ands as upgrading their water softeners. Our solutions have reduced their water consumption by 3.36 million gallons of water per year. We use an eROI program to measure and communicate cost and environmental savings for customers which enhances our value proposition and drives sales.		

Are you able to provide a potential financial impact figure?	Potential financial impact figure (currency)	Potential financial impact figure - minimum (currency)	Potential financial impact figure - maximum (currency)	Explanation of financial impact

Select from: ● Yes, a single figure estimate ● Yes, an estimated range ● No, we do not have this figure	Numerical field [enter a number from 0-999,999,999,999,999 using a maximum of 2 decimal places]	4,000,000,000	88,000,000,000	Nearly every product or service we sell impacts our customers' water efficiency, for example, all of our Nalco Water customers rely on water for their production processes. Developing and expanding our resource efficient products and services presents opportunities for increased growth rate, market share and profitability. We have identified many opportunities in our target markets, including food & beverage processing and commercial buildings, to gain a competitive advantage through our water and energy optimizing solutions. Specific to water-related regulatory opportunities, there is the potential for increased market share and access of up to $4 billion of competitively-held water treatment applications in our European markets alone (this was estimated based on our existing market share in the European market for water treatment applications, against the total available market share). At a global level, Ecolab's market growth opportunity represents

				approximately an $88 billion spread across all our primary business units (this was estimated based on our existing market share in food & beverage processing and commercial buildings, against the total available market share).

Type of opportunity	Primary water-related opportunity	Company-specific description & strategy to realize opportunity	Estimated timeframe for realization	Magnitude of potential financial impact
Select from: ● Efficiency ● Resilience ● Products and services ● Markets ● Other	Select from: ● Other, please specify - Expansion into new markets	Climate change will cause increased risks to water availability and quality, which we anticipate will drive greater water use regulation globally. As Ecolab serves customers in many industries that rely on water to operate, there is an opportunity for us to develop new products and services and expand our existing portfolio of conservation, reuse, recycle, and zero liquid discharge technologies that improve water efficiency in a more tightly regulated market. We anticipate these opportunities will be global, but will be especially	Select from: ● Current - up to 1 year ● 1 to 3 years ● 4 to 6 years ● 6 years ● Unknown	Select from: ● Low ● Low-medium ● Medium ● Medium-high ● High ● Unknown

		pronounced in densely populated, arid and temperate regions including BRIC and emerging markets. Our goal to annually reduce 300 billion gallons of water withdrawal by 2030 in our customers and own operations strategically positions us to invest in two tools, the Water Risk Monetizer and the Smart Water Navigator, to help customers identify water risks, whether regulatory, quality or availability and to drive greater operational water efficiency. These tools allow us to enter into new markets with our customers by partnering with them to use these tools to inform their potential risks and to identify how our products and services can be used to mitigate those risks. For example, we used the Water Risk Monetizer to help a steel client in India – a very water intensive industry in a water-stressed region facing increased regulatory frameworks – identify and save 380 million gallons of		

		water through smart water management, digital technologies like our 3D TRASAR Technology and operational management services.		

Are you able to provide a potential financial impact figure?	Potential financial impact figure (currency)	Potential financial impact figure - minimum (currency)	Potential financial impact figure - maximum (currency)	Explanation of financial impact
Select from: ● Yes, a single figure estimate ● Yes, an estimated range ● No, we do not have this figure		500,000,000	1,500,000	Our Global Industrial segment, of which water treatment applications is a large part, had $5.5B in sales in 2019. With growth estimates for the water treatment systems market size projected at 7%+ per year, and a potential market of $44B in 2025, we have an opportunity to expand our market share by growing from 8% to 10% per year. This would represent $.5B to $1.5B of potential additional sales comparinged to simply maintaining market share by growing at 7%. By innovating and maintaining market leadership, we have the opportunity to expand our share in a growing market.

[Add Row]

Primary water-related opportunity (column 2)

Efficiency ● Cost savings ● Improved water efficiency in operations ● Water recovery from sewage management ● Improved field recovery factor (oil & gas sector only) ● Other, please specify Resilience ● Increased resilience to impacts of climate change ● Increased supply chain resilience ● Resilience to future regulatory changes ● Other, please specify Products and services ● New R&D opportunities ● Increased sales of existing products/services ● Sales of new products/services ● Reduced impact of product use on water resources ● Other, please specify	Markets ● Expansion into new markets ● Improved community relations ● Improved staff retention ● Improved customer satisfaction ● Increased brand value ● Increased shareholder value ● Strengthened social license to operate ● Stronger competitive advantage ● Other, please specify Other ● Other, please specify

W6 Governance

Water policy

(W6.1) Does your organization have a water policy?

Question dependencies

- Your response to W6.1 will determine if subsequent questions are presented in this section. If your response to W6.1 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

Response options

Select one of the following options:

- Yes, we have a documented water policy that is publicly available
- Yes, we have a documented water policy but it is not publicly available
- No, but we plan to develop one within the next 2 years
- No

(W6.1a) Select the options that best describe the scope and content of your water policy.

Question dependencies

- This question only appears if you select “Yes, we have a documented water policy that is publicly available” or “Yes, we have a documented water policy, but it is not publicly available” in response to W6.1.

Change from 2019

Minor change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

Response options

Please complete the following table.

Scope	Content	Please explain
Select from: ● Company-wide ● Select facilities, businesses, or geographies only	Select all that apply: ● Description of business dependency on water ● Description of business impact on water ● Description of water-related performance standards for direct operations ● Description of water-related standards for procurement ● Reference to international standards and widely-recognized water initiatives ● Company water targets and goals ● Commitment to align with public policy initiatives, such as the SDGs ● Commitments beyond regulatory compliance ● Commitment to water-related innovation ● Commitment to stakeholder awareness and education ● Commitment to water stewardship and/or collective action ● Commitment to safely managed Water, Sanitation and Hygiene (WASH) in the workplace ● Commitment to safely managed Water, Sanitation and Hygiene (WASH) in local communities ● Acknowledgement of the human right to water and sanitation ● Recognition of environmental linkages, for example, due to climate change ● Other, please specify	Ecolab's publicly available Water Stewardship Position formalizes our global commitment to undertake responsible water stewardship for our company and customers. Our Position is company-wide in scope, so we apply the principles of this policy to all our operations, as well as across our value chain. The aim of the Position is to hold Ecolab accountable to upholding principles of water stewardship and supporting global progress towards achieving SDG Goal #6: Ensure availability and sustainable management of water and sanitation for all. The Position is incorporated into our Office of Sustainability for application across our business, and includes the following content: 1) Description of business dependency and business impact on water; 2) Description of water-related performance standards, international standards and widely-recognized water initiatives, including the Alliance for Water Stewardship Standard; 3) Description of company water targets and goals; 4) Commitment to align with public policy initiatives, including UN SDG Goal #6, and target #6.4 to "substantially increase water-use efficiency across all sectors";

		5) Commitments beyond regulatory compliance; 6) Commitments to water related innovation, including addressing water risks in innovation processes and partnering with customers to help them achieve their water goals; 7) Commitment to stakeholder awareness and education, including commitments to collaborate and engage with stakeholders to reduce risks and impacts and develop effective and sustainable solutions; 8) Commitment to water stewardship and/or collective action, including promoting stewardship of natural resources and environmental protection; 9) Acknowledgement of the human right to water and sanitation; and 10) Recognition of environmental linkages, including the importance of the food-energy-water nexus and climate change impacts on water availability and quality. [1] [1]Ecolab Water Stewardship Position_pdf.pdf

Board oversight

(W6.2) Is there board level oversight of water-related issues within your organization?

Question dependencies

- Your response to W6.2 will determine if subsequent questions are presented in this section. If your response to W6.2 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

Response options

Select one of the following options:

- Yes
- No

(W6.2a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for water-related issues.

Question dependencies

- This question only appears if you select “Yes” in response to W6.2.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

Response options

Please complete the following table. You are able to add rows to this table using the “Add Row” button at the bottom of the table.

Position of individual	Please explain
Select from:	While the full Board of Directors monitors the Company’s progress on sustainability, the Safety, Health and Environment (SHE) Committee of the

● Board Chair ● Director on board ● Chief Executive Officer (CEO) ● Chief Financial Officer (CFO) ● Chief Operating Officer (COO) ● Chief Procurement Officer (CPO) ● Chief Risk Officer (CRO) ● Chief Sustainability Officer (CSO) ● Other C-Suite Officer ● President ● Board-level committee[1] ● Other, please specify	Board has the highest level of direct responsibility for all sustainability matters, including water-related issues. Responsibility for water has been assigned to this Committee as it falls within the scope of safety, health and environmental matters that are part of the principle responsibilities and duties of the Committee. As stated in its Charter, the SHE Committee is responsible for reviewing and overseeing the Corporation's SHE policies, programs and practices that affect, or could affect, the Corporation's employees, customers, stockholders, and neighboring communities. This Committee reports to the Board of Directors and provides updates to the Board on the company's implementation of and progress against its sustainability goals, including water-related goals (for example, Ecolab's goals to reduce water use by 25% per million sales by 2020 from a 2015 baseline, and to conserve 300 billion gallons of water annually by 2030 by reducing water consumption in our customers' operations as well as our own).

[1] Safety, Health and Environment (SHE) Committee of the Board

[Add Row]

(W6.2b) Provide further details on the board's oversight of water-related issues.

Question dependencies

- This question only appears if you select "Yes" in response to W6.2.

Change from 2019

No change

Response options

Please complete the following table:

Frequency that water-related issues are a scheduled agenda item	Governance mechanisms into which water-related issues are integrated	Please explain
Select from: ● Scheduled - all meetings ● Scheduled - some meetings ● Sporadic - as important matters arise ● Other, please specify	Select all that apply: ● Monitoring implementation and performance ● Overseeing acquisitions and divestiture ● Overseeing major capital expenditures ● Providing employee incentives ● Reviewing and guiding annual budgets ● Reviewing and guiding business plans ● Reviewing and guiding major plans of action ● Reviewing and guiding risk management policies ● Reviewing and guiding strategy ● Reviewing and guiding corporate responsibility strategy ● Reviewing innovation/R&D priorities ● Setting performance objectives ● Other, please specify	Ecolab's Corporate Sustainability Team monitors the risks and opportunities related to water, as well as the company's overall sustainability performance by collaborating with our global SHE, supply chain, regulatory, and corporate risk departments. The Safety, Health and Environment (SHE) Committee of the Board of Directors receives regular updates on the implementation of and progress against sustainability and water-related goals and activities from the CSO/Vice President, Corporate Responsibility who chairs the Corporate Sustainability team. The Board of Directors then receives an annual presentation from the SHE Committee on the company's progress against its sustainability goals, and implementation of projects and related activities, which includes management of potential climate-related issues including water, as appropriate. Accordingly, the SHE Committee discusses with the Board elements of each of the governance mechanisms selected, including guiding company strategy, approving performance objectives, guiding major plans of action and business plans, monitoring performance and progress towards Ecolab's water-related targets, overseeing acquisitions and other capital expenditures which impact the annual budgeting cycle, and reviewing innovation / R&D priorities. These activities consequently contribute to the Board's oversight of and responsibility for review and guidance of water-related issues.

Management responsibility

(W6.3) Provide the highest management-level position(s) or committee(s) with responsibility for water-related issues (do not include the names of individuals).

Change from 2019

No change

Connection to other frameworks

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table. You are able to add rows by using the "Add Row" button at the bottom of the table.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on water-related issues	Please explain
Select from: ● There is currently no management-level responsibility for water-related issues ● Chief Executive Officer (CEO) ● Chief Financial Officer (CFO) ● Chief Operating Officer (COO) ● Chief Procurement Officer (CPO) ● Chief Risk Officer (CRO) ● Chief Sustainability Officer (CSO) ● Other C-Suite Officer, please specify	Select from: ● Assessing water-related risks and opportunities ● Managing water-related risks and opportunities ● Both assessing and managing water-related risks and opportunities ● Other, please specify	Select from: ● More frequently than quarterly ● Quarterly ● Half-yearly ● Annually ● Less frequently than annually ● As important matters arise ● Not reported to board	Our CSO / VP, Corporate Responsibility leads Ecolab's Corporate Sustainability program, which includes water-related issues. Their water-related responsibilities include: 1) executing global water strategy, 2) integrating water stewardship principles, 3) executing water value propositions across our commercial sectors, 4) collaborating with executive leadership on long-term

• President • Risk committee • Sustainability committee • Safety, Health, Environment, and Quality committee • Corporate responsibility committee • Other committee, please specify • Business unit manager • Energy manager • Environmental health and safety manager • Environment/Sustainability manager • Facilities manager • Process operation manager • Procurement manager • Public affairs manager • Risk manager • Other, please specify			plans, 5) corporate reporting and disclosure, and 6) stakeholder engagement. The CSO/ VP, Corporate Responsibility reports to the CEO and sits on the Sustainability Executive Advisory Team (SEAT) which is made up of 10 members of the company's executive leadership team. The SEAT meets with the Corporate Sustainability Team on a quarterly basis. Outputs of these meetings are reported by the CSO/ VP, Corporate Responsibility to the SHE Committee of the Board, of which the CEO is a member, on an annual basis. Annual reports to the SHE Committee of the Board include progress against our water targets and goals.

[Add Row]

Employee incentives

(W6.4) Do you provide incentives to C-suite employees or board members for the management of water-related issues?

Question dependencies

- Your response to this question will determine whether the next question is presented. If your response to this question is amended, data in the next question may be erased. In this case, be sure to re-enter data for the next question.

Change from 2019

New question; Minor change for CH, EU, FB, MM and OG only

Response options

Please complete the following table:

Provide incentives for management of water-related issues	Comment
Select from: ● Yes ● No, not currently but we plan to introduce them in the next two years ● No, and we do not plan to introduce them in the next two years	

(W6.4a) What incentives are provided to C-suite employees or board members for the management of water-related issues (do not include the names of individuals)?

Question dependencies

● This question only appears if “Yes” is selected for W6.4.

Change from 2019

New question; Modified question for CH, EU, FB, MM and OG only

Response options

Please complete the following table:

Type of incentive	Role(s) entitled to incentive	Performance indicator	Please explain
Monetary reward	Select all that apply: ● Board chair ● Board/Executive board ● Director on board ● Corporate executive team ● Chief Executive Officer (CEO) ● Chief Financial Officer (CFO) ● Chief Operating Officer (COO) ● Chief Purchasing Officer (CPO)	Select all that apply: ● Reduction of water withdrawals ● Reduction in consumption volumes ● Improvements in efficiency – direct operations ● Improvements in efficiency – supply chain ● Improvements in efficiency – product-use ● Improvements in waste water quality – direct operations	To promote sustained company success, strategic sustainability indicators are part of how we measure performance which is used to determine compensation for executives and senior leaders. Our Chief Sustainability Officer (CSO) has his goals aligned with the development and execution of our long term corporate environmental, social and governance (ESG) goals, including our 2020 goal to reduce water use by 25% by 2020 from a 2015 baseline, normalized per million dollar sales. Achievement of this water intensity goal will

	• Chief Risk Officer (CRO) • Chief Sustainability Officer (CSO) • Other C-suite Officer • Other, please specify • No one is entitled to these incentives	• Improvements in waste water quality – supply chain • Improvements in waste water quality – product-use • Implementation of employee awareness campaign or training program • Supply chain engagement • Increased access to workplace WASH • Implementation of water-related community project • Other, please specify	require a reduction in Ecolab's absolute water withdrawal.
Non-monetary reward	• No one is entitled to these incentives		

Public policy engagement

(W6.5) Do you engage in activities that could either directly or indirectly influence public policy on water through any of t he following?

Question dependencies

- Your response to W6.5 will determine whether W6.5a is presented. If your response to W6.5 is amended, data in W6.5a may be erased. In this case, be sure to re-enter data for W6.5a.

Change from 2019

No change

Response options

Select all that apply from the following options:

- Yes, direct engagement with policy makers
- Yes, trade associations
- Yes, funding research organizations
- Yes, other

- No

(W6.5a) What processes do you have in place to ensure that all of your direct and indirect activities seeking to influence policy are consistent with your water policy/water commitments?

Question dependencies

- This question only appears if you select any of the “Yes” options in response to W6.5.

Change from 2019

No change

Response options

This is an open text question with a limit of 1,500 characters.

Reporting

Ecolab maintains a formal process to manage all direct and indirect engagement with policy makers and related organizations to ensure we have a common approach that is also consistent with our business strategy. This process covers the scope and business impact of specific policy issues and is integrated into the annual business continuity and risk management assessment process so that any activities that influence policy are evaluated for their alignment with Ecolab’s strategic corporate business strategy, including, but not limited to water-related aspects. If inconsistency is discovered, these are immediately flagged for action by the Government Affairs organization. One example is the extended drought in California in 2015 and the governors mandate on water reduction. The CA Water Board opted not to place any new stringent water efficiency requirements on the Commercial Industrial and Institutional (CII) sectors and leave more of the onus on residents and Ag. While Ecolab would have preferred to influence for new, more rigorous water use restrictions on our customers (CII) we chose not to do so - even though it would have helped Ecolab’s business. We did so in the best interest of our customers.

(W6.6) Did your organization include information about its response to water-related risks in its most recent mainstream financial report?

Change from 2019

No change

Response options

- Yes (you may attach the report – this is optional)
- No, but we plan to do so in the next two years
- No, and we have no plans to do so

W7 Business strategy

Strategic plan

(W7.1) Are water-related issues integrated into any aspects of your long-term strategic business plan, and if so how?

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table:

Aspect of strategic business plan	Are water-related issues integrated?	Long-term time horizon (years)	Please explain
Long-term business objectives	Select from: ● Yes, water-related issues are integrated ● No, water-related issues were reviewed but not considered as strategically relevant/significant ● No, water-related issues not yet reviewed, but there are plans to do so in the next two years	Select from: ● 5-10 ● 11-15 ● 16-20 ● 21-30 ● > 30	The following water-related issues are included in Ecolab's long-term business planning objectives: water withdrawals, water discharge and water consumption in our operations, upstream and downstream; and water-related risks as affected by a changing climate, including future water stress.

	● No, water-related issues were not reviewed and there are no plans to do so		Operationally, Ecolab integrates water-related consumption issues, and water-related risks into its operational goal setting strategy as well as business continuity planning activities. Water-related risks and business continuity issues are addressed by the Annual Assessment of Significant Business Risks where the summarized results from our annual water risk assessment, are raised to the Enterprise Risk Team for consideration as a part of the broader business risk assessment. This influences key decisions such as the future siting of facilities, as well as where to deploy capital for efficiency improvements or enhance resilience of our operations in water-stressed regions. An example of this process at work has been the identification, management and implementation of the AWS Standard at two plants in California's Central Valley facing severe drought conditions. Our time horizon extends 11-15 years based on our long-lived assets and long-term business objectives that we have committed to, including our 2030 customer impact goal. The view extends to partnerships like Project WET Foundation and The Nature

			Conservancy, with the UN SDG 6 in view as a primary outcome for our water stewardship journey.
Strategy for achieving long-term objectives	• Yes, water-related issues are integrated	• 11-15	The following water-related issues are included in Ecolab's strategy for achieving our long-term business objectives: water withdrawals, water discharge and water consumption in our operations, upstream and downstream; and water-related risks as affected by a changing climate, including future water stress. Our 2020 water intensity goal, 2030 customer impact goal, and ongoing target to implement the Alliance for Water Stewardship standard reflect commitment to continuous improvement across our global footprint. From our water risk assessment each year, we identify vulnerable sites due to climate change and have adopted both mitigation and adaptation strategies proactively at several Ecolab manufacturing sites: we have adopted the Alliance for Water Stewardship and certified 4 sites as a key strategy for achieving our long-term business objectives – Taicang, China, City of Industry and Carson, California, and Garyville, Louisiana. At our largest water use

			plant in Clearing, Illinois, we have adopted a mitigation strategy to reduce our water withdrawal sourced from Lake Michigan. Using tools including the Water Risk Monetizer developed by Ecolab, we decided to proactively invest in a water reclaim system that will reduce the plant's water use by 30%. Our time horizon extends 11-15 years based on our long-lived assets and long-term business objectives that we have committed to. The extended view helps us to ensure our own production/ business continuity and evaluate water-related risks that may emerge beyond a 10 year timeframe.
Financial planning	• Yes, water-related issues are integrated	• 11-15	The following water-related issues are included in Ecolab's financial planning activities: water withdrawals, discharge and consumption in our operations, upstream and downstream; and water-related risks as affected by a changing climate, including future water stress. We integrate water consumption and water-related risks into its financial planning activities through the annual capital and operational expenditure planning cycle, and in our Create and Maintain Value program which deploys

			capital to our most material manufacturing plants to increase operational efficiency. Water-related risks and business continuity issues are addressed by the Annual Assessment of Significant Business Risks where results from our water risk assessment are raised to the Enterprise Risk Team for consideration in the financial planning process such as the future siting of plants, and increasing or adjusting insurance policies for sites with known or predicted future water risks, for example physical risks related to severe weather. An example of this process at work has been the identification, management and implementation of the AWS Standard at two plants in California's Central Valley facing severe drought conditions. Our time horizon extends 11-15 years based on our long-lived assets and long-term business objectives that we have committed to, including our 2030 customer impact goal. The extended view helps us to ensure we have sufficient financial resources for managing risks that may emerge beyond a 10 year timeframe.

(W7.2) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

Change from 2019

Modified guidance

Response options

Water-related CAPEX(+/- % change)	Anticipated forward trend for CAPEX (+/- % change)	Water-related OPEX (+/- % change)	Anticipated forward trend for OPEX (+/- % change)	Please explain
0.6	0.45	0.05	0.25	Ecolab realized minor increases to our CAPEX investments in 2019 to reflect sustained and expanded commitments achieve water withdrawal reductions at our largest plants across the world. Similarly, Ecolab realized slight increases in our OPEX based on a continuation of greenlit operational efficiency projects that targets both water reduction and energy reduction (which correlates with reduced water demand in certain use cases/ applications) in our production and manufacturing facilities. These continued investments

				and spending, along with the projects they enabled contributed significantly to our year-on-year absolute change in water withdrawals from 2018 to 2019, a reduction of 668,000 m3. Minor increases in operational expenditures were also incurred in order to certify our Garyville, LA facility to the Alliance for Water Stewardship International Water Stewardship Standard (v2-0;2019).

W7.3 Scenario analysis

(W7.3) Does your organization use climate-related scenario analysis to inform its business strategy?

Question dependencies

- Your response to W7.3 will determine whether W7.3a is presented in this section. If your response to W7.3 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Response options

Please complete the following table:

Use of climate-related scenario analysis	Comment

Select from: ● Yes ● No, but we anticipate doing so within the next two years ● No plans for the next two years	

(W7.3a) Has your organization identified any water-related outcomes from your climate-related scenario analysis?

Question dependencies

- This question only appears if you select “Yes” in response to W7.3.
- Your response to W7.3a will determine whether W7.3b is presented in this section. If your response to W7.3a is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No

(W7.3b) What water-related outcomes were identified from the use of climate-related scenario analysis, and what was your organization’s response?

Question dependencies

- This question only appears if you select “Yes” in response to W7.3a.

Change from 2019

Minor change

Response options

Please complete the following table:

Climate-related scenarios and models applied	Description of possible water-related outcomes	Company response to possible water-related outcomes
Select all that apply: ● 2DS ● IEA 450 ● Greenpeace ● DDPP ● IRENA ● RCP 2.6 ● IEA B2DS ● IEA Sustainable Development Scenario ● Nationally determined contributions (NDCs) ● Other, please specify – RCP 8.5	As a specialty chemicals company, Ecolab faces less exposure to climate-related risks than its raw material chemical industry peers. In fact, the opportunities that a changing climate may present to Ecolab are significant, and positive, due to our company's position in the value chain and the profile of the products and services which deliver energy, emissions, water and related savings to its customers. However, we believe that climate change impacts on water availability and pricing presents a material risk to our company. Therefore, our climate-related scenario analysis focuses on conducting an annual water-risk assessment and scenario analysis to evaluate our operational physical risks. This assessment is completed in alignment with the Annual Enterprise Risk Assessment, to evaluate our global facilities that may operate within water stressed regions, both in the near- and long-term, and are potentially affected by climate change. In 2019, we identified that 17% of our global manufacturing sites by withdrawal are located in regions with a current baseline water stress of High or Extremely High, aligned with the WBCSD (<1700 m3/(person*year)) threshold for High (40%-80%) Baseline Water Stress. High baseline water stress indicates high competition among users for available renewable water supplies, posing a risk to water availability for Ecolab's operations.	The annual water risk assessment results help us prioritize where to focus our water conservation and efficiency efforts across the business. The timescale of our response is short-term (0-5 years), and we have already invested in risk mitigation water projects at many of our sites identified as at-risk. For example, one of our sites that exceeded criteria thresholds in our latest water risk assessment, our City of Industry plant in California, has completed Alliance for Water Stewardship certification. Another of these sites will be sold as part of the Upstream energy business that was divested in March 2020. Previous risk assessments factored into our decisions to obtain Alliance for Water Stewardship certification at our manufacturing facility in Carson, California, and to invest in a water reclamation system at our Clearing, Illinois site. We believe our risk threshold overall remains low and below our defined substantive risk threshold, and is diversified across our global portfolio of production facilities. Ecolab is continuing to evaluate and will include other physical and transition risks and opportunities into its annual scenario analysis and enterprise risk evaluation processes in the future.

	To further evaluate our current and future water risk and focus in on strategically important sites, we then assessed these water-stressed sites against the following criteria: 1. Production intensity (i.e. percentage of each sites' production out of total production) is >1%, 2. 10-year potential Revenue at Risk is >10% (based on WRM tool), and 3. Future baseline water stress is expected to remain the same or increase (based on IPCC RCP 8.5 climate scenario to 2030 in WRI's Aqueduct Water Risk Atlas). Based on these criteria, only 3 of our strategically important sites representing 5.8% of total production volume and 3.2% of total water withdrawal have been identified as operating in river basins with current and/or future water risk.	

Water pricing

(W7.4) Does your company use an internal price on water?

Change from 2019

No change

Response options

Please complete the following table:

Does your company use an internal price on water?	Please explain

Select from: ● Yes ● No, but we are currently exploring water valuation practices ● No, and we do not anticipate doing so within the next two years	We apply the outputs from the Water Risk Monetizer tool to assess the true cost of water to sites that have been identified as having high current baseline water stress, and use the risk premium and potential revenue-at-risk metrics to support the business case for investing in water saving projects. For example, we utilized the Water Risk Monetizer when evaluating the business case for a water reclamation project at our Clearing, Illinois site. When fully operational, this system will save 112 million gallons of water per year. As more businesses and other water users begin to operationalize a risk-adjusted cost of water, they are more equipped to reduce their water use, especially in water-scarce areas where it's needed most. This, in turn, helps the communities in which tool users operate by reducing demand for a scarce and critical resource. Our shared goal is to drive more businesses to use data to inform actionable plans to save, reduce and recycle water.

W8 Targets

Targets and goals

(W8.1) Describe your approach to setting and monitoring water-related targets and/or goals.

Question dependencies

- Your response to W8 will prompt which subsequent questions in this section are presented. If your response to W8.1 is amended , data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.
  - If you select “Our company sets no targets and/or goals” in column 1, you will be presented with W8.1c.
  - If you select "Targets are monitored at the corporate level" in column 2, you will be presented with W8.1a.
  - If you select “Goals are monitored at the corporate level’ in column 2, you will be presented with W8.1b.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

Response options

Please complete the following table:

Levels for targets and/or goals	Monitoring at corporate level	Approach to setting and monitoring targets and/or goals
Select all that apply: ● Our company sets no targets or goals	Select all that apply: ● None are monitored at corporate level	Ecolab’s approach to target setting and goal setting incorporates the following aspects: 1) evaluating prior impact and performance;

• Company-wide targets and goals • Business level specific targets and/or goals • Activity level specific targets and/or goals • Site/facility specific targets and/or goals • Brand/product specific targets and/or goals • Country level targets and/or goals • Basin specific targets and/or goals • Other, please specify	• Targets are monitored at the corporate level • Goals are monitored at the corporate level	2) evaluating benchmarks and industry best practices; 3) engaging with key internal stakeholders for input into understanding key risks and opportunities, as well as the recommended scope, ambition, timeframe and feasibility of targets and goals; 4) engaging with key external stakeholders to validate potential scope, ambition, and timeframe of targets and goals; 5) working with subject matter experts and functional and business leads to determine strategy/tactics for achieving targets and goals; 6) developing the business case for environmental and financial metrics and determining investments required to achieve targets and goals; and 7) validating proposed goals and targets to Ecolab's Sustainability Executive Advisory Team (SEAT) which is made up of 10 members of the company's executive leadership team and governs our sustainability strategy. The SEAT meets with the Corporate Sustainability Team on a quarterly basis and is responsible for operationalizing sustainability across the company including evaluating goals and targets and monitoring performance. Corporate-wide targets are then submitted for consideration and approval by the Safety, Health and Environment (SHE) Committee of the Board which has the highest level of direct responsibility for all sustainability matters, including water-related issues, and the setting of targets and goals. The SHE Committee of the Board

		approved Ecolab's current goals to reduce water use per million dollar sales by 25% by 2020, and to conserve 300 billion gallons of water annually by reducing water consumption within our own and our customer's operations by 2030.

(W8.1a) Provide details of your water targets that are monitored at the corporate level, and the progress made.

Question dependencies

- This question only appears if you select "Targets are monitored at the corporate level" in response to column 2 of W8.1.

Change from 2019

Minor change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table. The table is displayed over several rows for readability. If you have multiple targets, you are able to add rows by using the "Add Row" button at the bottom of the table.

Target reference number	Category of target	Level	Primary motivation	Description of target	Quantitative metric
Select from: • Target 1	Select from: • Reduced environmental impact	Select from: • Company-wide • Business • Business activity • Site/facility • Brand/product	Select from: • Reduced environmental impact	Reduce water use by 25% by 2020 from a 2015 baseline, normalized per million dollar sales	Select from: • % reduction per revenue

		• Country level • Basin level • Other, please specify			

Baseline year	Start year	Target year	% of target achieved	Please explain
2015	2016	2020	38.8%	In 2019, Ecolab realized a 6.9% decrease in total water withdrawals while increasing its annual revenues by 2.8% (when adjusted for inflation to 2015 dollars using the producer price index). This resulted in a 9.7% reduction in water withdrawal per million dollar sales compared to our 2015 baseline, representing a 38.8% achievement of our goal to date. This goal is relevant to achieving the goal of water security as it is focused on reducing water withdrawal demand.

Target reference number	Category of target	Level	Primary motivation	Description of target	Quantitative metric
Select from: • Target 2	Select from:	Select from: • Company-wide • Business	Select from:	By 2030, Ecolab aims to help its customers conserve 300 billion	Select from:

	• Product water intensity	• Business activity • Site/facility • Brand/product • Country level • Basin level • Other, please specify	• Sales of new products/services	gallons of water per year.	• Other, please specify - Absolute reduction in customer water withdrawals as a result of using our products and services

Baseline year	Start year	Target year	% of target achieved	Please explain
2015	2016	2030	68.7	Alongside our 2020 sustainability goals introduced in 2015, we set a customer impact goal around water to measure the impact we deliver to our customers, because water is vital to our customers' operations (indirect). In 2019, we helped our customers to save 206 billion gallons of water, equivalent to the annual drinking water needs of more than 712 million people. This exceeded our 2019-in-year goal of 173 billion and is tracking ahead of our planned goal trajectory to achieve 300 billion gallons saved annually by 2030. Every year, we measure our progress against this goal using the eROI Customer

				Impact Counter, which included all the technologies that track savings delivered to customers with established and 3rd party audited methodologies. In addition to tracking how much water we save our customers, we also track energy, air and waste savings in the eROI counter.

[Add Row]

Category of target (column 2)

• Water withdrawals • Water consumption • Water discharge • Product water intensity • Water recycling/reuse • Water use efficiency • Water pollution reduction • Water, Sanitation and Hygiene (WASH) services in the workplace • Water, Sanitation and Hygiene (WASH) services in the community	• Monitoring of water use • Product use-phase • Community engagement • Supplier engagement • Watershed remediation and habitat restoration, ecosystem preservation • Impact of packaging material • Procurement/production of sustainable raw materials (food, beverage & tobacco sector only) • Other, please specify

Primary motivation (column 4)

• Brand value protection • Cost savings • Increased revenue • Sales of new products / services • Reduced environmental impact	• Increasing freshwater availability for users/natural environment within the basin • Commitment to the UN Sustainable Development Goals • Corporate social responsibility • Shared value • Water stewardship

• Recommended sector best practice • Risk mitigation	• Climate change adaptation and mitigation strategies • Other, please specify

Quantitative metric (column 6)

Water withdrawals • Absolute reduction in total water withdrawals • % reduction in total water withdrawals • % reduction of water withdrawals from surface water • % reduction of water withdrawals from groundwater • % reduction of water withdrawals from municipal supply • % increase in water withdrawals from third-party sources • % increase in rainwater harvesting • % increase in water use met through recycling/reuse • % reduction per business unit • % reduction per revenue • % reduction per product • Absolute increase in investment related to this category • % increase in investment related to this category • % reduction per unit of production • Other, please specify Water consumption • % reduction in total water consumption • % reduction per business unit • % reduction per revenue • % reduction per product • Absolute increase in investment related to this category • % increase in investment related to this category • % reduction per unit of production • Other, please specify Water discharge	Water, Sanitation and Hygiene (WASH) services in the community • Proportion of local population using safely managed drinking water services around our facilities and operations around our facilities and operations • Proportion of local population using safely managed sanitation services, including a hand-washing facility with soap and water around our facilities and operations • % increase in the proportion of local population using safely managed drinking water services around our facilities and operations • % increase in the proportion of local population using safely managed sanitation services, including a hand-washing facility with soap and water around our facilities and operations • Other, please specify Monitoring of water use • % sites monitoring water withdrawals total volumes • % sites monitoring water withdrawals by source • % sites monitoring water recycling/reuse • % sites monitoring water discharge total volumes • % sites monitoring water discharge by destination • % sites monitoring water discharge quality - by treatment method • % sites monitoring water discharge quality - by standard effluent parameter • % sites monitoring water discharge quality - temperature • % sites monitoring water consumption total volumes • % sites monitoring the proportion of employees having access to safely managed drinking water and sanitation services around our facilities and operations • % sites monitoring the proportion of population having access to safely managed drinking water and sanitation services around our facilities and operations • Other, please specify Product use-phase • Absolute increase in revenue from products designed for use-phase resource efficiency

- % reduction per business unit
- % reduction per revenue
- % reduction per product
- Absolute increase in investment related to this category
- % increase in investment related to this category
- % reduction per unit of production
- % increase in water use met through recycling/reuse
- Other, please specify

Product water intensity

- % reduction per business unit
- % reduction per revenue
- % reduction per product
- Absolute increase in investment related to this category
- % increase in investment related to this category
- % reduction per unit of production
- % increase in water use met through recycling/reuse
- Other, please specify

Water recycling/reuse

- % increase in water use met through recycling/reuse
- Absolute increase in investment related to this category
- % increase in investment related to this category
- Other, please specify

Water use efficiency

- % reduction in total water withdrawals
- % reduction of water withdrawals from surface water
- % reduction of water withdrawals from groundwater
- % reduction of water withdrawals from municipal supply
- % increase in withdrawals from third party sources
- % reduction in total water discharge
- % increase in water use met through recycling/reuse
- Other, please specify

- % increase in revenue from products designed for use-phase resource efficiency
- Other, please specify

Community engagement

- Total number of population participating in community-engagement activities
- % increase in number of population participating in community-engagement activities
- % increase in investment in community engagement initiatives
- Absolute increase in investment in community engagement initiatives
- Other, please specify

Supplier engagement

- % increase in proportion of suppliers engaged
- % increase in number of suppliers engaged
- % increase in investment in supplier engagement initiatives
- Other, please specify

Watershed remediation and habitat restoration, ecosystem preservation

- Total number of watershed remediation and habitat restoration, ecosystem preservation activities
- % increase in watershed remediation and habitat restoration, ecosystem preservation activities
- Improvement in health of water-related ecosystems over time
- % increase in investment in watershed remediation and habitat restoration, ecosystem preservation activities
- Absolute increase in investment in watershed remediation and habitat restoration, ecosystem preservation
- Other, please specify

Impact of packaging material

- % increase of biodegradable packaging material
- % decrease of packaging per product unit
- Other, please specify

Procurement/production of sustainable raw materials (food, beverage & tobacco sector only)

- % reduction in procurement/production of high water impact commodities (food, beverage & tobacco sector only)
- % increase in procurement/production of certified crops (food, beverage & tobacco sector only)

Water pollution reduction ● % proportion of wastewater that is safely treated ● % reduction in concentration of pollutants ● % reduction in water discharge volumes ● Absolute increase in investment related to this category ● % increase in investment related to this category ● Other, please specify Water, Sanitation and Hygiene (WASH) services in the workplace ● Proportion of employees using safely managed drinking water services ● Proportion of employees using safely managed sanitation services, including a hand-washing facility with soap and water ● % increase in the proportion of employees using safely managed drinking water services ● % increase in the proportion of employees using safely managed sanitation services, including a hand-washing facility with soap and water ● Other, please specify	● % increase in procurement/production of crops using sustainable agriculture practices (food, beverage & tobacco sector only) ● % reduction in procurement/production of commodities from water-stressed areas (food, beverage & tobacco sector only) ● % increase in procurement/production of commodities with improved water management practices (food, beverage & tobacco sector only) ● Other, please specify Other ● Other, please specify

(W8.1b) Provide details of your water goal(s) that are monitored at the corporate level and the progress made.

Question dependencies

- This question only appears if you select "Goals are monitored at the corporate level" in response to column 2 of W8.1.

Change from 2019

No change

Connection to other frameworks

CEO Water Mandate

Response: Policies, governance and targets

SDG

Goal 6: Clean water and sanitation

Response options

Please complete the following table. You are able to add rows by using the “Add Row” button at the bottom of the table.

Goal	Level	Motivation	Description of goal	Baseline year	Start year	End year	Progress
Select from: • Providing access to safely managed Water, Sanitation and Hygiene (WASH) in workplace	Select from: • Company-wide • Business • Business activity • Site/facility • Brand/product • Country level • Basin level • Other, please specify	Select from: • Commitment to the UN Sustainable Development Goals	Ecolab joined the U.N. Global Compact in 2012 and Ecolab’s Chairman and CEO also endorsed the CEO Water Mandate. Ecolab is committed to upholding the principles of water stewardship within our own operations, in alignment with the Alliance for Water Stewardship Standard, which includes providing safe water, sanitation, and hygiene (WASH) for all. Accordingly, we have set a company-wide goal to provide access to WASH facilities in 100% of our operations,	2012	2013	2030	This is an ongoing goal and forms part of our strategy around water stewardship (i.e. the end date planned is aligned with our customer impact goal out to 2030). Indicators used to assess progress include the percent of operations and sites which have audited WASH facilities in place; with our threshold being 100%, and an achievement of 100% for all locations. As of 2019, Ecolab complies with all legal requirements for WASH services where it is required at a country level.

			and work to improve access to WASH facilities in local communities because water is vital to our direct and indirect operations. Ecolab implements the elements of its WASH program across the company-wide level through its Safety, Health, & Environment team. This goal is relevant to achieving water security as access to WASH includes safe water, adequate sanitation and hygiene education and is a key public health issue that is the focus of UN SDG Goal #6: “Ensure availability and sustainable				

			management of water and sanitation for all." This goal is also important to our company as it aligns with Ecolab's efforts to advance sustainable water solutions around the world through partnerships with our customers, nongovernmental organizations, suppliers and other stakeholders to help ensure sustainable water management.				

Goal	Level	Motivation	Description of goal	Baseline year	Start year	End year	Progress
Select from: • Other, please specify - Partnerin	Select from: • Site/facility	Select from: • Commitment to the UN Sustainab	We joined forces with the WWF and Alliance for Water Stewardship (AWS) and set a	2014	2013	2030	In September 2015, Ecolab's Taicang manufacturing plant was the first site in the world to

g with an NGO to develop and pilot an international standard for water stewardship		le Development Goals	goal to assist with the development of the AWS International Water Stewardship Standard. As part of the AWS Standard, organizations must adopt water management best practices at the site level and engage with relevant stakeholders in their water catchment. This is relevant to the goal of achieving water security as the purpose of the AWS Standard is to provide a common, credible, globally-applicable framework for major water users to understand their own water use and impacts, and to work				receive the Alliance for Water Stewardship's (AWS) International Water Stewardship Standard certification. At the end of 2017, we achieved our second and third AWS certifications for Ecolab's manufacturing facilities in City of Industry and Carson, both located in water-stressed southern California. In 2019 we achieved our fourth AWS certification at our manufacturing facility in Garyville, Louisiana, our only known operational site that is in or adjacent to protected areas

			collaboratively and transparently with others for sustainable water management within the wider water catchment context. Further, this is a strategic goal for us as freshwater is vital to our direct and indirect operations and recycled water is important to our direct and indirect operations. We supported the development and piloting of the AWS standard at Ecolab facilities to demonstrate leadership and accountability in the area of water stewardship, and enable transparent reporting of best practices. As a leading adopter of				or areas of high biodiversity value. This is the first North American site certified to version 2.0 of the standard. Indicators used to assess progress against our goal include: 1) completion of development and pilot testing of the AWS Standard, 2) the number of AWS certified plants Ecolab has in operation, and 3) associated water savings. Through the AWS certification process and Ecolab's own water saving technologies implemented as part of the certification process, these plants save a combined total of more than 40

			the Standard, we continue to partner with AWS and the WWF to provide training to other local water users as part of our commitment to UN SDG Goal #6, and support further adoption of the Standard within our industry. We also collaborate with other companies in the same watershed to implement the Standard within their facilities and identify ways to further reduce our collective impacts.				million gallons of water annually. Our thresholds for success related to this ongoing goal are~~, is~~ to continue to expand the program to cover a larger number of sites each year~~,~~ and maintain AWS certification at all sites that have been initially certified. As of 2019, we have maintained our 3 sites being certified and increased the number of total certified sites from 3 to 4.

[Add Row]

Goal (column 1)

Providing access to safely managed Water, Sanitation and Hygiene (WASH) in workplace	Engagement with suppliers to reduce the water-related impact of supplied products

Providing access to safely managed Water, Sanitation and Hygiene (WASH) in local communities	Promotion of sustainable agriculture practices
Engaging with local community	Watershed remediation and habitat restoration, ecosystem preservation
Engaging with customers to help them minimize product impacts	Promotion of water data transparency
Engagement with public policy makers to advance sustainable water management and policies	Reduce environmental impact of product in use phase
Engagement with suppliers to help them improve water stewardship	Improve wastewater quality beyond compliance requirements
	Other, please specify

Motivation (column 3)

• Brand value protection • Cost savings • Increased revenue • Sales of new products / services • Reduced environmental impact • Recommended sector best practice • Risk mitigation	• Commitment to the UN Sustainable Development Goals • Increasing freshwater availability for users/natural environment within the basin • Corporate social responsibility • Shared value • Water stewardship • Climate change adaptation and mitigation strategies • Other, please specify

W9 Verification

Verification of water information

(W9.1) Do you verify any other water information reported in your CDP disclosure (not already covered by W5.1a)?

Question dependencies

- Your response to W9.1 will determine whether W9.1a is presented. If your response to W9.1 is amended, data in W9.1a may be erased. In this case, be sure to re-enter data for W9.1a.

Change from 2019

Minor change (2019 W10.1)

Response options

Select one of the following options:

- Yes
- In progress
- No, but we are actively considering verifying within the next two years
- No, we are waiting for more mature verification standards and/or processes
- No, we do not currently verify any other water information reported in our CDP disclosure

Ecolab 2018 Water Verification Statement.pdf

(W9.1a) Which data points within your CDP disclosure have been verified, and which standards were used?

Question dependencies

- This question only appears if you select “Yes” in response to W9.1.

Change from 2019

No change (2019 W10.1a)

Response options

Please complete the following table. You are able to add rows to this table using the “Add Row” button at the bottom of the table.

Disclosure module	Data verified	Verification standard	Please explain

Select from: ● W0 Introduction ● W1 Current state ● W2 Business impacts ● W3 Procedures ● W4 Risks and opportunities ● W6 Governance ● W7 Strategy ● W8 Targets ● SW Supply chain module	Annual total water withdrawal data	Select from: ● AA1000AS ● ASAE3000 ● Alliance for Water Stewardship certification ● Compagnie Nationale des Commissaires aux Comptes (CNCC) ● IDW AsS 821: IDW Assurance Standard: Generally Accepted Assurance Principles for the Audit or Review of Reports on Sustainability Issues ● ISAE 3000 ● RevR6 Procedure for assurance of sustainability report ● Other, please specify	APEX Companies LLC (Apex) was engaged to conduct an independent verification of total water withdrawal reported by Ecolab Inc. (Ecolab) in calendar year 2019. The verification was carried out to provide a limited level of assurance using a materiality threshold of ±5%.

[Add Row]

W10 Signoff

Further information

(W-FI) Use this field to provide any additional information or context that you feel is relevant to your organizations response. Please note that this field is optional and is not scored.

Response options

This is an open text question with a limit of 9,999 characters.

When copying from another document into the disclosure platform, formatting is not retained.

Note

- You may attach a file. This is optional.

Signoff

(W10.1) Provide details for the person that has signed off (approved) your CDP water response.

Change from 2019

No change (2019 W11.1)

Response options

Please complete the following table:

Job title	Corresponding job category
Chairman of the Board of Directors and Chief Executive Officer	

	Select from: ● Board Chair ● Board/Executive board ● Director on board ● Chief Executive Officer (CEO) ● Chief Financial Officer (CFO) ● Chief Operating Officer (COO) ● Chief Procurement Officer (CPO) ● Chief Risk Officer (CRO) ● Chief Sustainability Officer (CSO) ● Other C-Suite Officer ● President ● Business unit manager ● EHS manager ● Energy manager ● Environment/Sustainability manager ● Facilities manager ● Process operation manager ● Procurement manager ● Public affairs manager ● Risk manager ● Other, please specify

Water Action Hub

(W10.2) Please indicate whether your organization agrees for CDP to transfer your publicly disclosed data on your impact and risk response strategies to the CEO Water Mandate's Water Action Hub [applies only to W2.1a (response to impacts), W4.2 and W4.2a (response to risks)].

Change from 2019

No change (2019 W11.2)

Response options

Select one of the following options:

- Yes
- No

SW Supply chain

Supply chain introduction

(SW0.1) What is your organization's annual revenue for the reporting period?

Change from 2019

Additional guidance

Response options

Please complete the following table:

Annual revenue
$14,906,300,000

(SW0.2) Do you have an ISIN for your organization that you are willing to share with CDP?

Question dependencies

- Your response to SW0.2 will determine if subsequent questions are presented in this section. If your response to SW0.2 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No

Facility details

(SW1.1) Could any of your facilities reported in W5.1 have an impact on a requesting CDP supply chain member?

Question dependencies

- Your response to SW1.1 will determine if subsequent questions are presented in this section. If your response to SW1.1 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

Minor change

Response options

Select one of the following options:

- Yes, CDP supply chain members buy goods or services from facilities listed in W5.1
- No, CDP supply chain members do not buy goods or services from facilities listed in W5.1
- No facilities were reported in W5.1
- We do not have this data but we intend to collect it within two years
- We do not have this data and have no intentions to collect it
- This is confidential

[Add Row]

(SW1.2) Are you able to provide geolocation data for your facilities?

Question dependencies

- Your response to SW1.2 will determine if subsequent questions are presented in this section. If your response to SW1.2 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

Minor change

Response options

Please complete the following table:

Are you able to provide geolocation data for your facilities?	Comment
Select from: ● Yes, for all facilities ● Yes, for some facilities ● No, not currently but we intend to provide it within the next two years ● No, we do not have this data and have no plans to collect it ● No, this is confidential data	Text field [maximum 1,000 characters]

[Add Row]

Collaborative opportunities

(SW2.1) Please propose any mutually beneficial water-related projects you could collaborate on with specific CDP supply chain members.

Change from 2019

No change

Response options

Please complete the following table. You are able to add rows to this table using the “Add Row” button at the bottom of the table.

Requesting member	Category of project	Type of project	Motivation	Estimated timeframe for achieving project	Details of project	Projected outcome
Select from: ● Member drop down list	Select from: ● New product or service ● Relationship water assessment ● Change to provision of goods and services ● Promote river basin collective action ● Communications ● Other	Select from: ● Response drop-down options below table	Text field [maximum 500 characters]	Select from: ● Up to 1 year ● 2 to 3 years ● 4 to 5 years ● Other, please specify	Text field [maximum 2,500 characters]	Text field [maximum 2,500 characters]

[Add Row]

Type of project (column 3)

New product or service ● New product or service that reduces customers' operational water consumption ● New product or service that reduces customers' products/services water consumption ● New product or service that has a lower upstream water impacts ● Other, please specify ● Reduced packaging water impacts ● Other, please specify Relationship water assessment ● Assessing products' or services' water-related impacts to identify efficiencies ● Water audit of existing relationship ● Aligning goals to feed into customers targets and ambitions ● Other, please specify Change to provisioning of goods and services ● Reduced water-related impacts	Promote river basin collective action ● Invite customer to collaborate with other users in their river basins to reduce impact ● Other, please specify Communications ● Awards – apply for external awards together ● Joint case studies or marketing campaign ● Other, please specify Other ● Other, please specify

• Other, please specify	

(SW2.2) Have any water projects been implemented due to CDP supply chain member engagement?

Question dependencies

- Your response to SW2.2 will determine if subsequent questions are presented in this section. If your response to SW2.2 is amended, data in those dependent questions may be erased. In this case, be sure to re-enter data for all relevant questions. The guidance for each question indicates if it is a dependent question.

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No

Water intensity (SW)

(SW3.1) Provide any available water intensity values for your organization's products or services.

Change from 2019

Minor change

Response Options

Please complete the following table. You are able to add rows to this table using the "Add Row" button at the bottom of the table.

Product name	Water intensity value	Numerator: Water aspect	Denominator	Comment
Text field		Select from:	Text field [maximum 100 characters]	Text field [maximum 1,000 characters]

	Numerical field [up to 999,999,999,999 using a maximum of four decimal places]	• Water withdrawn • Water consumed • Other, please specify		

[Add Row]