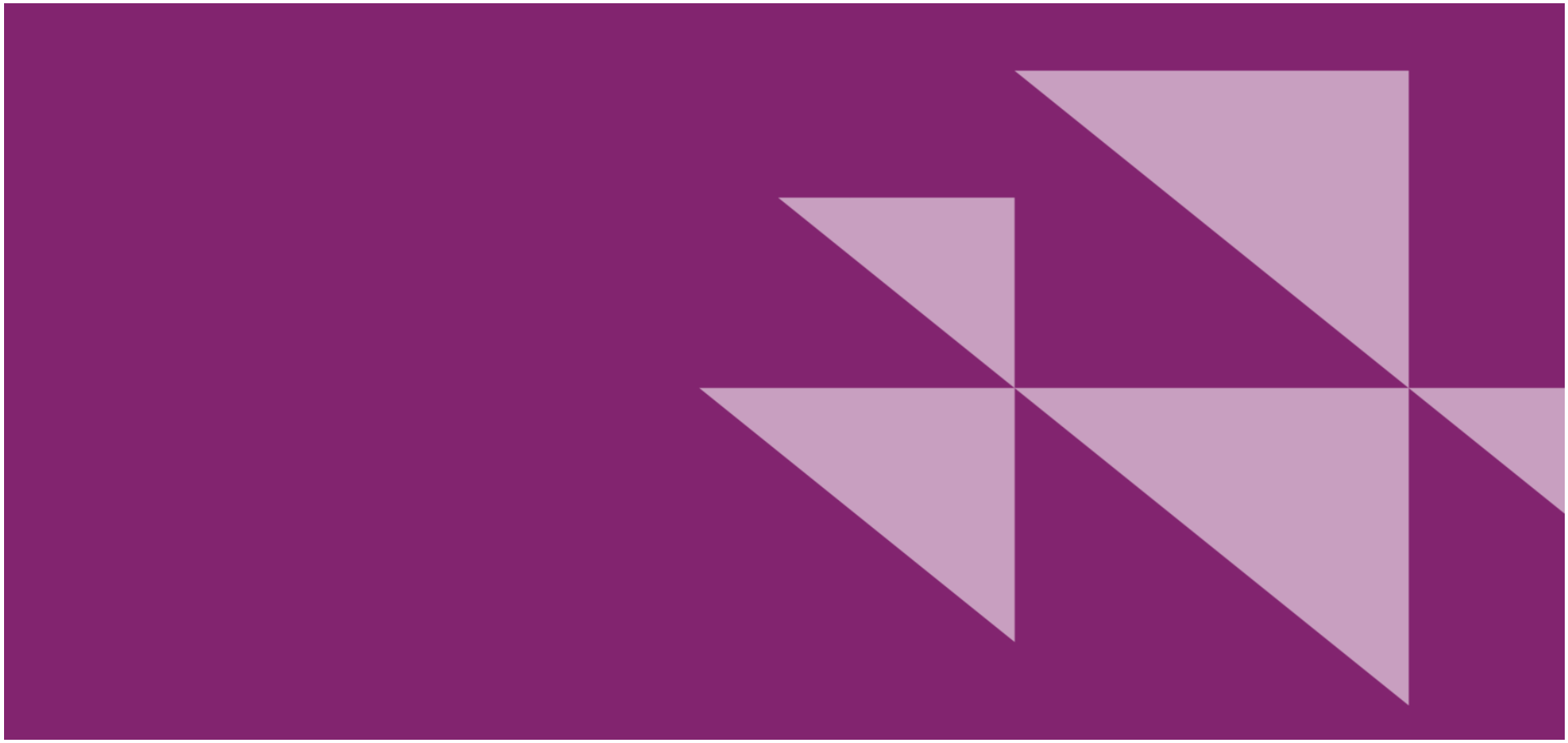
CDP Climate Change 2020 Questionnaire



Supported by:

CDP Climate Change Questionnaire Preview and Reporting Guidance 2020 - Version Control

Version number	Release/Revision date	Revision summary
1.0	16 December 2019	The 2020 climate change questionnaire preview and preliminary version of the reporting guidance was released.

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 climate change questionnaire

Introduction to CDP's climate change program and questionnaire

The 2015 Paris Agreement was a tipping point in the global approach to climate change. By agreeing to limit global temperature rises to well below 2°C, governments have committed to transforming to a low-carbon economy. This transition will create winners and losers within and across business sectors, as the manifestation of climate-related opportunities and risks accelerates in both size and scope. Business as usual will not be a good indicator of how companies will perform.

CDP believes that improving corporate awareness through measurement and disclosure is essential to the effective management of carbon and climate change risk. We request information on climate risks and low-carbon opportunities from the world's largest companies on behalf of investors, customers, and policy makers.

Regulators have begun to respond to the risks, notably with the Task Force on Climate-related Financial Disclosures (TCFD). Established by the Financial Stability Board, the TCFD has moved the climate disclosure agenda forward by emphasizing the link between climate-related risk and financial stability. The Task Force has recommended that both companies and investors disclose climate change information. This includes whether they are conducting scenario analysis in line with a 2-degree pathway and then setting out how climate-related issues impact their strategy and financial planning. This amplifies the long-standing call from CDP's investor signatories for companies to disclose comprehensive, comparable environmental data in their mainstream reports, driving climate-related risk management further into the boardroom.

Commit to Action

CDP and its partners in the We Mean Business coalition have created a central platform for companies to tackle key climate issues, with hundreds of companies from every economic sector and geography taking action to date. The We Mean Business "Take Action" platform gives companies a clear pathway for building the Paris Agreement into their business strategies and to future-proof growth, giving policy makers the confidence in raising their ambitions as governments prepare to ratchet up their national pledges in 2020.

Companies who have made commitments through We Mean Business can track progress against them via CDP's annual disclosure requests. For example, companies can track their commitment to adopt a science-based emissions reduction target by answering C4.1 and C4.2 sub-questions in detail. For more specific information on each commitment and how companies can report on their progress in the relevant sections of CDP's questionnaires, please refer to the "Commit to Action Technical Note".

Climate change questionnaire structure

There are 14 modules in the general climate change questionnaire, including the Introduction and Signoff modules, plus a module presented only to organizations that are responding to a customer request from one or more CDP Supply Chain Members. The journey through CDP's general climate change questionnaire includes the following:

- Governance
- Risks and opportunities
- Business strategy
- Targets and performance
- Emissions methodology
- Emissions data
- Energy
- Additional metrics
- Verification
- Carbon pricing
- Engagement

Sector approach

The structure of the CDP climate change questionnaire was redesigned in 2018 in response to market needs and trends in corporate climate change reporting. Revisions included the inclusion of the TCFD recommendations, an increased emphasis on forward-looking metrics, improved alignment with other reporting frameworks, and the integration of sector-specific questions.

For climate change, CDP has incorporated sector-specific questions for 16 high-impact sectors.

Each question number in the climate change questionnaire begins with the letter C. Questions that are unique to companies in a particular sector are labelled using a two-letter abbreviation within the question number. These abbreviations are noted below.

2020 climate change sectors:

- Agriculture: Agriculture commodities (AC); Food, beverage & tobacco (FB); Paper & forestry (PF)
- Energy: Coal (CO); Electric utilities (EU); Oil & gas (OG)
- Financial: Financial services (FS)
- Materials: Cement (CE); Capital goods (CG); Chemicals (CH); Construction (CN); Metals & mining (MM); Real estate (RE); Steel (ST)
- Transport: Transport services (TS); Transport OEMs (TO)

Climate change questionnaire changes in 2020

The changes for 2020 complete CDP's alignment with the sectors included in the TCFD recommendations. Other changes include revisions to simplify existing modules and questions, correct errors and improve alignment across CDPs questionnaires.

Modifications include:

- New sector-specific questions for the capital goods, construction, financial services, and real estate sectors.
- Modules C2, C3 and C4 revised to remove repetitions, clarify the data requested and improve question pathways.
- Some general questions removed for the electric utilities and financial services sectors.

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

C0 Introduction

Introduction

(C0.1) Give a general description 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.
Please note that when copying from another document into the ORS, formatting is not retained.

Ecolab (NYSE: ECL) is the global leader in water, hygiene and energy technologies and services. Around the world, businesses in foodservice, 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 27,000 sales and service professionals 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 97 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. At the end of 2019, we joined the UN Business Ambition for 1.5ºC. To meet this commitment, we will: 1) halve carbon emissions by 2030 and achieve net-zero carbon emissions by 2050 for our Scope 1 and 2 emissions by expanding energy efficiency projects at Ecolab sites and electrifying our fleet of service vehicles, 2) achieve 100% renewable electricity by 2030, and 3) work with suppliers representing 70% of Scope 3 emissions to set science-based targets by 2024. We have also set a goal to help our customers become carbon neutral by reducing greenhouse gas emissions by 4.5 million metric tonnes. In addition, we have set goals to achieve a positive water impact by: 1) working with our customers to conserve 300 billion gallons of water by 2030, 2) restoring greater than 50% of our operational water withdrawal and achieving Alliance for Water Stewardship Standard certification in high risk watersheds, and 3) reducing our net water withdrawal by 40% per unit of production across the entire enterprise.

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 in creasing demand, and reduce environmental impact.

Further information about Ecolab is available at www.ecolab.com. The answers to the questions of the Carbon Disclosure Project 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.

(C0.2) 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	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
From: 01/01/2019	To: 31/12/2019	Select from: ● Yes ● No	Select from: ● 1 year ● 2 years ● 3 years

(C0.3) 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: [Country/area drop-down list] 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)
Viet Nam

(C0.4) Select the currency used for all financial information disclosed throughout your response.

Change from 2019

No change

Response options

Please complete the following table:

Currency
Select from: • USD

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Change from 2019

Minor change

Response options

Select one of the following options:

- Financial control
- Operational control
- Equity share
- Other, please specify

C1 Governance

Board oversight

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Change from 2019

No change

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

Response options

Select one of the following options:

- Yes
- No

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Question dependencies

This question only appears if you select “Yes” in response to C1.1.

Change from 2019

Minor change for FS only

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

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.

Position of individual(s)	Please explain
Select from: ● 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) ● Chief Investment Officer (CIO) [Financial services only] ● Chief Credit Officer (CCO) [Financial services only] ● Chief Underwriting Officer (CUO) [Financial services only] ● Other C-Suite Officer ● President ● Board-level committee ● Other, please specify	While the full Board of Directors monitors Ecolab's progress on sustainability, the Safety, Health and Environment (SHE) Committee of the Board has the highest level of responsibility for all sustainability matters, including climate-related issues. Climate change responsibilities have been assigned to this Committee as it falls within the scope of 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 Ecolab's SHE policies, programs and practices that affect, or could affect, 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 climate-related goals and commitments (for example, Ecolab's goal to reduce GHG emissions per million dollar sales by 10% by 2020 from a 2015 baseline). In 2019, the SHE Committee was involved in approving the decision for Ecolab to become a Task Force on Climate-related Financial Disclosures (TCFD) Supporter and align its Enterprise Risk Management process and Annual Business Significance Risks Assessment with TCFD recommendations. The SHE Committee also approved Ecolab joining the UN Business Ambition for 1.5ºC at the end of 2019, pledging to reduce our greenhouse gas emissions by 50 percent by 2030 and to net-zero by 2050.

[Add Row]

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Question dependencies

This question only appears if you select "Yes" in response to C1.1.

Change from 2019

Modified question for FS only

Connection to other frameworks

TCFD

Governance recommended disclosure a) Describe the board's oversight of climate related risks and opportunities.

SDG

Goal 12: Responsible consumption and production

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.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-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: ● Reviewing and guiding strategy ● Reviewing and guiding major plans of action ● Reviewing and guiding risk management policies ● Reviewing and guiding annual budgets ● Reviewing and guiding business plans ● Setting performance objectives ● Monitoring implementation and performance of objectives ● Overseeing major capital expenditures, acquisitions and divestitures ● Monitoring and overseeing progress against goals and targets for addressing climate-related issues ● Other, please specify	Ecolab's Corporate Sustainability Team monitors the risks and opportunities related to climate change, 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 climate-related goals and activities from the Senior Vice President and Chief Sustainability Officer 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 climate change impacts, as appropriate.

[Add Row]

(C1.1c) Why is there no board-level oversight of climate-related issues and what are your plans to change this in the future?

Question dependencies

This question only appears if you select "No" in response to C1.1.

Change from 2019

No change

Response options

Please complete the following table:

Primary reason	Board-level oversight of climate-related issues will be introduced within the next two years.	Please explain
Text field [maximum 1,000 characters]	Select from: ● Yes, we plan to do so within the next two years ● No, we do not currently plan to do so	Text field [maximum 2,400 characters]

Management responsibility

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Change from 2019

Modified question for FS only

Connections to other frameworks

TCFD

Governance recommended disclosure b) Describe management's role in assessing and managing climate related risks and opportunities.

SDG

Goal 12: Responsible consumption and production

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 climate-related issues
Select from: ● Chief Executive Officer (CEO) ● Chief Financial Officer (CFO) ● Chief Operating Officer (COO)	Select from: ● Assessing climate-related risks and opportunities ● Managing climate-related risks and opportunities	Select from: ● More frequently than quarterly ● Quarterly ● Half-yearly

● Chief Procurement Officer (CPO) ● Chief Risks Officer (CRO) ● Chief Sustainability Officer (CSO) ● Chief Investment Officer (CIO) [Financial services only] ● Chief Credit Officer (CCO) [Financial services only] ● Chief Underwriting Officer (CUO) [Financial services only] ● Other C-Suite Officer, please specify ● President ● Risk committee ● Sustainability committee ● Safety, Health, Environment and Quality committee ● Corporate responsibility committee ● Credit committee [Financial services only] ● Investment committee [Financial services only] ● Responsible Investment committee [Financial services only] ● Audit committee [Financial services only] ● Other committee, please specify ● Business unit manager ● Energy manager ● Environmental, Health, and Safety manager ● Environment/Sustainability manager ● Facility manager ● Process operation manager ● Procurement manager ● Public affairs manager ● Risk manager ● Portfolio/Fund manager [Financial services only] ● ESG Portfolio/Fund manager [Financial services only] ● Investment/credit/insurance analyst [Financial services only] ● Dedicated responsible investment analyst [Financial services only] ● Investor relations manager [Financial services only] ● Risk analyst [Financial services only]	● Both assessing and managing climate-related risks and opportunities ● Other, please specify	● Annually ● Less frequently than annually ● As important matters arise ● Not reported to the board

• There is no management level responsibility for climate-related issues • Other, please specify		
• Chief Executive Officer (CEO)	• Assessing climate-related risks and opportunities	• Annually

[Add Row]

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated re sponsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

Change from 2019

Modified guidance

Connection to other frameworks

TCFD

Governance recommended disclosure b) Describe management's role in assessing and managing climate related risks and opportunities.

SDG

Goal 12: Responsible consumption and production

Response options

This is an open text question with a limit of 5,000 characters.
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Ecolab's Chairman of the Board and Chief Executive Officer has ultimate responsibility for climate change at Ecolab. The rationale for assigning climate change responsibilities in this manner is because the CEO was appointed by the Board to the Safety, Health and Environment (SHE) Committee of the Board and climate change falls within the scope of the principal responsibilities and duties of this Committee.

Our Senior Vice President and Chief Sustainability Officer leads Ecolab's Corporate Sustainability program in support of Ecolab's business strategy. The rationale for assigning responsibilities to the CSO position is that this position is responsible for the company's sustainability strategy, including climate change, and is best placed to coordinate the inherently cross-functional aspects of Ecolab's response to climate change. The CSO is responsible for:
· development and execution of Ecolab's sustainability strategy globally including sustainability goals such as joining the UN Business Ambition for 1.5ºC,
· integrating sustainability principles and commitments across the company,
· execution and support of sustainability value propositions across Ecolab's commercial sectors,
· collaborating with the CEO and executive leadership on Ecolab's long-term sustainability plan,
· corporate reporting and disclosure including producing Ecolab's annual corporate responsibility report,

· diverse stakeholder engagement and management, and
· global sustainability function development.

The Senior Vice President and Chief Sustainability Officer sits on 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; coordinating and communicating company policy and decision-making related to sustainability; setting annual goals and metrics for key sustainability priorities; sustainability outlook assessment; and risk management. Outputs of these quarterly meetings are reported by the Senior Vice President and Chief Sustainability Officer to the SHE Committee of the Board, of which the CEO is a member.

Climate-related issues are monitored by the CEO and SVP and Chief Sustainability Officer through the following Ecolab processes:
1. Annual enterprise risk assessment, which identifies and evaluates strategic, operational, financial and compliance related risks to the company both at the corporate and at the site level;
2. Bi-annual sustainability materiality assessment, which informs our corporate sustainability strategy and reporting activities, including climate-related issues;
3. Ethical and Environmental Standards survey, which monitors environmental performance in the global supply chain; and
4. Quarterly management meetings with the Sustainability Executive Advisory Team (SEAT) and the Corporate Sustainability Team.

Employee incentives

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

Change from 2019

Modified question

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

Response options

Please complete the following table:

Provide incentives for the management of climate-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	Text field (maximum 1,000 characters)

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Question dependencies

This question only appears if you select "Yes" in response to C1.3.

Change from 2019

Minor change

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Strategy

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.

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Select from: ● Board Chair ● Board/Executive board ● Director on board ● Corporate executive team ● Chief Executive Officer (CEO)	Select from: ● Monetary reward ● Non-monetary award	Select all that apply: ● Emissions reduction project ● Emissions reduction target ● Energy reduction project ● Energy reduction target ● Efficiency project ● Efficiency target ● Behavior change related indicator ● Environmental criteria included in purchases	Certain functional leaders and facilities managers have their goals aligned with our corporate environmental, social and governance (ESG) goals, including our 2020 greenhouse gas (GHG) emissions and water reduction goals. In addition, bonus components for select employees are tied to continuous improvement efforts, including in water and energy efficiency (carbon emissions reductions) leading to achievement of targets at the facility and regional level.

• 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 • Executive officer • Management group • Business unit manager • Energy manager • Environmental, health, and safety manager • Environment/Sustainability manager • Facilities manager • Process operation manager • Procurement manager • Public affairs manager • Buyers/purchasers • All employees • Other, please specify		• Supply chain engagement • Company performance against a climate-related sustainability index • Other, please specify	

• Corporate executive team	• Monetary reward	• Emissions reduction target	Certain functional leaders and facilities managers have their goals aligned with our corporate environmental, social and governance (ESG) goals, including our 2020 greenhouse gas (GHG) emissions and water reduction goals. In addition, bonus components for select employees are tied to continuous improvement efforts, including in water and energy efficiency (carbon emissions reductions) leading to achievement of targets at the facility and regional level.
• Management group	• Non-monetary award (recognition)	• Emissions reduction target	The Enterprise Excellence Award is given to an associate or team who meets individual business unit or function goals while looking beyond and focusing on actions that benefit the entire organization and help Ecolab achieve its future goals, including our sustainability aspirations that include energy efficiency. Winning associates or teams build relationships across boundaries, break down silos, actively share knowledge and best practices, and model the Ecolab values. Engagement in this way enables Ecolab to achieve its operational GHG emissions reductions goals.
• Management group	• Non-monetary award (recognition)	• Emissions reduction project	The Enterprise Excellence Award is given to an associate or team who meets individual business unit or function goals while looking beyond and focusing on actions that benefit the entire organization and help Ecolab achieve its future goals, including our sustainability aspirations that include energy efficiency. Winning associates or teams build relationships across boundaries, break down silos, actively share knowledge and best practices, and model the Ecolab values. Engagement in this way enables Ecolab to achieve its operational GHG emissions reductions goals.
• Management group	• Non-monetary award (recognition)	• Energy reduction project	The Enterprise Excellence Award is given to an associate or team who meets individual business unit or function goals while looking beyond and focusing on actions that benefit the entire organization and help Ecolab achieve its future goals, including our sustainability aspirations that include energy efficiency. Winning associates or teams build relationships across boundaries, break down silos, actively share knowledge and best practices, and model the Ecolab values. Engagement in this way enables Ecolab to achieve its operational GHG emissions reductions goals.
• Management group	• Non-monetary award (recognition)	• Efficiency project	The Enterprise Excellence Award is given to an associate or team who meets individual business unit or function goals while looking beyond and focusing on actions that benefit the entire organization and help Ecolab achieve its future goals, including our sustainability aspirations that include energy efficiency. Winning associates or teams build relationships across boundaries, break down silos, actively share knowledge and best practices, and model the Ecolab values. Engagement in this way enables Ecolab to achieve its operational GHG emissions reductions goals.
• Facilities manager	• Monetary reward	• Emissions reduction project	Facilities managers' may have monetary rewards built into their professional development plans related to meeting operational and environmental goal performance, including achievement of our GHG goals. We also recognize that there is often a positive relationship between emissions/energy reduction and cost savings, which contribute to financial goals.
• Facilities manager	• Monetary reward	• Emissions reduction target	Facilities managers' may have monetary rewards built into their professional development plans related to meeting operational and environmental goal performance, including achievement of our GHG goals.

			We also recognize that there is often a positive relationship between emissions/energy reduction and cost savings, which contribute to financial goals.
• Facilities manager	• Monetary reward	• Energy reduction project	Facilities managers' may have monetary rewards built into their professional development plans related to meeting operational and environmental goal performance, including achievement of our GHG goals. We also recognize that there is often a positive relationship between emissions/energy reduction and cost savings, which contribute to financial goals.
• Facilities manager	• Monetary reward	• Energy reduction target	Facilities managers' may have monetary rewards built into their professional development plans related to meeting operational and environmental goal performance, including achievement of our GHG goals. We also recognize that there is often a positive relationship between emissions/energy reduction and cost savings, which contribute to financial goals.

[Add Row]

C2 Risks and opportunities

Management processes

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Change from 2019

New question

Connection to other frameworks

TCFD

Risk Management recommended disclosure a) Describe the organization's processes for identifying and assessing climate-related risks.
Risk Management recommended disclosure b) Describe the organization's processes for managing climate-related risks
Risk Management recommended disclosure c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Response options

Select one of the following options:

- Yes
- No

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

Change from 2019

Minor change (2019 C2.1)

Connection to other frameworks

TCFD

Strategy recommended disclosure a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Response options

Please complete the following table:

Time horizon	From (years)	To (years)	Comment

Short-term	0	2	This time horizon for assessing climate-related risks and opportunities is aligned with our ERM process and other business practice time horizons.
Medium-term	2	5	This time horizon for assessing climate-related risks and opportunities is aligned with our ERM process and other business practice time horizons.
Long-term	5	20	This time horizon for assessing climate-related risks and opportunities is aligned with our ERM process and other business practice time horizons.

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Change from 2019

New question

Response options

This is an open text question with a limit of 5,000 characters. Please note that when copying from another document into the ORS, formatting is not retained.

For the purposes of our corporate level Enterprise Risk Management (ERM) process, which includes identifying and assessing climate-related risks, we define risks that have a 'substantive financial or strategic impact' at the corporate level as having an impact (quantifiable indicator) 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.

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Question dependencies

This question only appears if you select ”Yes” in response to C2.1.

Change from 2019

Modified question (2019 C2.2, C2.2a, C2.2b, C2.2d)

Connection to other frameworks

TCFD

Risk Management recommended disclosure a) Describe the organization's processes for identifying and assessing climate-related risks.
Risk Management recommended disclosure b) Describe the organization's processes for managing climate-related risks
Risk Management recommended disclosure c) Describe how processes for identifying, assessing, and managing climate related risks are integrated into the organization's overall risk management.

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.

Value chain stage(s) covered	Risk management process	Frequency of assessment	Time horizon(s) covered	Description of process
Select all that apply: ● Direct operations ● Upstream ● Downstream	Select from: ● Integrated into multi-disciplinary company-wide risk management process ● A specific climate-related risk management process	Select from: ● More than once a year ● Annually ● Every two years ● Every three years or more ● Not defined	Select all that apply: ● Short-term ● Medium-term ● Long-term ● None of the above/Not defined	Climate-related risks are identified and assessed at Ecolab through the following processes: 1. Climate-related risks throughout the value chain are assessed within our annual Enterprise Risk Management process and Assessment of Significant Business Risks process, which looks at short, medium and long-term risks and is aligned with the recommendations of the TCFD; 2. The internal Enterprise level Audit Services team conducts company-wide reviews at each site once every three years; 3. Internal Environmental Management System (EMS) audits and other internal audits are completed annually. Every three years, each certified site is required to undergo a complete re-certification audit to maintain certification status. The audits cover all aspects of the site EMS. This auditing process helps to continually improve environmental, health and safety performance including, but not limited to, efficient use of energy and water. Results of risk assessments, including risk types, the likelihood and impact of their occurrence, are documented by the Audit Vice President and Audit Department and presented to the Ecolab Board of Directors. The Chairman of the Board and CEO is ultimately responsible for ensuring appropriate adjustments to the business strategy based on the data presented. Additionally, Ecolab has multi-faceted processes for analysing climate-related risks and opportunities for our supply chain, business operations and product development on an ongoing basis, including: 1. Our Strategic Planning Process is used to identify global trends that present risks and opportunities for our business. 2. Our Enterprise level Audit Services team coordinates annual, company-wide Assessment of Significant Business Risks reviews using a survey tool designed to identify strategic, operational, financial and compliance related risks at the corporate and site level. Risks are documented with likelihood and impact and results are presented to the Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. 3. Our biannual Ethical and Environmental Sourcing Survey and reporting process provides monthly energy, water, effluent and other key environmental data from our global supply chain to senior management in order to monitor and improve on-going environmental performance in the supply chain.

				4. Our biannual sustainability materiality assessment informs our corporate sustainability strategy and reporting activities, including climate-related issues. This process involves a detailed review of industry trends and best practices, peer benchmarking and internal and external stakeholder engagement across the value chain. It also leverages the results of our enterprise Assessment of Significant Business Risks to align the materiality of sustainability topics with key business drivers. Outputs of this assessment are also integrated into the Assessment of Significant Business Risks annual comprehensive review to ensure critical sustainability risks and opportunities are further evaluated and linked to our core business strategy. 5. Our 1.5°C Climate Pledge Action Steering Team meets quarterly to discuss climate-related risks and opportunities across the business impacting the implementation of our 2030 climate goals and action plan. Example of how processes are applied to physical risks and opportunities: Droughts in California, among other locations, affect our own business operations as well as our customers. When creating our Strategic Plan, Ecolab's Executive Management Team looks at short-term (up to 2 years) and long-term (5-20 years) megatrends influencing our operations and corporate strategy. In particular, the Sustainability Executive Advisory Team (SEAT), working with the CSO and the Corporate Sustainability team, assesses sustainability-related trends, including climate change. We identified that extended droughts were occurring in areas where: 1) we have operations, 2) there is a large volume of our customer base, and 3) there is high country-level GDP, and we saw a connection with our revenue-at-risk. To support an initial risk evaluation, we developed and now widely use the Ecolab Water Risk Monetizer to evaluate specific sites and conducted a portfolio wide evaluation that quantifies potential financial implications of water risks. The outputs of this analysis are used to inform our risk assessment findings for operational business continuity planning, as well as business opportunities related to deploying our own products and services in supplier, Ecolab, and customer operations to reduce water consumption in areas facing severe drought. We made this tool freely available to the public and now use the tool with customers and suppliers to help them to assess water-related risks due to climate change. Example of how processes are applied to transitional risks and opportunities: Both current and emerging regulations impacting the cost of energy are included in our annual Assessment of Significant Business Risks, as our operations are subject to climate and energy efficiency regulations in certain jurisdictions. For example, we monitor the impact of the U.S. EPA standards for fuel efficiency on Ecolab's fleet. Ecolab operates a fleet of service vehicles driven by our account managers and service technicians as well as a heavy-duty delivery fleet under Nalco Champion. Any fuel efficiency regulations may require expenditure of capital to obtain more fuel-efficient vehicles. In addition, the U.S. EPA standards for fuel efficiency are expected to impact the availability and price of more fuel-efficient vehicles. During the annual Assessment of Significant Business Risk, the status and financial impact of current fuel prices and those subject to regulation are forecasted against Ecolab's short- and mid-term (2-5 years) Strategic Plan to evaluate potential cost implications. Outputs of this analysis are used to inform our growth strategy, capital, and operational expenditures planning to ensure our fleet strategy optimizes total cost of ownership and is aligned with fuel economy standard trends. This enables downside cost protection, as well as the ability of Ecolab to take advantage of state and federal incentives for purchasing fuel efficient vehicles and using alternative fuels and technologies. Following a review of current and emerging regulations, as well as technology and market trends assessed within our sustainability materiality assessment, Ecolab committed in 2019 to electrifying its fleet of service vehicles as part of its commitment to the UN Global Compact's Business Ambition for 1.5C. Thus, by proactively tracking and staying ahead of these regulations and technology trends, we were able to convert this inherent risk into an opportunity.

[Add Row]

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

Question dependencies

This question only appears if you select "Yes" in C2.1.

Change from 2019

Modified question (2019 C2.2c)

Connection to other frameworks

TCFD

Risk Management recommended disclosure a) Describe the organization's processes for identifying and assessing climate-related risks.

Response options

Please complete the following table:

Risk type	Relevance & inclusion	Please explain
Current regulation	Select from: ● Relevant, always included ● Relevant, sometimes included ● Relevant, not included ● Not relevant, included ● Not relevant, explanation provided ● Not evaluated	Current regulatory risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews compliance with and the impact of existing regulations, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and always included because our operations are subject to climate and energy efficiency related regulations in certain jurisdictions. For example, we monitor the impact of the U.S. EPA standards for fuel efficiency on Ecolab's fleet. Ecolab operates a fleet of service vehicles driven by our account managers and service technicians as well as a heavy-duty delivery fleet under Nalco Champion. Any fuel efficiency regulations may require expenditure of capital to obtain more fuel-efficient vehicles. In addition, The U.S. EPA standards for fuel efficiency are expected to impact the availability and price of more fuel-efficient vehicles. It is uncertain how these forces will impact vehicle size, supply, demand and cost. While this risk is not currently deemed substantive for our organization, as climate and energy efficiency regulations are updated in the future, we may see these costs increase. We are committed to complying with applicable legislation and have processes in place to monitor all current regulatory requirements. In addition, in 2019 Ecolab committed to electrifying its fleet of service vehicles as part of its commitment to the UN Global Compact's Business Ambition for 1.5C which will significantly reduce our exposure to vehicle regulations in the future.
Emerging regulation	● Relevant, sometimes included	Emerging regulatory risks may be informed by climate-related issues and are often included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impact of emerging regulations, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur.

		This risk type is relevant and often included in our risk assessments because as a company with manufacturing facilities, we may be impacted by emerging regulations designed to promote a transition to a low carbon economy. For example, regulations that put a price on fossil fuel energy could be implemented in the future in areas where Ecolab has operations or activities. We may face increased operational expenses if climate change regulations were implemented at the international, national, regional and/or state level. While our operations do not consume a significant amount of energy and this risk is not deemed substantive for our organization, as jurisdictions increase their use of regulatory frameworks to promote emissions reductions, we may see these costs increase in the future. We are committed to complying with applicable legislation and have processes in place to monitor regulatory requirements including emerging requirements.
Technology	• Relevant, always included	Technology risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of technology risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and always included because at Ecolab, sustainability is an integral part of everything we do, and we employ technology, information and onsite services to help customers achieve exceptional business results, while minimizing environmental and social impact. As climate change concerns become more prominent in our customers' requirements, product effectiveness and efficiency related to energy, waste and water impacts and the corporate sustainability efforts of our customers is changing the demand for our solutions. Changing customer requirements present both risks and opportunities for Ecolab to meet and exceed customer requirements and invest in new technology solutions that improve water and energy efficiency (e.g. deploying a clean-in-place technology in a Kraft-Heinz cheese plant in water stressed California). We are seeing an expansion in manufacturing applications requiring climate-related solutions that couple with the business performance required to be competitive. This customer shift has fueled further investment by Ecolab to meet and exceed customer technology requirements.
Legal	• Relevant, always included	Legal risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of legal risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and always included in the form of exposure to environmental liability or lawsuits. Our business and operations are subject to extensive environmental laws and regulations governing, among other things, air emissions, wastewater discharges, the use and handling of hazardous substances, waste disposal and the investigation and remediation of soil and groundwater contamination. As with other companies engaged in similar manufacturing activities and providing similar products and services, some risk of environmental liability is inherent in our operations. Compliance with changing environmental laws and regulations, including evolving climate change standards, exposes us to potential financial liability and increases our operating costs. However, these costs are minor for Ecolab as a speciality chemicals company that primarily engages in chemical formulation compared to our peers producing raw material chemicals where their natural resource, emissions and effluent footprint is significantly larger.
Market	• Relevant, always included	Market risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of market risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. In addition, climate change impacts, such as increasing frequency and severity of extreme weather events, could adversely affect our customers. In some market segments such as the foodservice, hospitality and travel industries, this could impact demand for our products and services. For example, tourism and lodging are key market segments of Ecolab's business globally, and negative effects of climate change (e.g. precipitation extremes, droughts, changes in

		temperature extremes, increases or decreases in snow and ice, sea level rise, tropical storms, or impacts on epidemic diseases) could present a risk to Ecolab's business. Another example of market-based risk is fluctuating petroleum prices impacting our energy services customers.
Reputation	• Relevant, always included	Reputational risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of reputational risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and always included as our customers are increasingly looking to partner with suppliers that demonstrate corporate responsibility, offer innovative products that help address and mitigate climate-related risks, and transparently report on climate management and performance. If we are not considered to be making meaningful progress on climate change or if our products and services are not perceived as leading the market in meeting customer requirements, we could be subject to reputational risk through decreased scores in public sustainability rankings such as CDP , shareholder resolutions, and general increased scrutiny by media and lower preference by customers. We strive to be a leader in sustainability and continue to proactively integrate environmental stewardship principles into our business goals, products and services to drive operational efficiency and reduce environmental impact for our customers. In 2019, we committed to aligning our operations and supply chain to the UN Global Compact's Business Ambition for 1.5°C. To meet this commitment, we will: 1) halve our carbon emissions by 2030 and achieve net-zero carbon emissions by 2050 for our Scope 1 and 2 emissions, 2) achieve 100% renewable electricity by 2030, and 3) work with suppliers representing 70% of Scope 3 emissions to set science-based targets by 2024. While the use of fossil fuels for our production, goods and services may be viewed as a contributor to climate change, we believe our global renewable energy strategy will mitigate this risk in the future.
Acute physical	• Relevant, always included	Acute physical risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of acute physical risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and always included because some of our operations are located in regions vulnerable to an increase in the severity, duration and/or frequency of extreme weather events such as changes in precipitation extremes, droughts, changes in temperature extremes, increases or decreases in snow and ice, sea level rise and tropical storms. For example, Hurricane Harvey impacted our operations in 2017, leading to temporary closure of three of our manufacturing facilities, though we did not experience significant damage and repairs. However, Ecolab manufacturing operations are located globally and across multiple geographic and climatic regions, which minimizes our vulnerability to unforeseen disasters. The company has various Crisis Management and Business Continuity Plans to mitigate business interruption. On our commercial side, this increases demand for our water and energy solutions since customers are looking to develop and implement mitigation plans and solutions to minimize the impact of acute risks.
Chronic physical	• Relevant, sometimes included	Chronic physical risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of chronic physical risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and often included because physical changes arising from sustained temperature increases could directly impact our operations. For example, Ecolab's global manufacturing facilities are located in many different regions around the world, including areas that may be susceptible to changes in average temperatures. These temperature changes could result in increased operational and manufacturing costs associated with heating and cooling our

		physical real estate assets. This also has implications for our commercial business as it would increase demand in technology and solutions that help our customers mitigate and adapt to the changing climate. These are typically in areas of increased water scarcity or droughts for our multi-national customers
Upstream	• Relevant, always included	Upstream risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of upstream risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and always included in our risk assessments because we are indirectly exposed to the impacts of physical and transitional climate risks on our suppliers. For example, if key supplier operations are disrupted due to increased severity and frequency of severe weather events this could lead to increased costs and/or a lack of availability of products and services we need to run our business. In addition, we have strategic supplier partnerships with large multi-national material/chemical companies designed to collaborate on innovation and climate related projects impacting our commercial technology portfolio. A number of these projects will impact water and energy efficiency internally and externally. In 2014, we expanded the scope of our sourcing requirements to consider the carbon emissions footprint of our individual suppliers, as well as the total carbon impact in the supply chain. In 2019, we committed to aligning our operations and supply chain to the UN Global Compact's Business Ambition for 1.5°C, which includes working with suppliers representing 70% of Scope 3 emissions to set science-based targets by 2024. By working with our supply chain partners to adopt ambitious climate goals, we will accelerate meaningful action to mitigate climate change and reduce our upstream risks.
Downstream	• Relevant, always included	Downstream risks may be informed by climate-related issues and are included in our annual corporate enterprise level Assessment of Significant Business Risks process. This is conducted by our corporate Audit Services team which reviews the potential for and impacts of downstream risks, and reports findings to our Executive Management team and Ecolab's Board of Directors to ensure appropriate strategy adjustments occur. This risk type is relevant and always included because we are seeing increased interest from our customers in products and services that support climate change mitigation efforts, such as water and energy efficient products. If we fail to meet the expectations of our customers, this could have a negative impact on our ability to secure new business and/or could result in a loss of one or more customers and associated revenue. In addition, if our customers do not effectively anticipate and manage physical climate change, this could affect their operations and potentially impact demand for our products and services. Through technology, information and onsite service, we help our customers achieve exceptional business results, while minimizing environmental and social impact. We support water and energy risk assessments and audits of our customers' operations and use proprietary tools and smart technology to improve their water and energy efficiency and support their long-term sustainability goals. In addition, we recently launched new 2030 customer impact goals which include: 1) helping customers become carbon neutral by reducing greenhouse gas emissions by 4.5 million metric tonnes, and 2) helping customers conserve 300 billion gallons of water, equivalent to the drinking water needs of 1 billion people (which in turn, will help them to reduce energy and carbon emissions required to heat, treat, move and cool water). These goals will help drive innovation and make our customers more resilient, thereby reducing our downstream risks.

Questions C2.2b to C2.2f only apply to organizations with activities in the Financial Services sector.

(C2.2g) Why does your organization not have a process in place for identifying, assessing, and responding to climate-related risks and opportunities, and do you plan to introduce such a process in the future?

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Change from 2019

No change

Connection to other frameworks

TCFD

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.

SDG

Goal 13: Climate action

Response options

Select one of the following options:

- Yes
- No

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your bu siness.

Question dependencies

This question only appears if you select “Yes” in response to C2.3.

Change from 2019

Modified question

Connection to other frameworks

TCFD

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.
Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.
Please note: columns 1-7 align with the TCFD recommendations.

SDG

Goal 12: Responsible consumption and production
Goal 13: Climate action

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by us ing the “Add Row” button at the bottom of the table.

Identifier	Where in the value chain does the risk driver occur?	Risk type	Primary climate-related risk driver	Primary potential financial impact	Company- specific description	Time horizon
Select from: • Risk1	Select from: • Direct operations • Upstream • Downstream	Select from: • Current regulation • Emerging regulation • Legal • Technology • Market • Reputation • Acute physical • Chronic physical	• Increased severity and frequency of extreme weather events such as cyclones and floods	• Increased direct costs	With a global supply chain that encompasses facilities in coastal regions around the world, including the Gulf of Mexico, our supply chain may be vulnerable to an increase in the severity, duration and/or frequency of tropical storms experienced in these regions. Tropical storms and associated conditions such as high winds, extreme rainfall and flooding could result in physical damage to our suppliers' buildings, manufacturing facilities, transportation and distribution routes and accessibility, as well as equipment. This may lead our suppliers to experience lost productivity, asset loss, raw material price fluctuations and/or delayed product release, which may in turn increase Ecolab's cost of goods sold and/or decrease revenue if Ecolab is unable to serve customers as a result of supply chain disruption. In particular, the U.S. Gulf Coast is a region with significant refining, petrochemicals and chemicals operations that provide us with raw materials. Hurricanes or other severe weather events impacting the Gulf Coast, such as Hurricane Harvey in 2017, have the potential to adversely affect our ability to obtain raw materials at a reasonable cost, or at all, particularly for our Global Energy business. These impacts could lead to temporary closure of one or many of our suppliers' manufacturing facilities, require repairs and possibly even rebuild costs, which could impact the availability and sourcing of raw materials for Ecolab's products and services.	Select from: • Short-term • Medium-term • Long-term • Unknown

Likelihood	Magnitude of impact	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)
Select from: • Virtually certain • Very likely • Likely • More likely than not • About as likely as not • Unlikely • Very unlikely • Exceptionally unlikely • Unknown	Select from: • High • Medium-high • Medium • Medium-low • Low • Unknown	Select from: • Yes, a single figure estimate • Yes, an estimated range • No, we do not have this figure	N/A	30,000,000	145,000,000

Explanation of financial impact figure	Cost of response to risk	Description of response and explanation of cost calculation	Comment
The prices of raw materials used in our business can fluctuate and in recent years we have experienced periods of increased raw material costs. Changes in prices, unavailability of adequate and reasonably priced raw materials or substitutes, or the inability to obtain or renew supply agreements on favorable terms can adversely affect our consolidated results of operations, financial position or cash flows. Further, volatility and disruption in economic activity and conditions caused by a variety of factors, including climate-related physical risks such as extreme weather events, could disrupt or delay the performance of our suppliers which may adversely affect our business and increase our direct costs of goods and services sold. A 1% change in our raw material chemicals spend can impact our total cost of sales by more than $30 million, and a 5% change could impact total cost of sales by approximately $145 million. This illustrates the potential financial impact of supply chain disruptions and cost of raw materials due to volatility and climate-related physical disruptions.	1,000,000	Outside of a few specialized chemicals that we manufacture, raw materials (RM) are purchased on annual contracts and are available in adequate quantities from a diverse group of global suppliers. Global sourcing allows purchasing or production locations to be shifted to control product costs or availability at globally competitive levels. We include RM purchasing activities in our company-wide ERM process and Strategic Supplier Initiative (SSI), engaging our top tier (7) suppliers representing 20% of our RM spend. We co-innovate on projects and products with SSI suppliers to reduce their operating costs and lower their environmental impact and climate related risks. For example, we applied our 3D TRASAR technology at Dow's Tarragona plant to reduce cooling tower freshwater withdrawal by 22% and chemical usage by 23%. Projects like these improve business continuity and mitigate suppliers' climate related operational risks. In 2019, we announced that the Upstream portion of our Global Energy business would be divested in 2020. This business was less focused on the water, energy and hygiene focus of the rest of our businesses, was particularly exposed to physical climate risks of Gulf Coast suppliers, had one of just three sites in river basins where production may be affected by water risk, and was a disproportionate contributor to our wastewater and hazardous waste streams. This divestment will also reduce Ecolab's net exposure to suppliers' physical climate risks. In 2019, Ecolab also committed to the UN Global Compact's Business Ambition for 1.5ºC and set a science-based target (SBT) addressing Scope 1, 2 and 3 emissions which was approved by the Science Based Targets Initiative (SBTi). To meet these commitments, we will work with 70% of our suppliers by emissions to set SBTs by 2024. By adopting ambitious climate goals, our suppliers will both reduce their emissions and improve their assessment of and preparation for the physical risks posed by climate change. Our estimated total cost of management is calculated based on: 1) 2 FTEs dedicated to the SSI program, and shared resources across RD&E (2.5 FTEs) and Regulatory Affairs (1.5 FTEs) to manage these relationships, including executive sponsorship totalling $750,000; and 2) estimated cost to improve our supplier engagement program and implement our goal to work with 70% of our suppliers by emissions to set science-based targets by 2024, totalling $250,000.	N/A

Identifier	Where in the value chain does the risk driver occur?	Risk type	Primary climate-related risk driver	Primary potential financial impact	Company- specific description	Time horizon

Select from: • Risk 2	Select from: • Direct operations • Upstream • Downstream	Select from: • Current regulation • Emerging regulation • Legal • Technology • Market • Reputation • Acute physical • Chronic physical	• Increased severity and frequency of extreme weather events such as cyclones and floods	• Increased indirect (operating) costs	With manufacturing facilities in China, Singapore and the Philippines, our Asian operations are vulnerable to an increase in the severity, duration and/or frequency of tropical storms experienced in these regions. Tropical storms and associated conditions such as high winds and extreme rainfall could result in physical damage to our buildings and equipment, leading to lost productivity, asset loss and/or delayed product release. Severe weather events may also result in staff not being able to travel to work with potential lost work time. In addition, our operations in Brazil, Mexico and the United States, including our Nalco Champion Headquarters in Texas, are vulnerable to an increase in the severity, duration and/or frequency of severe weather conditions and seasonal storms such as tornados and hurricanes. In 2017, Hurricane Harvey impacted our operations, leading to temporary closure of three of our manufacturing facilities, though we did not experience significant damage and repairs. As our manufacturing operations are located globally and our vulnerability to unforeseen disasters is leveraged across multiple geographic regions, we believe our risk is minimized.	Select from: • Short-term • Medium-term • Long-term • Unknown

Likelihood	Magnitude of impact	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)
Select from: • Virtually certain • Very likely • Likely • More likely than not • About as likely as not • Unlikely • Very unlikely • Exceptionally unlikely • Unknown	Select from: • High • Medium-high • Medium • Medium-low • Low • Unknown	Select from: • Yes, a single figure estimate • Yes, an estimated range • No, we do not have this figure		1,000,000	5,000,000

Explanation of financial impact figure	Cost of response to risk	Description of response and explanation of cost calculation	Comment

The financial risks associated with increased extreme weather patterns include manufacturing facility repair costs, potential plant closures, lost work time, lost revenue, and increased insurance premiums and deductibles. Globally we have insurance policies with varying deductible levels for property and casualty losses. Ecolab has seen cost premiums for insurance increase over the last few years which may be related to an increased threat of storms and related climate change events (i.e. Hurricane Katrina and Hurricane Sandy). During the 2017 hurricane season, for example, Ecolab experienced losses at a number of facilities along the Gulf Coast which affected our insurance premiums. In some cases, we were also required to use our insurance deductibles ranging from $1 million to $5 million; this range is therefore provided as the range of financial impacts related to these events. While we do not consider the increase in insurance premiums and deductibles spent to date to be financially material, the increased frequency and severity of extreme weather events could increase our number of insurance claims in the future, which could either individually or in the aggregate have a material adverse effect on our total insurance and operational costs. Additionally, we may not be able to continue to maintain insurance for certain property types and locations that are particularly vulnerable to increases in the severity, duration and/or frequency of extreme weather events, which could provide greater exposure to financial loss.	500,000	Climate-related risks are assessed within our Enterprise Risk Management (ERM) process and Annual Business Significance Risks Assessment, which is aligned with recommendations of the Financial Stability Board Task Force on Climate-related Financial Disclosures (TCFD). As part of our Annual Business Significance Risks Assessment, Ecolab has developed a site selection process and an inventory of sites and locations with identified risks and management responses. We continue to diversify the locations of our facilities and consider risks of facilities that may be affected by extreme weather when determining where to expand or open new facilities. The findings from this Assessment are applied by our business units. For example, in the event of a natural disaster impacting our operations, we have various Crisis Management and Business Continuity Plans to mitigate business interruption. These plans were activated during Hurricane Harvey which affected our Texas facilities. The cost to manage acute physical climate risks to our operations is based on FTE staff in the ERM function, in collaboration with Safety Health & Environment and Supply Chain staff, who manage the Annual Business Significance Risks Assessment, compile the inventory of plants globally, and conduct the site selection process. While this is part of our ERM team's overall management responsibilities, we estimate that 25% of 2 FTEs time in ERM and 10% of 2.5 FTEs time in SH&E and Supply Chain is allocated as well, totaling approximately $500,000	N/A

Identifier	Where in the value chain does the risk driver occur?	Risk type	Primary climate-related risk driver	Primary potential financial impact	Company- specific description	Time horizon
Select from: • Risk 3	Select from: • Direct operations • Upstream • Downstream	Select from: • Current regulation • Emerging regulation • Legal • Technology • Market	• Substitution of existing products and services with lower emissions options	• Decreased revenues due to reduced demand for products and services	Ecolab serves many industries that rely on water and energy to operate. As climate change impacts the availability and price of water and fossil-based energy, and increases stakeholder pressure to act, customers are increasingly looking for lower emissions solutions that enable them to improve operational efficiency and save costs, including water and energy efficient products. If we do not maintain our leadership position in the market and continue to invest in innovation and continuous improvement of our products' environmental benefits, changing customer preferences, technological change, and increased competition	Select from: • Short-term • Medium-term • Long-term • Unknown

		• Reputation • Acute physical • Chronic physical			in the industry could lead to reduced demand for Ecolab products and services. This would present financial risks to Ecolab including reduced revenues, slower growth, and a lower stock valuation.	

Likelihood	Magnitude of impact	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)
Select from: • Virtually certain • Very likely • Likely • More likely than not • About as likely as not • Unlikely • Very unlikely • Exceptionally unlikely • Unknown	Select from: • High • Medium-high • Medium • Medium-low • Low • Unknown	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 to 999,999,999,999,999 using up to 2 decimal places]	900,000,000	3,200,000,000

Explanation of financial impact figure	Cost of response to risk	Description of response and explanation of cost calculation	Comment
Shifts in customer preferences could result in lost revenue if we fail to keep pace with technological innovation that meets customer demand for more energy- or water-efficient products. While we have a diverse customer base and no customer or distributor constitutes 10% or more of our consolidated revenues, a cumulative shift in customer trends or the loss of any significant customers could have a material adverse effect on our consolidated results of operations or cash flows. 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	209,650,000	To drive focus on growing revenues, maintaining our leadership position and managing changing customer expectations, we recently launched new 2030 customer impact goals focused on Climate, Water, Food and Health which include: 1) helping customers become carbon neutral by reducing greenhouse gas emissions by 4.5 million metric tonnes, and 2) helping customers conserve 300 billion gallons of water, equivalent to the drinking water needs of 1 billion people (which in turn, will help them to reduce energy and carbon emissions required to heat, treat, move and cool water). These goals will help to drive and incentivize innovation at Ecolab and are supported by a $209 million RD&E pipeline, representing 1.5% of sales. We invest in R&D, which is critical to maintaining our leadership position within the industry and providing us with a competitive advantage as we seek additional business with new and existing customers.	N/A

projected at 7%+ per year, and a potential market of $44B in 2025, we could have between $0.9B and $3.2B of potential sales at risk due to market share erosion. This is based on growth below market projections, at 3% to 5%, rather than increasing market share by growing at 10%.		In addition, we have developed two tools, the Water Risk Monetizer and the Smart Water Navigator, to help inform how customers' can realize operational water efficiencies, reduce their risks related to water withdrawal, consumption and discharge, and support business growth. To date, more than 5,200 unique users have used the Water Risk Monetizer tool. We also use an eROI program to measure and communicate the sustainability benefits we provide to customers via eROI case studies. These case studies document and monetize all positive impacts for customers, which is critical to driving and sustaining growth with our industrial customers who have diverse needs and risks related to water. In 2019 Ecolab invested $209 million in R&D, and has invested more than $2 million in its publicly available water tools to date, which includes 1.5 FTE eROI program managers with costs greater than $150,000 per year. In addition, cost of dues, activities, participation, in-kind support and travel to participate in industry groups was roughly $250,000-500,000 in 2019 for sustainability-related commitments. In sum, we are reporting a total cost to respond to this risk of $209,650,000.	

[Add Row]

Primary climate-related risk driver drop-down options (column 4)

[Add Row]

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Opportunity disclosure

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Change from 2019

No change

Connection to other frameworks

TCFD

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.

SDG

Goal 13: Climate action

Response options

Select one of the following options:

- Yes
- Yes, we have identified opportunities but are unable to realize them
- No

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Question dependencies

This question only appears if you select “Yes” in response to C2.4.

Change from 2019

Modified question

Connection to other frameworks

TCFD

Strategy recommended disclosure a) Describe the climate related risks and opportunities the organization has identified over the short, medium, and long term.
Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.
Please note: columns 1-7 align with the TCFD recommendations.

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Identifier	Where in the value chain does the opportunity occur?	Opportunity type	Primary climate-related opportunity driver	Primary potential financial impact	Company-specific description	Time horizon
Select from: • Opp1	Select from: • Direct operations • Upstream • Downstream	Select from: • Resource efficiency • Energy source • Products and services • Markets • Resilience	• Development and/or expansion of low emission goods and services	• Increased revenues resulting from increased demand for products and services	Ecolab serves many industries that rely on water and energy to operate. As climate change impacts the availability and price of water and fossil-based energy, customers are increasingly looking for lower emissions solutions that enable them to improve operational efficiency and save costs, including water and energy efficient products. This presents opportunities to expand market share of innovative water and energy optimizing solutions from Ecolab's system portfolio. For example, our APEXTM Warewashing System, our DryExxTM beverage line lubrication system, and our 3D TRASARTM system for cooling tower and boiler feed water conditioning, reduce the use of water and energy compared to conventional systems. Cooling water and energy applications across all industries will require even better resource management strategies to deal with increased costs and scarcity, creating broader opportunities for the water technologies mentioned above and also for waste treatment in order to better protect the environment. With our Nalco Water business, we are engaged in serving customers who have more water and energy intensive institutional and industrial operations. This increases the opportunity for us to leverage the value proposition of water and energy saving offerings and pursue significant top line growth. The addition, Nalco Water also offers opportunities for increasingly cost-effective synergies in technology and innovation, delivering more profitable and cost-effective programs for customers across most if not all businesses and regions.	Select from: • Short-term • Medium-term • Long-term • Unknown

Likelihood	Magnitude of impact	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)
Select from: • Virtually certain • Very likely • Likely • More likely than not • About as likely as not	Select from: • High • Medium-high • Medium • Medium-low • Low	Select from: • Yes, a single figure estimate • Yes, an estimated range • No, we do not have this figure	88,000,000,000	Numerical field [enter a number from 0 to 999,999,999,999,999 using up to 2 decimal places]	Numerical field [enter a number from 0 to 999,999,999,999,999 using up to 2 decimal places]

• Unlikely • Very unlikely • Exceptionally unlikely • Unknown	• Unknown				

Explanation of financial impact figure	Cost to realize opportunity	Strategy to realize opportunity and explanation of cost calculation	Comment
Developing and expanding our low emission goods 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. 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 F&B processing and commercial buildings, against the total available market share).	209,650,000	To drive focus on growing revenues, maintaining our leadership position and managing changing customer expectations, we recently launched new 2030 customer impact goals focused on Climate, Water, Food and Health which include: 1) helping customers become carbon neutral by reducing greenhouse gas emissions by 4.5 million metric tonnes, and 2) helping customers conserve 300 billion gallons of water, equivalent to the drinking water needs of 1 billion people (which in turn, will help them to reduce energy and carbon emissions required to heat, treat, move and cool water). These goals will help to drive and incentivize innovation at Ecolab and are supported by a $209 million RD&E pipeline, representing 1.5% of sales. We invest in R&D and believe that doing so is critical to maintaining our leadership position within the industry and providing us with a competitive advantage as we seek additional business with new and existing customers. In addition, we have developed two tools, the Water Risk Monetizer and the Smart Water Navigator, to help inform how customers' can realize operational water efficiencies and reduce their risks related to water withdrawal, consumption and discharge. To date, more than 5,200 unique users have used the Water Risk Monetizer tool. We also use an eROI program to measure and communicate the sustainability benefits we provide to customers via eROI case studies. These case studies document and monetize all positive impacts for customers, which is critical to driving and sustaining growth with our industrial customers who have diverse needs and risks related to water. In 2019 Ecolab invested $209 million in R&D, and has invested more than $2 million in its publicly available water tools to date, which includes 1.5 FTE eROI program managers with costs greater than $150,000 per year. In addition, cost of dues, activities, participation, in-kind support and travel to participate in industry groups was roughly $250,000-500,000 in 2019 for sustainability-related commitments.	N/A

Identifier	Where in the value chain does the	Opportunity type	Primary climate-related opportunity driver	Primary potential financial impact	Company-specific description	Time horizon

	opportunity occur?					
Select from: • Opp 2	Select from: • Direct operations • Upstream • Downstream	Select from: • Resource efficiency • Energy source • Products and services • Markets • Resilience	• Access to new markets	• Increased revenues through access to new and emerging 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 pronounced in densely populated, arid and temperate regions including BRIC and emerging markets. In addition, policies and regulations designed to promote the transition to a low carbon economy, including carbon taxes, cap-and-trade, and fuel/energy taxes and regulations, are being implemented around the world. We anticipate greater regulation of GHGs emitted by our customers will drive opportunities to leverage many of our energy and water services, and improve access to new and emerging markets. For example, demand for our wastewater anaerobic digestion systems that efficiently capture methane from organic waste may be in higher demand in regions with regulated carbon pricing schemes. Capturing methane gas from waste generated onsite reduces methane emissions and can be a source of clean energy for heating or powering the processing facility. Reducing water and energy consumption for customers operating in highly regulated environments presents opportunities for Ecolab to gain a competitive advantage and expand market share and revenue.	Select from: • Short-term • Medium-term • Long-term • Unknown

Likelihood	Magnitude of impact	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)
Select from: • Virtually certain • Very likely • Likely • More likely than not • About as likely as not • Unlikely • Very unlikely • Exceptionally unlikely	Select from: • High • Medium-high • Medium • Medium-low • Low • Unknown	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 to 999,999,999,999,999 using up to 2 decimal places]	$0.5B	$1.5B

• Unknown					

Explanation of financial impact figure	Cost to realize opportunity	Strategy to realize opportunity and explanation of cost calculation	Comment
By innovating and maintaining market leadership, we have the opportunity to expand our share in a growing market. 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 comparing to simply maintaining market share by growing at 7%.	209,650,000	We invest significantly in experts that can evaluate our customers processes and identify opportunities to reduce water and energy consumption and we employ our Outcome Based Approach to evaluate the full impact of each product or service and invest in R&D activities that help customers optimize water and energy while maintaining performance requirements and meeting regulatory and compliance related requirements. For example, we partnered with a large dairy food processor in an emerging market looking to reduce the footprint of their products to increase their brand profile with their customers, and completed a project to treat high-strength whey permeate and generate significant quantities of energy. The patented system converts the production plant's soluble waste by-products into biofuel and treated water and offsets 30-40% of its natural gas consumption, reducing 8,750 tons of CO2e annually. We use eROI case studies to document all positive environmental impacts for customers and drive growth with our industrial customers. In 2019, Ecolab invested $209 million in research and development, with sustainability as a strategic driver in many ongoing projects. In addition, our eROI program is managed by 1.5 FTE with costs greater than $150,000 per year. Lastly, the cost of dues, activities, participation, in-kind support and travel to participate in industry groups is roughly $250,000-500,000 per year for sustainability-related commitments around product transparency. In sum, we are reporting a total cost to realize this opportunity of $209,650,000.	N/A

Identifier	Where in the value chain does the opportunity occur?	Opportunity type	Primary climate-related opportunity driver	Primary potential financial impact	Company-specific description	Time horizon
Select from: • Opp 3	Select from: • Direct operations • Upstream	Select from: • Resource efficiency • Energy source	• Shift in consumer preferences	• Other, please specify – better competitive position to reflect shifting consumer	Ecolab's business success depends on meeting and exceeding the expectations and requirements of its key stakeholders, including customers, investors and employees. We believe there is opportunity to enhance our corporate reputation through our environmental programs and climate-related goals, thereby gaining a competitive advantage, and boosting our attractiveness to investors. We conduct a bi-annual sustainability materiality assessment (MA) to prioritize our sustainability issues. The results of the MA inform our	Select from: • Short-term • Medium-term

	• Downstream	• Products and services • Markets • Resilience		preferences, resulting in increased revenues	corporate sustainability strategy and reporting, including climate-related issues. Our most recent MA confirmed that improving water and energy management, increasing operational efficiency and preserving natural resources continue to be issues of high importance. Our customers are increasingly looking to partner with suppliers that demonstrate corporate responsibility and transparently report on climate management, and this trend will continue as climate change awareness grows. At the end of 2019, we joined the UN Business Ambition for 1.5ºC. To meet this commitment, we will: 1) halve carbon emissions by 2030 and achieve net-zero carbon emissions by 2050 for our Scope 1 and 2 emissions by expanding energy efficiency projects and electrifying our fleet of service vehicles, 2) achieve 100% renewable electricity by 2030, and 3) work with suppliers representing 70% of Scope 3 emissions to set science-based targets by 2024. We have also set a goal to help our customers become carbon neutral by reducing greenhouse gas emissions by 4.5 million metric tonnes. In addition, we have set goals to achieve a positive water impact by: 1) working with our customers to conserve 300 billion gallons of water by 2030, 2) restoring greater than 50% of our operational water withdrawal and achieving Alliance for Water Stewardship Standard certification in high risk watersheds, and 3) reducing our net water withdrawal by 40% per unit of production across the entire enterprise. Looking ahead, as our customers face drivers to reduce their own GHG emissions, we may also see increased demand for our products and services if we can positively differentiate ourselves and the GHG emissions benefits of our products in the marketplace. Increasingly, we are seeing an interest from customers in getting accurate data to measure the success of their own sustainability programs, and rely upon Ecolab to provide this information.	• Long-term • Unknown

Likelihood	Magnitude of impact	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)
Select from: • Virtually certain • Very likely • Likely • More likely than not • About as likely as not • Unlikely	Select from: • High • Medium-high • Medium • Medium-low • Low • Unknown	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 to 999,999,999,999,999 using up to 2 decimal places]	$0.5B	$1.5B

• Very unlikely • Exceptionally unlikely • Unknown					

Explanation of financial impact figure	Cost to realize opportunity	Strategy to realize opportunity and explanation of cost calculation	Comment
A shift in customer preferences could result in increased market share and revenues due to customers preferring suppliers with robust sustainability strategies as well as energy- and water-efficient goods and services. 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 comparing to simply maintaining market share by growing at 7%.	1,000,000	As our customers increase their efforts to measure and report environmental performance, we have an opportunity to standardize how we communicate value to customers. We do this through our trademarked eROI program via case studies and business reviews. eROI case studies serve as tools to communicate the value we provide to customers and accelerate sales. We have created more than 1,000 eROI case studies to demonstrate sustainability value for customers, including in the areas of energy, water, air emissions, waste, improved asset life and safety. The eROI value capture program represents a tremendous opportunity to differentiate Ecolab as a leader in helping customers achieve both performance and sustainability goals. Ecolab produces an annual Corporate Responsibility GRI Report prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option, as well as a supporting Corporate Sustainability Report that features case studies demonstrating how Ecolab's solutions have helped customers minimize their environmental impact. In addition, Ecolab reports ESG performance data to the annual S&P Global SAM Corporate Sustainability Assessment (CSA) and CDP's Climate Change, Water Security and Supply Chain surveys. We are also signatory of the United Nations Global Compact and CEO Water Mandate and file an annual Communication of Progress as part of those commitments. The cost of dues, activities, participation, in-kind support and travel to participate in industry groups is roughly $250,000-500,000 per year for sustainability-related commitments around product transparency. Our eROI program is	N/A

		managed by 1.5 FTE with costs greater than $150,000 per year. In addition, costs related to our sustainability reporting activities including staff time, memberships and consulting/auditor fees are estimated to be $350,000 per year.	

[Add Row]

Primary climate-related opportunity driver drop-down options (column 4)

Select one of the following options:

Resource efficiency • Use of more efficient modes of transport • Use of more efficient production and distribution processes • Use of recycling • Move to more efficient buildings • Reduced water usage and consumption • Other, please specify Energy source • Use of lower-emission sources of energy • Use of supportive policy incentives • Use of new technologies • Participation in carbon market • Shift toward decentralized energy generation • Other, please specify	Products and services • Development and/or expansion of low emission goods and services • Development of climate adaptation, resilience and insurance risk solutions • Development of new products or services through R&D and innovation • Ability to diversify business activities • Shift in consumer preferences • Reputational benefits resulting in increased demand for goods/services [Financial services only] • Other, please specify Markets • Access to new markets • Use of public-sector incentives • Access to new assets and locations needing insurance coverage • Increased diversification of financial assets (e.g., green bonds and infrastructure) [Financial services only] • Increased sales of liability and other insurance to cover climate-related risks [Financial services only] • Reduced risk of asset stranding considered in investment decision making [Financial services only] • More timely preparation for investors in adhering to current and potentially stricter future regulation in relation to fiduciary duty [Financial services only] • Increased demand for funds that invest in companies that have positive environmental credentials [Financial services only] • Enhanced financial performance of investee companies as a result of being able to access new markets and develop new products to meet green consumer demand [Financial services only] • The development of new revenue streams from new/emerging environmental markets and products [Financial services only] • Improved ratings by sustainability/ESG indexes [Financial services only] • Other, please specify Resilience • Participation in renewable energy programs and adoption of energy-efficiency measures • Resource substitutes/diversification • New products and services related to ensuring resiliency [Financial services only] • Increased reliability, climate- resilience of investment chain [Financial services only] • Other, please specify

Primary financial impact drop-down options (column 5)

Select from the following options:

- Reduced direct costs
- Reduced indirect (operating) costs
- Increased revenues resulting from increased demand for products and services
- Increased revenues through access to new and emerging markets
- Increased revenues resulting from increased production capacity
- Increased access to capital
- Increased value of fixed assets
- Increased diversification of financial assets
- Increased portfolio value due to upward revaluation of assets [Financial services only]
- Returns on investment in low-emission technology
- Other, please specify

(C2.4b) Why do you not consider your organization to have climate-related opportunities?

Question dependencies

This question only appears if you select “No” or “Yes, we have identified opportunities but are unable to realize them” in response to C2.4.

C3 Business strategy

Business strategy

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Change from 2019

Modified question

Connection to other frameworks

TCFD

Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

SDG

Goal 13: Climate action

Response options

Select one of the following options:

- Yes, and we have developed a low-carbon transition plan
- Yes
- No

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

Question dependencies

This question only appears if you select "Yes, and we have developed a low-carbon transition plan" or "Yes" in response to C3.1.

Change from 2019

Minor change

Connection to other frameworks

TCFD

Strategy recommended disclosure c) Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.

SDG

Goal 13: Climate action

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Scenario Analysis

Response options

Select one of the following options:

- Yes, qualitative
- Yes, quantitative
- Yes, qualitative and quantitative
- Yes, qualitative, but we plan to add quantitative in the next two years
- No, but we anticipate using qualitative and/or quantitative analysis in the next two years
- No, and we do not anticipate doing so in the next two years

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(C3.1b) Provide details of your organization's use of climate-related scenario analysis.

Question dependencies

This question only appears if you select "Yes, qualitative", "Yes, quantitative", "Yes, qualitative and quantitative" or "Yes , qualitative, but we plan to add quantitative in the next two years" in response to C3.1a.

Change from 2019

Minor change (2019 C3.1d); Modified guidance

Connection to other frameworks

TCFD

Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.
Strategy recommended disclosure c) Describe the resilience of the organization's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.

SDG

Goal 13: Climate action

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.

Climate-related scenarios and models applied	Details
Select all that apply: ● 2DS	• In 2019, Ecolab undertook an assessment to develop various scenarios for setting a science-based target to reduce our direct and indirect emissions. The SBT methodologies were identified and chosen based on CDP criteria, which utilizes the RCP 2.6 scenario, as well as SBTi

• IEA 450 • Greenpeace • DDPP • IRENA • RCP 2.6 • RCP 4.5 • RCP 6 • RCP 8.5 • IEA B2DS • IEA Sustainable development scenario • IEA NPS • IEA CPS • BNEF NEO • REMIND • MESSAGE-GLOBIOM • Nationally determined contributions (NDCs) • Other, please specify: SDA (Sectoral Decarbonization Approach)	criteria utilizing 2DS, RCP8.5 and the SDA to model a range of climate scenarios enabling Ecolab to evaluate potential climate related impacts and emissions reductions requirements that align with given global temperature requirements. • Company-specific business growth trajectories were applied to historical GHG emissions trends to determine a business-as-usual scenario. Ecolab evaluated medium and long-term horizons and created multiple emission reduction ambition scenarios. These were applied to various elements of our S1, S2 and S3 organizational footprints, allowing us to assess what combination of reductions could enable the achievement of a 1.5C SBT. • Ecolab evaluated the time horizons as prescribed by CDP (5-15 years and 15+ years, respectively). For the SBTi analysis we screened and completed a full Scope 3 inventory. • The results of this work have informed Ecolab's strategy by providing the necessary data points to determine feasibility of the various potential targets. The analysis confirmed the feasibility of a 1.5C SBT, demonstrated that engaging suppliers (of purchased good and services, upstream and downstream transportation and distribution, capital goods, and business travel) to set SBTs represents the greatest opportunity for Ecolab to develop a Scope 3 target to meet SBTi requirements. • This analysis illustrated the level of ambition required for Ecolab to operate in congruence with the transition to a low-carbon economy, thereby mitigating potential reputational, regulatory and market risk. Ecolab's strategy has been impacted by this analysis through our continued efforts to set a science-based target. In advance of setting the SBTs, in 2019 we joined the UN Global Compact's Business Ambition for 1.5ºC committing to reduce our GHG emissions by 50 percent by 2030 and achieve net-zero by 2050. Having set an SBT in 2020, we continue to build a GHG reduction strategy in areas such as renewable energy procurement, fleet electrification, and supplier engagement. These strategies will be integrated into Ecolab's business strategy.

[Add Row]

(C3.1c) Why does your organization not use climate-related scenario analysis to inform its strategy?

Question dependencies

This question only appears if you select "No, but we anticipate using qualitative and/or quantitative analysis in the next two years" or "No, and we do not anticipate doing so in the next two years" in response to C3.1a.

Change from 2019

Minor change (2019 C3.1g)

Response options

This is an open text question with a limit of 5,000 characters.
Please note that when copying from another document into the ORS, formatting is not retained.

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

Question dependencies

This question only appears if you select "Yes, and we have developed a low-carbon transition plan" or "Yes" in response to C3.1

Change from 2019

Modified question (2019 C2.5, C3.1c)

Connection to other frameworks

TCFD

Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

SDG

Goal 12: Responsible consumption and production
Goal 13: Climate action

Response options

Please complete the following table:

Business area	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Select from: ● **Yes** ● No ● Evaluation in progress ● Not evaluated	A trusted partner at nearly three million customer locations, Ecolab (ECL) is the global leader in water, hygiene and energy technologies and services that protect people and vital resources. The development of our products and services is influenced by the need to address identified climate-related risks and opportunities for and through our customers; this is core to our purpose and core to existing business activities. This strategy is imbedded into our R&D process fundamentally, as our value proposition is incumbent on delivering water and energy savings to our customers. As climate-related risks become increasingly clear and are being experienced by our customers, we have responded with investing more R&D dollars to bring more products and services to market. Significant investment in products that we have recently developed in response to customer needs which directly address climate-related risks include our APEX Warewashing System, our DryExx beverage line lubrication system, and

		our 3D TRASAR system for cooling tower and boiler feed water conditioning, all of which reduce the use of water and energy compared to conventional systems. For example, we applied our 3D TRASAR technology at Dow's Tarragona plant to reduce cooling tower freshwater withdrawal by 22% and chemical usage by 23%. We have also developed two tools which mark a substantial strategic investment in promoting water awareness and stewardship, which further support our customer value proposition. The Water Risk Monetizer and the Smart Water Navigator help to inform how customers' can realize operational water efficiencies and reduce their climate-related risks related to water withdrawal, consumption and discharge. To date, more than 5,200 unique users have used the Water Risk Monetizer tool. We also use an eROI program to measure and communicate the sustainability benefits we provide to customers via eROI case studies. These case studies document and monetize all positive impacts for customers, which is critical to driving and sustaining growth with our industrial customers who have diverse needs and risks related to water.
Supply chain and/or value chain	Yes	Our unique combination of expertise and innovative solutions makes the world cleaner, safer and healthier while protecting people and vital resources across the entire value chain. From the raw materials that are the building blocks of nearly every product, to production and manufacturing, to retail and service environments where products meet people, Ecolab is behind the scenes working with our customers to improve performance, meet increasing demand and reduce environmental impact. Currently, we have global strategic sourcing agreements with large multinational chemical and material companies. These strategic partners are also customers that depend on Ecolab's smart technology, expertise and services to manage and mitigate climate and operational risks associated with water and energy. For example, in 2017 Dow's Tarragona, Spain facility was looking to reduce their dependency on fresh water from the water stressed Ebro River for their Petro chemical refining plant. They brought in experts from Nalco Water, an Ecolab Company, to develop a more circular solution. Today with Ecolab's unique technologies and expertise, the plant is using 40% reclaimed water and has reduced the freshwater withdrawal from the Ebro river by 22% and effluent discharge by 49%. Thus, while our value chain may be impacted by climate-related physical and transition risks or opportunities and we consider the potential magnitude of the inherent impact to be medium, through the delivery of our products and services it presents a significant revenue opportunity.
Investment in R&D	Yes	We take a comprehensive approach to addressing the environmental, economic and social impacts of our product and service offerings and consider how each solution increases efficiency, minimizes the use of natural resources and improves safety – from sourcing to manufacturing, to use and disposal. We work very hard to deliver an innovation pipeline which will generate a vitality index of around 30%, which means we want 30% of our sales coming from products and programs introduced within the prior five years. This presents an opportunity for gaining market share

		across all our business areas due to the dynamic nature of climate-related risks, which our products and services are designed to solve for when in-use at our more than three million customer locations. With more than 100 innovations introduced to our customers, Ecolab's 2019 innovation pipeline is projected to deliver more than $1.3 billion in annual revenue in five years. The magnitude of this impact is medium-high. An example of the most substantive decision to date is to increase our R&D investment funding to more than $200 million to enable us to expand investments in experts that can evaluate our customers processes and identify opportunities to reduce water and energy consumption and we employ our Outcome Based Approach to evaluate the full impact of each product or service and invest in R&D activities that help customers optimize water and energy while maintaining performance requirements and meeting regulatory and compliance related requirements. For example, we partnered with a large dairy food processor in an emerging market looking to reduce the footprint of their products to increase their brand profile with their customers, and completed a project to treat high-strength whey permeate and generate significant quantities of energy. The patented system converts the production plant's soluble waste by-products into biofuel and treated water and offsets 30-40% of its natural gas consumption, reducing 8,750 tons of CO2e annually.
Operations	Yes	Our operations may be impacted by climate-related physical and transition risks or opportunities. Although the risk is considered "about as likely as not", if there were an increased frequency of extreme weather events this could disrupt our manufacturing operations and that of our supply chain. We consider the potential magnitude of this inherent impact to be substantive, however rated as low, and current in terms of timeframe. To date Ecolab has not experienced any events that have resulted in substantive damage or impact to our operations, expenditures, cost of business or revenues to date, but it is possible these may occur in the short-term (within the next 2 years). Examples of substantive business decisions and related investments that have been made related to climate-related impacts are identifying sites with future water stress and putting them through the Alliance for Water Stewardship Certification program. One of these sites recently installed a top of the line water reclaim system that when fully operational will save 100 million gallons per year, thus reducing our inherent risk and improving business continuity.

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.

Question dependencies

This question only appears if you select "Yes, and we have developed a low-carbon transition plan" or "Yes" in response to C3.1.

Change from 2019

Modified question (2019 C2.6)

Connection to other frameworks

TCFD

Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

Response options

Please complete the following table:

Financial planning elements that have been influenced	Description of influence
Select all that apply: ● Revenues ● Direct costs ● Indirect costs ● Capital expenditures ● Capital allocation ● Acquisitions and divestments ● Access to capital ● Assets ● Liabilities ● Provisions or general reserves [Financial services only] ● Claims reserves [Financial services only] ● None of the above	Climate-related impacts on financial planning elements such as revenues, operating costs, capital expenditures, access to capital, assets, and liabilities are factored into our financial planning process via the Annual Business Significance Risks Assessment. We are constantly looking for ways to not only innovate solutions that help our customers mitigate climate-related risks, but also inform our acquisition and divestment strategy, and as such, climate-related impacts on acquisitions and divestments are also factored into our financial planning process via the Annual Business Significance Risks Assessment. Indirect costs, notably utility costs, are a financial planning element that have been influenced by our assessment of climate-related risks and opportunities. Ecolab operations are not water and energy intensive, therefore utility costs are not substantial. However, we invest in mitigation strategies in our "hot spot" operations to reduce water and energy use. Those projects do require operating expenses to implement. Management of these risks presented to our business by climate change are part of the operating cost of our business. As part of our management of our energy costs, in late 2018 Ecolab inked a virtual power purchasing agreement (VPPA) with renewable energy producer Clearway, which was constructing a 418-megawatt wind farm in Texas. The facility opened in early 2020, and Ecolab is participating in 100 megawatts of that capacity – enough to power 27,000 single family homes for a year. The deal is expected to cover 100 percent of Ecolab's annual electricity use for our United States operations, and will enable us to reduce greenhouse gas emissions by 25 percent, more than doubling our goal of a 10 percent reduction by 2020. Time horizon: In conducting the financial assessment of the VPPA, we used a long term time horizon of > 5 years, including projections of energy prices and a potential future price on carbon. In general, our financial planning for indirect (operating) costs and other elements extends to the long term. For several elements, planning occurs on a consistent basis, i.e. annually, with some being included in quarterly business reviews.

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

Question dependencies

This question only appears if you select “Yes, and we have developed a low-carbon transition plan” or ”Yes” in response to C3.1.

Change from 2019

Modified question (2019 C3.1c)

Connection to other frameworks

TCFD

Strategy recommended disclosure b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

Response options

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

Please note that when copying from another document into the ORS, formatting is not retained.

For over 95 years, Ecolab’s core business has provided water, hygiene and energy technologies and services to help our global customers keep their environment clean and safe, operate efficiently and achieve sustainability goals. Therefore, our business objectives and strategy are explicitly linked to, and influenced by, the climate change risks and opportunities we monitor and manage on a regular basis. We operate at the nexus of the world’s most critical business, environmental and social challenges. For economies to thrive, business needs to meet that demand while using fewer resources. Aspects of climate change that are influencing our strategy range from physical impacts (e.g. increased extreme weather events impacting Ecolab facilities and suppliers) to regulatory (increased regulation of energy, GHGs and water affecting our customers) and other (shifting customer preferences and the opportunity to grow our business by delivering positive sustainability benefits for customers).

Our Strategic Planning Process is used to identify global trends that present risks and opportunities for our business and develop our Strategic Plan. We look at short-term (up to 2 years) and long-term (5-20 years) megatrends influencing our operations and corporate strategy, including climate-related issues. Building off our Strategic Plan, our annual, enterprise level Assessment of Significant Business Risks is conducted using a survey tool designed to identify strategic, operational, financial and compliance related risks to the company both at the corporate and at the site level. Risks are documented along with the likelihood and impact of their occurrence and results are presented to the executive management team and Ecolab’s Board of Directors to ensure appropriate strategy adjustments occur. For example, in this assessment process we have evaluated the current status and financial impact of current fuel prices and those subject to regulation and forecasted this against Ecolab's short- and mid-term (2-5 years) Strategic Plan to evaluate potential cost implications. This analysis was used to inform our growth strategy, capital, and operational expenditures planning to ensure our current fleet strategy is aligned with fuel economy standard trends. In addition, our bi-annual sustainability materiality assessment informs our corporate sustainability strategy and reporting activities, including climate-related issues. This process leverages the results of our enterprise Assessment of Significant Business Risks to align the materiality of

sustainability topics with key business drivers. Outputs from this assessment are also integrated into the Assessment of Significant Business Risks annual comprehensive review where critical sustainability risks and opportunities across the company are linked to core business risks and opportunities for further evaluation into the nature of potential impacts, the level of stakeholder concern, and our ability to affect and/or manage these issues. The process also ranks and prioritizes topics of relevance to our stakeholders for management action and disclosure. In 2019, we updated our sustainability materiality assessment and our findings confirmed that improving water and energy management, increasing operational efficiency and preserving natural resources continue to be issues of high importance to stakeholders, including our customers.

Our business strategy is linked to an emissions reduction target. 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 normalized to sales. In 2019, we took the first step to updating our climate ambition, this time moving to an absolute goal and linking it to climate science, by joining the UN Business Ambition for 1.5ºC and pledging to reduce our greenhouse gas emissions by 50 percent by 2030 and to net-zero by 2050. Further, we have set customer impact goals, aiming to help customers become carbon neutral by reducing greenhouse gas emissions by 4.5 million metric tonnes, to go along with the goal to help customers conserve 300 billion gallons of water annually by 2030.

One example of a substantial business decision influenced by climate change relates to the strategic merger of Ecolab Inc. and Nalco Holding Company to create Nalco Champion in 2011. This merger has continued to provide significant new markets in water services, energy services, and paper services that leverage efficiency solutions, and Nalco technology has provided improved water & energy efficiency in Institutional, Food & Beverage, and Healthcare markets. Aspects of climate change that influenced this decision included our ability to increase resource efficiency, reduce the use of water and improve the management of wastewater in oil and gas services market. Another example relates to the use of our annual water risk assessment to prioritize water conservation and efficiency efforts across the business, which is affected by water-related risks due to climate change. In 2017, two of our sites that exceeded criteria thresholds completed Alliance for Water Stewardship Certification and in 2018, another site installed a top of the line water reclaim system that when fully operational will save 100 million gallons per year, thus reducing our inherent risk.

(C3.1g) Why have climate-related risks and opportunities not influenced your strategy and/or financial planning?

Question dependencies

This question only appears if you select "No" in response to C3.1.

Change from 2019

Minor change (2019 C3.1f)

Response options

This is an open text question with a limit of 5,000 characters.
Please note that when copying from another document into the ORS, formatting is not retained.

C4 Targets and performance

Emissions targets

(C4.1) Did you have an emissions target that was active in the reporting year?

Change from 2019

No change

Connection to other frameworks

TCFD

Metrics & Targets recommended disclosure c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production

Response options

Select one of the following options:

- Absolute target
- Intensity target
- **Both absolute and intensity targets**
- No target

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Question dependencies

This question only appears if you select “Absolute target” or “Both absolute and intensity targets” in response to C4.1.

Change from 2019

Modified question

Connection to other frameworks

TCFD

Metrics & Targets recommended disclosure c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.

SDG

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Target reference number	Year target was set	Target coverage	Scope(s) (or Scope 3 category)	Base year	Covered emissions in base year (metric tons CO2e)	Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
Abs1	2019	Company-wide	Scope 1+2 (market-based)	2018	653,455	100%

Target year	Targeted reduction from base year (%)	Covered emissions in target year (metric tons CO2e) [auto-calculated]	Covered emissions in reporting year (metric tons CO2e)	% of target achieved[auto-calculated]
2030	50%	[auto]	635,225	[auto]

Target status in reporting year	Is this a science-based target?	Please explain (including target coverage)
New	Yes, this target has been approved as science-based by the Science-Based Targets initiative	In 2019, we Ecolab announced that as part of our commitment to the U.N. Global Compact’s Business Ambition for 1.5ºC, we will work to reduce our carbon emissions by half by 2030. In 2020, our science-based target, with a 2018 baseline was approved by SBTi and announced publicly

Target reference number	Year target was set	Target coverage	Scope(s) (or Scope 3 category)	Base year	Covered emissions in base year (metric tons CO2e)	Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
Abs2	2019	Company-wide	Scope 1+2 (market-based)	(n/a)	(n/a)	(n/a)

Target year	Targeted reduction from base year (%)	Covered emissions in target year (metric tons CO2e) [auto-calculated]	Covered emissions in reporting year (metric tons CO2e)	% of target achieved[auto-calculated]
2050	100%	(n/a)	635,225	(n/a)

Target status in reporting year	Is this a science-based target?	Please explain (including target coverage)
New	Yes, we consider this a science-based target, but this target has not been approved as science-based by the Science-Based Targets initiative	As part of our commitment to the U.N. Global Compact's Business Ambition for 1.5ºC, we will work to reduce our carbon emissions to net-zero by 2050

Scope(s) (or Scope 3 category) drop-down options:

Select one of the following options:

- Scope 1
- Scope 2 (location-based)
- Scope 2 (market-based)
- Scope 1+2 (location-based)
- Scope 1+2 (market-based)
- Scope 1+2 (location-based) +3 (upstream)
- Scope 1+2 (location-based) +3 (downstream)
- Scope 1+2 (location-based) +3 (upstream & downstream)
- Scope 1+2 (market-based) +3 (upstream)
- Scope 1+2 (market-based) +3 (downstream)
- Scope 1+2 (market-based) +3 (upstream & downstream)
- Scope 3 (upstream)
- Scope 3 (downstream)
- Scope 3 (upstream & downstream)
- Scope 3: Purchased goods and services

- Scope 3: Capital goods
- Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)
- Scope 3: Upstream transportation and distribution
- Scope 3: Waste generated in operations
- Scope 3: Business travel
- Scope 3: Employee commuting
- Scope 3: Upstream leased assets
- Scope 3: Investments
- Scope 3: Downstream transportation and distribution
- Scope 3: Processing of sold products
- Scope 3: Use of sold products
- Scope 3: End-of-life treatment of sold products
- Scope 3: Downstream leased assets
- Scope 3: Franchises
- Other, please specify

Is this a science-based target? drop-down options:

Select one of the following options:
- Yes, this target has been approved as science-based by the Science-Based Targets initiative
- Yes, we consider this a science-based target, but this target has not been approved as science-based by the Science-Based Targets initiative
- No, but we are reporting another target that is science-based
- No, but we anticipate setting one in the next 2 years
- No, and we do not anticipate setting one in the next 2 years

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Question dependencies

This question only appears if you select “Intensity target” or “Both absolute and intensity target” in response to C4.1.

Change from 2019

Modified question

Connection to other frameworks

TCFD

Metrics & Targets recommended disclosure c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Climate-related targets

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Target reference number	Year target was set	Target coverage	Scope(s) (or Scope 3 category)	Intensity metric	Base year	Intensity figure in base year (metric tons CO2e per unit of activity)	% of total base year emissions in selected Scope(s) (or Scope 3 category)

							covered by this intensity figure
Int1	2015	Select from: • Company-wide • Business division • Business activity • Site/facility • Country/region • Product-level • Other, please specify	• Scope 1+2 (market-based)	Metric tons CO2e per unit revenue	2015	50.7	100

Target year	Targeted reduction from base year (%)	Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]	% change anticipated in absolute Scope 1+2 emissions	% change anticipated in absolute Scope 3 emissions	Intensity figure in reporting year (metric tons CO2e per unit of activity)
2020	10	45.5	5	0	43.1

% of target achieved [auto-calculated]	Target status in reporting year	Is this a science-based target?	Please explain (including target coverage)
150%	Select from: • New • Underway • Achieved • Expired • Revised • Replaced • Retired	• No, but we are reporting another target that is science-based	Ecolab's 2019 intensity figure was 43.1 MTCO2e/million dollar sales, which represents a 15% reduction from baseline intensity. Net revenue is adjusted to constant 2015 dollars to factor out inflation when normalizing Ecolab's emissions performance against the baseline year, following best-practices guidance from the GHG

			Protocol and EPA Climate Leaders. Ecolab's net revenues are adjusted for inflation using Producer Price Indexes (PPI) from the Bureau of Labor Statistics.

[Add Row]

Scope(s) (or Scope 3 category) drop-down options:

Select one of the following options:

- Scope 1
- Scope 2 (location-based)
- Scope 2 (market-based)
- Scope 1+2 (location-based)
- Scope 1+2 (market-based)
- Scope 1+2 (location-based) +3 (upstream)
- Scope 1+2 (location-based) +3 (downstream)
- Scope 1+2 (market-based) +3 (upstream)
- Scope 1+2 (market-based) +3 (downstream)
- Scope 3 (upstream)
- Scope 3 (downstream)
- Scope 3 (upstream & downstream)
- Scope 3: Purchased goods & services
- Scope 3: Capital goods
- Scope 3: Fuel- and energy-related activities (not included in Scopes 1 or 2)
- Scope 3: Upstream transportation & distribution
- Scope 3: Waste generated in operations
- Scope 3: Business travel
- Scope 3: Employee commuting
- Scope 3: Upstream leased assets
- Scope 3: Investments
- Scope 3: Downstream transportation and distribution
- Scope 3: Processing of sold products
- Scope 3: Use of sold products
- Scope 3: End-of-life treatment of sold products
- Scope 3: Downstream leased assets
- Scope 3: Franchises
- Other, please specify

Intensity metric drop-down options:

Select one of the following options from the drop-down menu below. Those with an asterisk (*) are the metrics that can be evaluated against science-based target setting methods (see Technical Note on Science Based Targets):

- Grams CO2e per revenue passenger kilometer*
- Metric tons CO2e per USD($) value-added*
- Metric tons CO2e per square meter*
- Metric tons CO2e per metric ton of aluminum*
- Metric tons CO2e per metric ton of steel*
- Metric tons CO2e per metric ton of cement*
- Metric tons CO2e per metric ton of cardboard*
- Grams CO2e per kilometer*
- Metric tons CO2e per unit revenue
- Metric tons CO2e per unit FTE employee
- Metric tons CO2e per unit hour worked

- Metric tons CO2e per metric ton of product
- Metric tons of CO2e per liter of product
- Metric tons CO2e per unit of production
- Metric tons CO2e per unit of service provided
- Metric tons CO2e per square foot*
- Metric tons CO2e per kilometer
- Metric tons CO2e per passenger kilometer*
- Metric tons CO2e per megawatt hour (MWh)*
- Metric tons CO2e per barrel of oil equivalent (BOE)
- Metric tons CO2e per vehicle produced
- Metric tons CO2e per metric ton of ore processed
- Metric tons CO2e per ounce of gold
- Metric tons CO2e per ounce of platinum
- Metric tons of CO2e per metric ton of aggregate
- Metric tons of CO2e per billion (currency) funds under management
- Other, please specify

Is this a science-based target? drop-down options:

Select one of the following options:

- Yes, this target has been approved as science-based by the Science Based Targets initiative
- Yes, we consider this a science-based target, but this target has not been approved as science-based by the Science Based Targets initiative
- No, but we are reporting another target that is science-based
- No, but we anticipate setting one in the next 2 years
- No, and we do not anticipate setting one in the next 2 years

(C4.1c) Explain why you did not have an emissions target, and forecast how your emissions will change over the next five years.

Other climate-related targets

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

Change from 2019

New question

Connection to frameworks

TCFD

Metrics & Targets recommended disclosure a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.
Metrics & Targets recommended disclosure c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Climate-related targets

Response options

Select all that apply from the following options:

- **Target(s) to increase low-carbon energy consumption or production**

- Target(s) to reduce methane emissions
- **Other climate-related target(s)**
- No other climate-related targets

(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.

Question dependencies

This question only appears if you select “Target(s) to increase low-carbon energy consumption or production” in response to C4.2.

Change from 2019

New question

Connection to frameworks

TCFD

Metrics & Targets recommended disclosure a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.
Metrics & Targets recommended disclosure c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Climate-related targets

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Target reference number	Year target was set	Target coverage	Target type: absolute or intensity	Target type: energy carrier	Target type: activity	Target type: energy source
Low1	2019	• Company-wide	• Absolute	• Electricity	• Consumption	• Renewable energy source(s) only

Metric (target numerator if reporting an intensity target)	Target denominator (intensity targets only)	Base year	Figure or percentage in base year	Target year	Figure or percentage in target year	Figure or percentage in reporting year	% of target achieved [auto-calculated]

		(n/a)	(n/a)	2030	100	7	[7%]

Target status in reporting year	Is this target part of an emissions target?	Is this target part of an overarching initiative?	Please explain (including target coverage)
New	Yes, this goal contributes to our commitment to reduce emissions by 50% by 2030 (Abs1)	Other: RE100	In 2019, Ecolab announced a goal to move to 100% renewable energy in our global operations. This goal is to help meet our commitment to the U.N. Global Compact's Business Ambition for 1.5ºC, our work to reduce our carbon emissions by half by 2030 and to net-zero by 2050.

(C4.2b) Provide details of any other climate-related targets, including methane reduction targets.

Question dependencies

This question only appears if you select "Other climate-related target(s)" or "Target(s) to reduce methane emissions" in response to C4.2.

Change from 2019

Modified question (2019 C4.2)

Connection to frameworks

TCFD

Metrics & Targets recommended disclosure a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.
Metrics & Targets recommended disclosure c) Describe the targets used by the organization to manage climate related risks and opportunities and performance against targets.

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Climate-related targets

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Target reference number	Year target was set	Target coverage	Target type: absolute or intensity	Target type: category	Metric (target numerator if reporting an intensity target)	Target denominator (intensity targets only)
Oth1	2019	Other: service vehicle fleet	Absolute	Low-carbon vehicles	Percentage of battery electric vehicles in company fleet	(n/a)

Base year	Figure or percentage in base year	Target year	Figure or percentage in target year	Figure or percentage in reporting year	% of target achieved [auto-calculated]
(n/a)	(n/a)	(n/a)	100	(n/a)	

Target status in reporting year	Is this target part of an emissions target?	Is this target part of an overarching initiative?	Please explain (including target coverage)
New	Yes, this goal contributes to our commitment to reduce emissions by 50% by 2030 (Abs1)	**No, it’s not part of an overarching initiative**	In 2019, Ecolab announced a goal to move to electrify its fleet of service vehicles. This goal is to help meet our commitment to the U.N. Global Compact’s Business Ambition for 1.5ºC, our work to reduce our carbon emissions by half by 2030 and to net-zero by 2050.

Metric (target numerator if reporting an intensity target) drop-down options:

Select one of the following options:

Energy productivity

- GDP
- USD ($) value-added
- units of revenue
- ounces of gold
- ounces of platinum
- metric tons of aggregate
- metric tons of aluminum
- metric tons of steel
- metric tons of cement
- metric tons of cardboard
- metric tons of product
- metric tons of ore processed
- square meters
- kilometers
- passenger kilometers
- revenue passenger kilometers
- liters of product
- units of production
- units of service provided
- square feet
- megawatt hours (MWh)
- barrel of oil equivalents (BOE)
- ton of oil equivalents (TOE)
- ton of coal equivalents (TCE)
- Other, please specify

Energy consumption or efficiency

- kWh
- MWh
- GJ
- million Btu
- boe
- toe
- tce
- Gcal
- Other, please specify

Renewable fuel production

- metric tons of solid biomass
- liters of liquid biofuel

Low-carbon buildings

- Percentage of net zero carbon buildings
- Percentage of net zero energy buildings
- Percentage of buildings with a green building certificate
- Other, please specify

Land use change

- hectares reforested
- hectares afforested
- hectares restored
- Percent of supply chain compliant with zero gross deforestation
- Other, please specify

Methane reduction target

- cubic meters of methane vented
- cubic meters of methane leaked
- cubic meters of methane flared
- Total methane emissions in m3
- Total methane emissions in CO2e
- Methane leakage rate (%)
- Other, please specify

Fossil fuel reduction target

- cubic meters of natural gas consumed
- metric tons of coal consumed
- barrels of oil consumed
- Percentage of fossil fuels in the fuel mix
- Other, please specify

Engagement with suppliers

- Percentage of suppliers disclosing their GHG emissions
- Percentage of suppliers setting emissions reduction targets
- Percentage of suppliers with a science-based target
- Percentage of suppliers actively engaged on climate-related issues
- Other, please specify

Engagement with customers

- Percentage of customers disclosing their GHG emissions

- cubic meters of biogas
- cubic meters of hydrogen
- Other, please specify

Renewable fuel consumption

- metric tons of solid biomass
- liters of liquid biofuel
- cubic meters of biogas
- cubic meters of hydrogen
- Percentage of total fuel consumption that is from renewable sources
- Other, please specify

Waste management

- metric tons of waste diverted from landfill
- metric tons of waste recycled
- metric tons of waste reused
- metric tons of waste generated
- Percentage of total waste generated that is recycled
- Percentage of sites operating at zero-waste to landfill
- Other, please specify

Resource consumption or efficiency

- Percentage of paper from recycled or certified sustainable sources
- metric tons of paper consumed
- Percentage of plastic form recycled sources
- metric tons of plastic consumed
- Percentage of packaging from recycled or certified sustainable sources
- metric tons of packaging consumed
- Other, please specify

Low-carbon vehicles

- Percentage of low-carbon vehicles in company fleet
- Percentage of low-carbon vehicles sold
- Percentage of company fleet using biofuel
- Percentage of battery electric vehicles in company fleet
- Percentage of conventional hybrids in company fleet
- Percentage of plug-in hybrids in company fleet
- Percentage of fuel cell electric vehicles in company fleet
- Percentage of company facilities with electric vehicle infrastructure
- Other, please specify

- Percentage of customers setting emissions reduction targets
- Percentage of customers with a science-based target
- Percentage of customers actively engaged on climate-related issues
- Other, please specify

R&D investments

- Percentage of annual revenue invested in R&D of low-carbon products/services
- US$ invested in R&D of low-carbon products/services
- Percentage of R&D budget/portfolio dedicated to low-carbon products/services
- Other, please specify

Green finance

- Total amount of green bonds outstanding (green bond ratio)
- Percentage of green bonds
- Total amount of green debt instruments outstanding (green debt ratio)
- Percentage of green debt instruments
- Green finance raised and facilitated (denominated in currency)
- Green investments (denominated in currency)
- Percentage of green investments
- Other, please specify

Target denominator (intensity targets only) drop-down options:

Select one of the following options:

- KWh
- MWh
- GJ
- Btu
- boe
- toe
- tce
- Gcal
- revenue passenger kilometer
- USD($) value-added
- square meter
- metric ton of aluminum
- metric ton of steel
- metric ton of cement
- metric ton of cardboard
- unit revenue
- unit FTE employee
- unit hour worked
- metric ton of product
- liter of product
- unit of production
- unit of service provided
- square foot
- kilometer
- passenger kilometer
- megawatt hour (MWh)
- barrel of oil equivalent (BOE)
- vehicle produced
- metric ton of ore processed
- ounce of gold
- ounce of platinum
- metric ton of aggregate
- billion (currency) funds under management
- hectare
- metric ton of waste
- liter of fuel
- year
- total amount of bonds outstanding at the end of the reporting period
- total amount of debt outstanding at the end of the reporting period
- Other, please specify

Emissions reduction initiatives

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Change from 2019

No change

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 13: Climate action

Response options

Select one of the following options:

- **Yes**
- No

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, th e estimated CO2e savings.

Question dependencies

This question only appears if you select “Yes” in response to C4.3.

Change from 2019

No change

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 13: Climate action

Response options

Please complete the following table:

Stage of development	Number of initiatives	Total estimated annual CO2e savings in metric tons CO2e (only for rows marked *)

Under investigation	0	0
To be implemented*	9	187
Implementation commenced*	4	52
Implemented*	12	358
Not to be implemented	0	0

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Question dependencies

This question only appears if you select “Yes” in response to C4.3.

Change from 2019

Modified question

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 13: Climate action

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Initiative category	Initiative type	Estimated annual CO2e savings (metric tons CO2e)	Scope(s)	Voluntary/ Mandatory	Annual monetary savings (unit currency – as specified in C0.4)	Investment required (unit currency – as specified in C0.4)	Payback period	Estimated lifetime of the initiative	Comment

Select from: ● Energy efficiency in buildings ● Energy efficiency in production processes ● Waste reduction and material circularity ● Fugitive emissions reductions ● Low-carbon energy consumption ● Low-carbon energy generation ● Non-energy industrial process emissions reductions ● Company policy or behavioral change ● Transportation ● Other, please specify	● Motors and drives	3.06	Select all that apply: ● Scope 1 ● Scope 2 (location-based) ● **Scope 2 (market-based)** ● Scope 3	Voluntary	350	62451	Select from: ● <1 year ● 1-3 years ● 4-10 years ● 11-15 years ● 16-20 years ● 21-25 years ● >25 years ● No payback	Select from: ● <1 year ● 1-2 years ● 3-5 years ● 6-10 years ● 11-15 years ● 16-20 years ● 21-30 years ● >30 years ● Ongoing	Gearmotor replacement

• Energy efficiency in buildings	Lighting	31.74	Scope 2 (market-based)	Voluntary	3500	41800	• 11-15 years	• 6-10 years	Replace external lighting with LED's
• Energy efficiency in buildings	Lighting	36.12	Scope 2 (market-based)	Voluntary	4000	80459	• 16-20 years	• 6-10 years	Replace internal lighting with LEDs
Energy efficiency in production processes	• Compressed air	21.89	Scope 2 (market-based)	Voluntary	2800	39616	• 11-15 years	• 16-20 years	Compressor Replacement
Energy efficiency in production processes	Wastewater treatment	46.65	Scope 2 (market-based)	Voluntary	420000	616279	• 1-3 years	• 16-20 years	WWTP Upgrade
Energy efficiency in production processes	Wastewater treatment	109.68	Scope 1	Voluntary	420000	616279	• 1-3 years	• 16-20 years	WWTP Upgrade
• Energy efficiency in buildings	Lighting	16.52	Scope 2 (market-based)	Voluntary	5650	45200	• 4-10 years	• 6-10 years	By the use of LED lighting we will reduce the use of

									electricity by 5%
Company policy or behavioral change	• Resource efficiency	13.68	Scope 2 (market-based)	Voluntary	1524	115	• <1 year	• 6-10 years	25% Power reduction against 2018 baseline data
Energy efficiency in production processes	• Automation	31.36	Scope 1	Voluntary	840	2000	• 1-3 years	• 6-10 years	Semiautomation of storage tank to hot water before to use in Boilers
Energy efficiency in production processes	• Motors and drives	13.94	Scope 1	Voluntary	550	500	• 1-3 years	• 16-20 years	Carburator of boilers to improve efficiency
Energy efficiency in production processes	• Machine/equipment replacement	16.69	Scope 1	Voluntary	19549	115396	• 4-10 years	• 16-20 years	New boiler room

• Energy efficiency in buildings	• Heating, Ventilation and Air Conditioning (HVAC)	16.63	Scope 2 (market-based)	Voluntary	4216	0	• <1 year	• 6-10 years	AC Units

[Add Row]

Initiative type drop-down options:

Select one of the following options

Energy efficiency in buildings • Insulation • Maintenance program • Draught proofing • Solar shading • Building Energy Management Systems (BEMS) • Heating, Ventilation and Air Conditioning (HVAC) • Lighting • Motors and drives • Combined heat and power (cogeneration) • Other, please specify Energy efficiency in production processes • Waste heat recovery • Cooling technology • Process optimization • Fuel switch • Compressed air • Combined heat and power (cogeneration) • Wastewater treatment • Reuse of water • Reuse of steam	Low-carbon energy consumption • Solid biofuels • Liquid biofuels • Biogas • Geothermal • Hydropower • Solar heating and cooling • Solar PV • Solar CSP • Nuclear • Wind • Tidal • Wave • Fossil fuel plant fitted with CCS • Low-carbon electricity mix • Other, please specify Low-carbon energy generation • Solid biofuels • Liquid biofuels • Biogas • Geothermal

- Machine/equipment replacement
- Automation
- Electrification
- Smart control system
- Motors and drives
- Product or service design
- Other, please specify

Waste reduction and material circularity

- Waste reduction
- Product or service design
- Product/component/material reuse
- Product/component/material recycling
- Remanufacturing
- Other, please specify

Fugitive emissions reductions

- Agricultural methane capture
- Agricultural nitrous oxide reduction
- Landfill methane capture
- Oil/natural gas methane leak capture/prevention
- Refrigerant leakage reduction
- Carbon capture and storage/utilization (CCS/U)
- Other, please specify

- Hydropower
- Nuclear
- Solar heating and cooling
- Solar PV
- Solar CSP
- Wind
- Tidal
- Wave
- Fossil fuel plant fitted with CCS
- Other, please specify

Non-energy industrial process emissions reductions

- Process equipment replacement
- Process material substitution
- Process material efficiency
- Carbon capture and storage/utilization (CCS/U)
- Other, please specify

Company policy or behavioral change

- Supplier engagement
- Customer engagement
- Site consolidation/closure
- Change in procurement practices
- Resource efficiency
- Waste management
- Other, please specify

Transportation

- Business travel policy
- Teleworking
- Employee commuting
- Company fleet vehicle replacement
- Company fleet vehicle efficiency
- Other, please specify

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Question dependencies

This question only appears if you select “Yes” in response to C4.3.

Change from 2019

No change

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 13: Climate action

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.

Method	Comment
Select from: ● Compliance with regulatory requirements/standards ● Dedicated budget for energy efficiency ● Dedicated budget for low-carbon product R&D ● Dedicated budget for other emissions reduction activities ● Employee engagement ● Financial optimization calculations ● Internal price on carbon ● Internal incentives/recognition programs ● Internal finance mechanisms ● Lower return on investment (ROI) specification ● Marginal abatement cost curve ● Partnering with governments on technology development ● Other	Ecolab helps customers conserve resources and achieve sustainability goals through our Create and Maintain Value (CMV) program, which provides on-site support and service to help customers save water, energy, and wastewater, and prolong equipment life. Ecolab has applied CMV at customer sites around the world, and we continue to leverage this expertise and experience to deploy the program across our global facilities, since 2012 with sites where we could achieve the most significant resource savings.
● Financial optimization calculations	Ecolab helps customers conserve resources and achieve sustainability goals through our Create and Maintain Value (CMV) program, which provides on-site

	support and service to help customers save water, energy, and wastewater, and prolong equipment life. Ecolab has applied CMV at customer sites around the world, and we are now leveraging that expertise and experience to deploy the program across our global facilities, beginning in 2012 with sites where we could achieve the most significant resource savings.

[Add Row]

(C4.3d) Why did you not have any emissions reduction initiatives active during the reporting year?

Question dependencies

This question only appears if you select “No” in response to C4.3.

Low-carbon products

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Change from 2019

No change

Connection to other frameworks

SDG

Goal 13: Climate action

Response options

Select one of the following options:

- Yes
- No

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

Question dependencies

This question only appears if you select “Yes” in response to C4.5.

Change from 2019

Minor change; Modified question for FS only

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production
Goal 13: Climate action

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Products

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.

Level of aggregation	Description of product/ Group of products	Are these low-carbon product(s) or do they enable avoided emissions?	Taxonomy, project, or methodology used to classify product(s) as low-carbon or to calculate avoided emissions	% revenue from low-carbon product(s) in the reporting year	Comment
Select from: ● Product ● Group of products ● Company-wide	Many of Ecolab’s innovative products and services help customers reduce energy use. The benchmark for comparison for each application listed in this section is the historic performance of the technology that was replaced in the year the product was launched. Methodologies are described separately for each application. For example: In 2017, we helped customers save	Select from: ● Low-carbon product ● Avoided emissions ● Low-carbon product and avoided emissions	Select from: ● Low-Carbon Investment (LCI) Registry Taxonomy ● Climate Bonds Taxonomy ● The EU Taxonomy for environmentally sustainable economic activities ● Addressing the Avoided Emissions Challenge-Chemicals sector ● Evaluating the carbon-reducing impacts of ICT ● Estimating and Reporting the Comparative Emissions Impacts of Products (WRI) ● Green Bond Principles (ICMA)	100	Our solutions help customers achieve ambitious business and environmental goals. With an unparalleled combination of science and service, we deliver exponential outcomes that benefit customers and communities. Fundamental to our approach is an understanding that real and lasting change is accelerated when economic and environmental benefits

	an estimated 2.4 trillion BTUs globally through the use of our PARETO Mixing Technology, which enhances chemical performance by optimizing the injection of chemical additives into industrial-process streams. By allowing reuse of warmer process water in papermaking, papermakers avoid the need to heat water from freshwater temperature to process. The methodology used to estimate these reduced energy requirements is based on the quarterly calculated energy savings delivered by the technology based on historical and forecasted marketing and sales data.		• ISO 14040/44 Standards [Financial services only] • Other, please specify - We compare the performance of new products with the historic performance products being replaced. Energy savings in MWh are converted to CO2e using the US EPA eGRID 2018 Subregion Emissions Factors Database.		align. We call this our eROI outcome: The exponential value of improved performance, operational efficiency and sustainable impact. Measurement is a critical component of our process to deliver exponential outcomes. Using our proprietary eROI value approach, we measure our impact and quantify customers' return on investment.

[Add Row]

C5 Emissions methodology

Base year emissions

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Change from 2019

No change

Response options

Please complete the following table:

Scope	Base year start	Base year end	Base year emissions (metric tons CO2e)	Comment
Scope 1	January 1, 2015	December 31, 2015	396,916	N/A
Scope 2 (location-based)	January 1, 2015	December 31, 2015	270,195	N/A
Scope 2 (market-based)	January 1, 2015	December 31, 2015	289,712	N/A

Emissions methodology

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Change from 2019

Minor change

Response options

Select all that apply from the following options:

- **The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)**

(C5.2a) Provide details of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Question dependencies

This question only appears if you select “Other, please specify” in response to C5.2.

C6 Emissions data

Scope 1 emissions data

(C6.1) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?

Change from 2019

No change

Connection to other frameworks

TCFD

Metrics & Targets recommended disclosure b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

SDG

Goal 13: Climate action

Response options

Please complete the following table:

Year	Gross global Scope 1 emissions (metric tons CO2e)	Start date	End date	Comment
Reporting year	411,079	January 1, 2019	December 31, 2019	N/A
Past year 1 [Only 'appears' if 1 year or 2 years or 3 years is selected in column 4 of C0.2]	Numerical field [enter a range of 0-999,999,999,999 using a maximum of 3 decimal places and no commas]	From: [DD/MM/YYYY]	To: [DD/MM/YYYY]	Text field [maximum 2,400 characters]
Past year 2 [Only 'appears' if 2 years or 3 years is selected in column 4 of C0.2]	Numerical field [enter a range of 0-999,999,999,999 using a maximum of 3 decimal places and no commas]	From: [DD/MM/YYYY]	To: [DD/MM/YYYY]	Text field [maximum 2,400 characters]
Past year 3 [Only 'appears' if 3 years is selected in column 4 of C0.2]	Numerical field [enter a range of 0-999,999,999,999 using a maximum of 3 decimal places and no commas]	From: [DD/MM/YYYY]	To: [DD/MM/YYYY]	Text field [maximum 2,400 characters]

Scope 2 emissions reporting

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Change from 2019

No change

Connection to other frameworks

SDG

Goal 13: Climate action

Response options

Please complete the following table:

Scope 2, location-based	Scope 2, market-based	Comment
Select from: • We are reporting a Scope 2, location-based figure • We are not reporting a Scope 2, location-based figure	Select from: • We are reporting a Scope 2, market-based figure • We have no operations where we are able to access electricity supplier emission factors or residual emission factors, and are unable to report a Scope 2, market-based figure • We have operations where we are able to access electricity supplier emission factors or residual emissions factors, but are unable to report a Scope 2, market-based figure	N/A

Scope 2 emissions data

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Change from 2019

No change

Connection to other frameworks

TCFD

Metrics & Targets recommended disclosure b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

Response options

Please complete the following table:

Year	Scope 2, location-based	Scope 2, market-based (if applicable)	Start date	End date	Comment
Reporting year	218,376	224,146	January 1, 2019	December 31, 2019	N/A

Past year 1 [Only 'appears' if 1 year or 2 years or 3 years is selected in column 4 of C0.2]	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]			
Past year 2 [Only 'appears' if 2 years or 3 years is selected in column 4 of C0.2]	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]	From: [DD/MM/YYYY]	To: [DD/MM/YYYY]	Text field [maximum 2,400 characters]
Past year 3 [Only 'appears' if 3 years is selected in column 4 of C0.2]	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]	Numerical field [enter a range of 0-99,999,999,999 using a maximum of 3 decimal places and no commas]	From: [DD/MM/YYYY]	To: [DD/MM/YYYY]	Text field [maximum 2,400 characters]

Exclusions

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No

(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

Question dependencies

This question only appears if you select "Yes" in response to C6.4.

Scope 3 emissions data

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Change from 2019

Minor change; Modified question for FS sector only

Connection to other frameworks

TCFD

Metrics & Targets recommended disclosure b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

SDG

Goal 12: Responsible consumption and production
Goal 13: Climate action

2018 RobecoSAM Corporate Sustainability Assessment (DJSI)

Scope 3

Response options

Please complete the following table:

Scope 3 category	Evaluation status	Metric tons CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Please explain
	Select from:	5,267,278	Ecolab has used Environmentally Extended Economic Input Output (EEIO) analysis for 100% of our annual supplier and procurement	0%	

Purchased goods and services	• Relevant, calculated		spend data. This is a categorization model to convert $USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation, and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.		
Capital goods	• Relevant, calculated	42,539	Ecolab has used Environmentally Extended Economic Input Output (EEIO) analysis for 100% of our annual supplier and procurement spend data. This is a categorization model to convert $USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation, and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.	0%	
Fuel-and-energy-related activities (not included in Scope 1 or 2)	• Relevant, calculated	130,259	Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and T&D emissions, and any other losses in this category. Data quality is consistent with inputs from our global database on sustainability metrics. Upstream emissions of purchased electricity are calculated for the US and other countries by multiplying electricity activity data by country or region-specific emission factors from UK Defra 2017 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, hot and chilled water are calculated using emissions factors from UK Defra 2017 Guidelines for GHG Reporting. Emissions associated with losses were calculated for the US and other countries by multiplying the energy use by type by emission factors from UK Defra 2017 Guidelines for GHG Reporting. All GWPs are from the IPCC Fourth Assessment Report (GWP for CH4 = 25, GWP for N2O = 298), consistent with reporting under the United Nations Framework Convention on Climate Change (UNFCCC).	100%	

Upstream transportation and distribution	• Relevant, calculated	257,631	Ecolab has used Environmentally Extended Economic Input Output (EEIO) analysis for 100% of our annual supplier and procurement spend data. This is a categorization model to convert $USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation, and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.	0%	.
Waste generated in operations	• Relevant, calculated	35,706	Waste generated in operations represents global waste emissions from waste disposed via landfill, incineration, recycling, anaerobic digestion and composting based on actual destination sources for Ecolab's 2019 hazardous and non-hazardous waste streams. Data quality is consistent with inputs from our global database on sustainability metrics. Data on waste quantity are obtained and reported from global sites. Emissions from waste are calculated using methodologies and emission factors from the EPA's Waste Reduction Model (WARM), version 14, March 2016. Landfill emissions factors are used directly from WARM. This model bases its emissions calculations on a life-cycle analysis, including emissions from the long-term decomposition of waste in a landfill and upstream sources/sinks. GWPs are from the IPCC (2007) Fourth Assessment Report. For all categories except landfill, the WARM method has been adjusted to align with the GHG Protocol's Corporate Value Chain (Scope 3) Standard, based on emissions for transport to destination and processing of materials prior to reaching the end destination (be it recycling, incineration or other).	0%	
Business travel	• Relevant, calculated	76,245	The scope of business travel emissions is travel by North America–based and European-based employees only. Data availability for European business travel varies by country. It is estimated that 70 percent of all business travel emissions are represented. Defra 2018 emissions factors were used to calculate Scope 3 business-travel GHG emissions. Ecolab has also used Environmentally Extended Economic	70%	

			Input Output (EEIO) analysis for a portion of its annual supplier and procurement spend data. This is a categorization model to convert $USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.		
Employee commuting	• Relevant, calculated	84,345	As of 2019, there were 50,000 Ecolab employees globally, with 27,500 sales-and-service associates. For a portion of the latter group, Ecolab provides company owned vehicles for employees to get to and from work as a part of their customer service job functions. We have estimated that a quarter of these employees use company owned (e.g. Scope 1 emissions) vehicles for their commuting activity. The 2020 EPA emissions factor for Global - Passenger Vehicles is .000337 tCO2e/mile. We assume each employee commutes 30.37 vehicle miles per day (U.S. average according to the 2009 U.S. National Household Travel Survey). Assuming 261 business days in a year, Ecolab's employee commute emissions total is less than 5% of our total S3. footprint	0%	N/A
Upstream leased assets	• Not relevant, explanation provided				Ecolab's upstream leased assets are already included in the CY19 Scope 1 and 2 GHG inventory.
	• Relevant, calculated	593,521	Ecolab has used Environmentally Extended Economic Input Output (EEIO) analysis for 100% of our annual supplier and procurement	0%	

Downstream transportation and distribution			spend data. This is a categorization model to convert $USD spend based on relevant NAICS sector categories into carbon emissions associated with the extraction, production and transport of purchased goods and services, capital goods, upstream transportation, downstream transportation, and business travel (beyond direct travel itself) acquired or purchased by Ecolab in the reported year.		
Processing of sold products	• Not relevant, explanation provided				Ecolab's sold products do not require processing.
Use of sold products	• Relevant, calculated	538,087	The scope for use of sold products is limited to Ecolab's Institutional Food & Beverage product categories and 3D TRASAR product portfolio. When calculating the lifetime CO2e we used the following formula: Total emissions = new unit sales in the year * estimated annual electricity consumption * emissions factor * lifespan of product.	0%	The scope covers the primary categories of Ecolab products which consume electricity in their use.
End of life treatment	• Relevant, calculated •	152	Using the new sales data from the Use of Sold Products methodology and related calculations, Ecolab assigned product type categories with available secondary LCA studies to estimate the end-of-life emissions, and related recycling, landfill and/or energy recovery rates per product	0%	

of sold products			category. For some products where product weight is readily available, Ecolab multiplied the weights by the appropriate US EPA WARM emissions factors that is weighted by waste destination (based on US EPA research into waste destinations) to calculate tonnes of CO2e per tonne of material disposed, by destination and material. GWPs are from the IPCC (2007) Fourth Assessment Report.		
Downstream leased assets	• Not relevant, explanation provided •				Ecolab does not have any downstream leased assets.
Franchises	• Not relevant, explanation provided				Ecolab does not have any franchises.
Investments [row hidden for FS sector companies, data point requested in C-FS14.1a]	• Not relevant, explanation provided				Ecolab is not aware of any investments that could be estimated with a carbon emissions impact.

Other (upstream)	• Not relevant, explanation provided				No other categories or types of Scope 3 emissions that Ecolab is aware of are relevant.
Other (downstream)	• Not relevant, explanation provided				No other categories or types of Scope 3 emissions that Ecolab is aware of are relevant.

Biogenic carbon data

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Change from 2019

Minor change; Removed question for FS only

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy

Response options

Select one of the following options:

- Yes
- No

(C6.7a) Provide the emissions from biogenic carbon relevant to your organization in metric tons CO2.

Question dependencies

This question only appears if you select “Yes” in response to C6.7.

Change from 2019

Minor change; Removed question for FS only

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy

Response options

Please complete the following table:

CO2 emissions from biogenic carbon (metric tons CO2)	Comment
138	N/A

Emissions intensities

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Change from 2019

No change

Connection to other frameworks

SDG

Goal 13: Climate action

Response options

Please complete the following table. It is requested that you first report your emissions intensity figure per unit of currency total revenue. You are able to add rows by using the “Add Row” button at the bottom of the table.

Intensity figure	Metric numerator (Gross global combined Scope 1	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change	Reason for change

	and 2 emissions, metric tons CO2e)						
43.1	635,225	Select from: ● unit total revenue • barrel of oil equivalent (BOE) • billion (currency) funds under management • full time equivalent (FTE) employee • kilometer • liter of product • megawatt hour generated (MWh) • megawatt hour transmitted (MWh) • metric ton of product • ounce of gold • ounce of platinum • passenger kilometer • room night produced • square foot • square meter • metric ton of aggregate • metric ton of aluminum • metric ton of coal • metric ton of ore processed • metric ton of steel • unit hour worked • unit of production • unit of service provided • vehicle produced • Other, please specify	14,744,540,281	Select from: ● Market-based	11.6	Select from: ● Decreased	We track gross global combined Scope 1 and 2 emissions per million dollar revenue. Our absolute emissions fell from 2018 to 2019, while our sales increased by 2%. The main driver of reductions in emissions was due to emissions from electricity, which has decreased each year since 2012 facilitated by emissions reduction initiatives such as those reported in 4.3b. We increased our purchases of renewable electricity (Guarantees of

							Origin in Europe by 10,381MWh). We also realized operational efficiencies across our fleet and facilities, only a subset of which we can identify as specific projects.
0.161	635,225	• metric ton of product	3,940,207	• Market-based	9.9	• Decreased	Absolute emissions fell in 2019 vs 2018 while our production volume slightly increased, by 0.7%. Emissions (MT) per MT of product decreased from .167 to .161, a 9.9% decrease in the intensity metric. Again, the main driver of emissions is lower Scope 2 emissions due to an increased purchase of renewable power, as well as

							emissions reduction initiatives such as those reported in 4.3b reducing both Scope 1 and 2 emissions.

[Add Row]

C7 Emissions breakdown

Scope 1 breakdown: GHGs

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Change from 2019

Removed question for FS only

Response options

Select one of the following options:

- Yes
- No
- Don't know

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Question dependencies

This question only appears if you select “Yes” in response to C7.1.

Change from 2019

Removed question for FS only

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.

Greenhouse gas	Scope 1 emissions (metric tons in CO2e)	GWP Reference
Select from: • CO2 • CH4 • N2O • HFCs • PFCs • SF6 • NF3 • Other, please specify	398,109	Select from: • IPCC Fifth Assessment Report (AR5 – 100 year) • IPCC Fourth Assessment Report (AR4 - 100 year) • IPCC Third Assessment Report (TAR - 100 year) • IPCC Second Assessment Report (SAR - 100 year) • IPCC Fourth Assessment Report (AR4 - 50 year) • IPCC Third Assessment Report (TAR - 50 year) • IPCC Second Assessment Report (SAR - 50 year) • IPCC Fifth Assessment Report (AR5 – 20 year) • IPCC Fourth Assessment Report (AR4 - 20 year) • IPCC Third Assessment Report (TAR - 20 year) • IPCC Second Assessment Report (SAR - 20 year) • Other, please specify
• CH4	516	• IPCC Fifth Assessment Report (AR5 – 100 year)
• N2O	1,292	• IPCC Fifth Assessment Report (AR5 – 100 year)
• HFCs	11,162	• IPCC Fifth Assessment Report (AR5 – 100 year)

[Add Row]

Scope 1 breakdown: country

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Change from 2019

Removed question for FS only

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production
Goal 13: Climate action

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.

Country/Region	Scope 1 emissions (metric tons CO2e)
Africa and Middle East	7,172
Asia Pacific (or JAPA)	16,191
Latin America (LATAM)	11,205
Europe	51,876
North America	321,203
Greater China	1,749
(Other)	1,683

[Add Row]

Scope 1 breakdown: business breakdown

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

Change from 2019

Removed question for FS only

Response options

Select all that apply from the following options:

- By business division
- By facility
- By activity

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Question dependencies

This question only appears if you select “By business division” in response to C7.3.

(C7.3b) Break down your total gross global Scope 1 emissions by business facility.

Question dependencies

This question only appears if you select “By facility” in response to C7.3.

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Question dependencies

This question only appears if you select “By activity” in response to C7.3.

Change from 2019

Removed question for FS only

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.

Business division	Scope 1 emissions (metric tons CO2e)

Mobile Combustion	203,058
Refrigerant & Fugitive	6,940
Refrigerant & Fugitive - Fleet	4,221
Stationary Combustion	196,859

[Add Row]

Question C7.4 only applies to organizations with activities in the following sectors:

- Agricultural commodities
- Food, beverage & tobacco
- Paper & forestry
- Coal
- Electric utilities
- Oil and gas
- Cement
- Chemical
- Metals and mining
- Steel
- Transport OEMs
- Transport services

Scope 2 breakdown: country

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Change from 2019

Removed question for EU and FS only

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

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.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Asia Pacific (or JAPA)	25,927	25,927	60,656	0
Europe	19,438	16,291	77,630	31,101
Latin America (LATAM)	15,628	15,628	38,776	0
Africa and Middle East	9,141	9,141	15,116	0
North America	136,381	145,298	313,195	0
Greater China	11,861	11,861	27,820	0

[Add Row]

Scope 2 breakdown: business breakdowns

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Change from 2019

Removed question for EU and FS only

Response options

Select all that apply from the following options:

- By business division
- By facility
- By activity

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Question dependencies

This question only appears if you select “By business division” in response to C7.6.

(C7.6b) Break down your total gross global Scope 2 emissions by business facility.

Question dependencies

This question only appears if you select “By facility” in response to C7.6.

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Question dependencies

This question only appears if you select “By activity” in response to C7.6.

Change from 2019

Removed question for EU and FS only

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.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Electricity	199,294	205,063
Purchased Heating and Cooling	19,083	19,083

[Add Row]

Question C-CE7.7/C-CH7.7/C-CO7.7/C-MM7.7/C-OG7.7/C-ST7.7/C-TO7.7/C-TS7.7 only applies to organizations with activities in the following sectors:

- Cement
- Chemicals
- Coal
- Metals & mining
- Oil & gas
- Steel
- Transport OEMS
- Transport services

Question C7.8 only applies to organizations with activities in the following sectors:

- Chemicals
- Transport manufacturers

Emissions performance

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous re porting year?

Change from 2019

No change

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

Response options

Select one of the following options:

- Increased
- Decreased
- Remained the same overall
- This is our first year of reporting, so we cannot compare to last year
- We don’t have any emissions data

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Question dependencies

This question only appears if you select “Increased”, “Decreased” or “Remained the same overall” in response to C7.9.

Change from 2019

No change

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy

Response options

Please complete the following table:

Reason	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain
Change in renewable energy consumption	5,346	Decreased	0.8	Ecolab increased its purchase of GOs by 10,381 MWh to a total of 31,101 MWh of renewable electricity. In 2018, Ecolab also shifted its accounting from location-based to market-based to account for this increase in renewable electricity. 2018 adjusted Scope 1+Scope 2 GHG emissions were 653,455; and in 2019 we reduced our emissions by 5,346 MTCO2e associated with an increase in renewable energy consumption, therefore resulting in a 0.8% emissions reduction (5346/ 653455=0.8%)
Other emissions reduction activities	358	Decreased	0.1	358 MTCO2e emissions reductions were due primarily to energy efficiency projects at US and international plants. This percent change reflects the percent decrease in emissions from emission

				reduction activities compared against the previous year's adjusted inventory. 2018 adjusted Scope 1+Scope 2 GHG emissions were 653,455; and in 2019 we reduced our emissions by 358 MTCO2e associated with emissions reduction activities, therefore resulting in a 0.1% emissions reduction (358/ 653455=0.1%)
Divestment				–
Acquisitions				
Mergers				
Change in output	2,944	Increase	0.5	Ecolab increased its production volume and sales from 2018 to 2019 by 0.7% and 2% respectively. While this typically correlates to an increased operational footprint, we were able to realize emissions reduction at our plants through increased in purchases of renewable

				electricity that offsets this increase by 8.2%.
Change in methodology				
Change in [add a boundary				
Change in physical operating conditions				
Unidentified	15,470	Decreased	2.4	Ecolab is unable to identify the cause for a remaining 2.4% reduction in emissions from its 2018 to 2019 scope 1+2 emissions. In addition to the 358 MTCO2e related to specific energy efficiency projects, Ecolab realized additional operational efficiencies across its fleet and facilities but is unable to identify the specific projects, programs, technologies for these reductions outside of the net impact.
Other				

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Question dependencies

This question only appears if you select “Increased”, “Decreased” or “Remained the same overall” in response to C7.9.

Change from 2019

No change

Response options

Select one of the following options:

- Location-based
- **Market-based**
- Don’t know

C8 Energy

Energy spend

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

Change from 2019

No change

Response options

Select one of the following options:

- 0%
- More than 0% but less than or equal to 5%
- **More than 5% but less than or equal to 10%**
- More than 10% but less than or equal to 15%
- More than 15% but less than or equal to 20%
- More than 20% but less than or equal to 25%
- More than 25% but less than or equal to 30%
- More than 30% but less than or equal to 35%
- More than 35% but less than or equal to 40%
- More than 40% but less than or equal to 45%
- More than 45% but less than or equal to 50%
- More than 50% but less than or equal to 55%
- More than 55% but less than or equal to 60%
- More than 60% but less than or equal to 65%
- More than 65% but less than or equal to 70%

- More than 70% but less than or equal to 75%
- More than 75% but less than or equal to 80%
- More than 80% but less than or equal to 85%
- More than 85% but less than or equal to 90%
- More than 90% but less than or equal to 95%
- More than 95% but less than or equal to 100%
- Don’t know

Energy-related activities

(C8.2) Select which energy-related activities your organization has undertaken.

Question dependencies

The energy-related activities that you select in response to C8.2 determine which energy breakdowns you will be prompted to respond to in the proceeding questions. Please note, if your response to C8.2 is amended, data in dependent questions may be erased.

Change from 2019

Minor change

Response options

Please complete the following table:

Activity	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Select from: ● Yes ● No
Consumption of purchased or acquired electricity	● Yes

Consumption of purchased or acquired heat	● Yes
Consumption of purchased or acquired steam	● Yes
Consumption of purchased or acquired cooling	● Yes
Generation of electricity, heat, steam, or cooling	● Yes

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

Question dependencies

This question only appears if you select "Yes" to any of the activities listed in C8.2. A row will appear in this table for each energy-related activity selected in C8.2. The "Total energy consumption" row will always appear.

Change from 2019

Minor change

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

Response options

Please complete the following table:

Activity	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable + non-renewable) MWh
Consumption of fuel (excluding feedstock)	Select from: ● LHV (lower heating value) ● HHV (higher heating value) ● Unable to confirm heating value	0	1,907,201	1,907,201

Consumption of purchased or acquired electricity	N/A	31,101	419,650	450,751
Consumption of purchased or acquired heat	N/A	0	15,495	15,495
Consumption of purchased or acquired steam	N/A	0	64,331	64,331
Consumption of purchased or acquired cooling	N/A	0	2,427	2,427
Consumption of self-generated non-fuel renewable energy	N/A	189	N/A	189
Total energy consumption	N/A	31,290	2,409,103	2,440,394

(C8.2b) Select the applications of your organization's consumption of fuel.

Question dependencies

This question only appears if you select "Yes" to "Consumption of fuel" in response to C8.2. Each option that you select in this table will appear as an additional column in C8.2c.

Change from 2019

Removed question for FS only

Response options

Please complete the following table:

Fuel application	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Select from: • No
Consumption of fuel for the generation of heat	• Yes
Consumption of fuel for the generation of steam	• No
Consumption of fuel for the generation of cooling	• No
Consumption of fuel for co-generation or tri-generation	• Yes

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Question dependencies

This question only appears if you select “Consumption of fuel” in C8.2. For each fuel application selected in C8.2b a column appears in the table in addition to the “MWh fuel consumed for self-generation of heat” and “Total MWh consumed by the organization” columns. If no fuel application is selected in C8.2b then only the “Total MWh consumed by the organization” column will appear.

Change from 2019

Modified question (2019 C8.2c, C8.2d); Removed question for FS only

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 13: Climate action

Response options

Please complete the following table. The table is displayed over several rows for readability. You are able to add rows by using the “Add Row” button at the bottom of the table.

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity
Select from: **Diesel** Acetylene; Agricultural Waste; Alternative Kiln Fuel (Wastes); Animal Fat; Animal/Bone Meal; Anthracite Coal; Asphalt; Aviation Gasoline; Bagasse; Bamboo; Basic Oxygen Furnace Gas (LD Gas); Biodiesel; Biodiesel Tallow; Biodiesel Waste Cooking Oil; Bioethanol; Biogas; Biogasoline; Biomass Municipal Waste; Biomethane; Bitumen; Bituminous Coal; Black Liquor; Blast Furnace Gas; Brown Coal Briquettes (BKB); Burning Oil; Butane; Butylene; Charcoal; Coal; Coal Tar; Coke; Coke Oven Gas; Coking Coal; Compressed Natural Gas (CNG); Condensate; Crude Oil; Crude Oil Extra Heavy; Crude Oil Heavy; Crude Oil Light; **Diesel**; Distillate Oil; Dried Sewage Sludge; Ethane; Ethylene; Fuel Gas; Fuel Oil Number 1; Fuel Oil Number 2; Fuel Oil Number 4; Fuel Oil Number 5; Fuel Oil Number 6; Gas Coke; Gas Oil; Gas Works Gas; GCI Coal; General Municipal Waste; Grass; Hardwood; Heavy Gas Oil; Hydrogen; Industrial Wastes; Isobutane; Isobutylene; Jet Gasoline; Jet Kerosene; Kerosene; Landfill Gas; Light Distillate; Lignite Coal; Liquefied Natural Gas (LNG); Liquefied Petroleum Gas (LPG); Liquid Biofuel; Lubricants; Marine Fuel Oil; Marine Gas Oil; Metallurgical Coal; Methane; Motor Gasoline; Naphtha; Natural Gas; Natural Gas Liquids (NGL); Natural Gasoline; Non-Biomass Municipal Waste; Non-Biomass Waste; Oil Sands; Oil Shale; Orimulsion; Other Petroleum Gas; Paraffin Waxes; Patent Fuel; PCI Coal; Peat; Pentanes Plus; Petrochemical Feedstocks; Petrol; Petroleum Coke; Petroleum Products; Pitch; Plastics; Primary Solid Biomass; Propane Gas; Propane Liquid; Propylene; Refinery Feedstocks; Refinery Gas; Refinery Oil; Residual Fuel Oil; Road Oil; SBP; Shale Oil; Sludge Gas; Softwood; Solid Biomass Waste; Special Naphtha; Still Gas; Straw; Subbituminous Coal; Sulphite Lyes; Tar; Tar Sands; Thermal Coal; Thermal Coal Commercial; Thermal Coal Domestic; Thermal Coal Industrial; Tires; Town Gas; Unfinished Oils; Vegetable Oil; Waste Oils; Waste Paper and Card; Waste Plastics; Waste Tires; White Spirit; Wood; Wood Chips; Wood Logs; Wood Pellets; Wood Waste; Other, please specify	Select from: ● LHV ● **HHV** ● Unable to confirm heating value	246,750	n/a

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
0	N/A	N/A	0

Emission factor	Unit	Emission factor source	Comment
0.255	• kg CO2e per kWh	USEPA factor set	Mobile combustion

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity
Select from: Distillate Oil	Select from: • HHV	13,208	N/A

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
13,208	N/A	N/A	0

Emission factor	Unit	Emission factor source	Comment
0.253	Select from: • kg CO2e per kWh	USEPA factor set	Stationary Combustion

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity

Select from: Ethanol	Select from: • **HHV**	745	N/A

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
0	N/A	N/A	0

Emission factor	Unit	Emission factor source	Comment
0.05	Select from: • kg CO2e per kWh	USEPA factor set	Mobile Combustion

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity
Select from: Gasoline	Select from: • **HHV**	581,145	0

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
0	N/A	N/A	0

Emission factor	Unit	Emission factor source	Comment
0.241	Select from: • kg CO2e per kWh	USEPA factor set	Mobile Combustion

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity
Select from: Liquefied Petroleum Gas (LPG)	Select from: • **HHV**	12,379	N/A

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
0	N/A	N/A	0

Emission factor	Unit	Emission factor source	Comment
0.213	Select from: • kg CO2e per kWh	USEPA factor set	Stationary Combustion

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity
	Select from:	692	N/A

Select from: Residual Fuel Oil	• HHV		

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
0	N/A	N/A	0

Emission factor	Unit	Emission factor source	Comment
0.257	Select from: • kg CO2e per kWh	USEPA factor set	Stationary Combustion

Fuels	Heating value	Total MWh consumed by the organization	MWh consumed for self-generation of electricity
Select from: Natural Gas	Select from: • HHV	1,052,227	n/a

MWh consumed for self-generation of heat	MWh consumed for self-generation of steam	MWh consumed for self-generation of cooling	MWh consumed self-cogeneration or self-trigeneration
953,542	n/a	n/a	98,685

Emission factor	Unit	Emission factor source	Comment

0.181	Select from: • kg CO2e per kWh	USEPA factor set	Stationary Combustion

[Add Row]

(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the repo rting year.

Question Dependencies

This question only appears if you select “Generation of electricity, heat, steam, or cooling” in response to C8.2.

Change from 2019

Modified guidance (2019 C8.2e); Removed question for EU and FS only

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

Response options

Please complete the following table:

Energy Carrier	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	18,396	17,926	189	189
Heat	0	0	0	0
Steam	32,987	32,987	0	0

Cooling	8,444	8,444	0	0

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Question dependencies

This question only appears if you select “We are reporting a Scope 2, market-based figure” in response to C6.2.

Change from 2019

Modified question (2019 C8.2f); Removed question for EU and FS only

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy
Goal 12: Responsible consumption and production
Goal 13: Climate action

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.

Sourcing method	Low-carbon technology type	Country/region of consumption of low-carbon electricity, heat, steam or cooling	MWh consumed accounted for at a zero emission factor	Comment
Select from: ● None (no purchases of low-carbon electricity, heat, steam or cooling) ● Power purchase agreement (PPA) with on-site/off-site generator owned by a third party with no grid transfers (direct line) ● Power purchase agreement (PPA) with a grid-connected generator with energy attribute certificates ● Power purchase agreement (PPA) with a grid-connected generator without energy attribute certificates	Select from: ● Solar ● Wind ● Hydropower ● Nuclear ● Biomass ● Marine ● Geothermal ● Fossil-fuel plants fitted with CCS ● Low-carbon energy mix	Europe	31,101	Renewable Energy Certificates (RECs) & Guarantees of Origin (GOs) are purchased at multiple Ecolab facilities in Europe.

• Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute ce rtificates • Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates • Unbundled energy attribute certificates, Guarantees of Origin • Unbundled energy attribute certificates, Renewable Energy Certificates (RECs) • Unbundled energy attribute certificates, International REC Standard (I-RECs) • Unbundled energy attribute certificates, other - please specify • Heat/steam/cooling supply agreement • Other, please specify	• Other, please specify - Renewable Energy Certificates			

[Add Row]

C9 Additional metrics

Other climate-related metrics

(C9.1) Provide any additional climate-related metrics relevant to your business.

Change from 2019

No change

Connection to other frameworks

TCFD

Metrics & Targets recommended disclosure a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

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.

Description	Metric value	Metric numerator	Metric denominator (intensity metric only)	% change from previous year	Direction of change	Please explain
Select from: ● Waste ● Energy usage ● Land use ● Other, please specify- Water	615	9.07 million cubic meters	14,744 million USD sales	9.6%	Select from: ● Increased ● Decreased ● No change	The scope of water consumption includes global manufacturing and headquarters/RD&E facilities. This decrease in intensity is driven primarily by an increase in sales relative to a decrease in total

						water consumption year on year. 2019 sales have been adjusted for inflation to a 2015 baseline using the producer price index.

[Add Row]

C10 Verification

Verification

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

Change from 2019

No change

Response options

Please complete the following table:

Scope	Verification/assurance status
Scope 1	Select from: ● No emissions data provided ● No third-party verification or assurance ● Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Select from: ● No emissions data provided ● No third-party verification or assurance ● Third-party verification or assurance process in place
Scope 3	Select from: ● No emissions data provided

	• No third-party verification or assurance • Third-party verification or assurance process in place

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions and attach the relevant statements.

Question dependencies

This question only appears if you select “Third-party verification or assurance process in place” for Scope 1 emissions in response to C10.1.

Change from 2019

Modified question

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.

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported emissions verified (%)
Select from: • Annual process • Biennial process • Triennial process	Select from: • No verification or assurance of current reporting year • Underway but not complete for current reporting year – first year it has taken place • Underway but not complete for reporting year – previous statement of process attached • Complete	Select from: • Not applicable • Limited assurance • Moderate assurance • Reasonable assurance • High assurance • Third party verification/assurance underway	To be attached	1-3	Select from drop-down options below ISO14064-3	100

[Add Row]

Relevant standard drop-down options:

- AA1000AS
- Advanced technologies promotion Subsidy Scheme with Emission reduction Target (ASSET)
- Airport Carbon Accreditation (ACA) des Airports Council International Europe
- Alberta Carbon Competitiveness Incentive Regulation (CCIR)
- ASAE3000
- Attestation standards established by AICPA (AT105)
- Australian National GHG emission regulation (NGER)
- California Mandatory GHG Reporting Regulations (CARB)
- Canadian Institute of Chartered Accountants (CICA) Handbook: Assurance Section 5025
- Certified emissions measurement and reduction scheme (CEMARS)
- Chicago Climate Exchange (CCX) verification standard
- Compagnie Nationale des Commissaires aux Comptes (CNCC)
- Corporate GHG verification guidelines from ERT
- DNV Verisustain Protocol/ Verification Protocol for Sustainability Reporting
- Earthcheck Certification
- ERM GHG Performance Data Assurance Methodology
- European Union Emissions Trading System (EU ETS)
- IDW PS 821: IDW Prüfungsstandard: Grundsätze ordnungsmäßiger Prüfung oder prüferischer Durchsicht von Berichtenim Bereich der Nachhaltigkeit
- IDW AsS 821: IDW Assurance Standard: Generally Accepted Assurance Principles for the Audit or Review of Reports on Sustainability Issues
- ISAE3000
- ISAE 3410
- **ISO14064-3**
- Japan voluntary emissions trading scheme (JVETS) guideline for verification
- Korean GHG and energy target management system
- NMX-SAA-14064-3-IMNC: Instituto Mexicano de Normalización y Certificación A.C
- RevR6 procedure for assurance of sustainability report
- Saitama Prefecture Target-Setting Emissions Trading Program

- SGS Sustainability Report Assurance
- Spanish Institute of Registered Auditors (ICJCE)
- Standard 3810N Assurance engagements relating to sustainability reports of the Royal Netherlands Institute of Registered Accountants
- State of Israel Ministry of Environmental Protection, Verification of GHG and emissions reduction in Israel Guidance Document
- Swiss Climate CO2 Label for Businesses
- Thai Greenhouse Gas Management Organisation (TGO) Greenhouse Gas (GHG) Verification Protocol
- The Climate Registry's General Verification Protocol
- Tokyo cap-and-trade guideline for verification
- Verification as part of Carbon Trust standard certification
- Other, please specify

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Question dependencies

This question only appears if you select “Third-party verification or assurance process in place” for Scope 2 emissions in response to C10.1.

Change from 2019

Modified question (2019 C10.1a)

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.

Scope 2 approach	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/ section reference	Relevant standard	Proportion of reported emissions verified (%)
Select from: • Scope 2 location-based	Select from: • Annual process	Select from: • Complete	Select from: • Limited assurance		1-3	Select from drop-down options below ISO14064-3	100
• Scope 2 market-based	• Annual process	• Complete	• Limited assurance		1-3	ISO14064-3	100

[Add Row]

Relevant standard drop-down options:

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Question dependencies

This question only appears if you select “Third-party verification or assurance process in place” for Scope 3 emissions in response to C10.1.

Change from 2019

Modified question (2019 C10.1b)

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.

Scope 3 category	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/ section reference	Relevant standard	Proportion of reported emissions verified (%)
Select from: • Scope 3: Business travel	Select from: • Annual process	Select from: • Complete	Select from: • Not applicable • Limited assurance • Moderate assurance • Reasonable assurance • High assurance • Third party verification/assurance underway		1-3	ISO14064-3	57%]

[Add Row]

Relevant standard drop-down options:

Other verified data

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

Change from 2019

No change

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 verify any other climate-related information reported in our CDP disclosure

(C10.2a) Which data points within your CDP disclosure have been verified, and which verification standards were used?

Question dependencies

This question only appears if you select “Yes” in response to C10.2.

Change from 2019

Minor change

Connection to other frameworks

SDG

Goal 7: Affordable and clean energy

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.

Disclosure module verification relates to	Data verified	Verification standard	Please explain
Select from:	Select from:	ISO14064-3	Ecolab engaged a third party to conduct an independent verification of its GHG emissions

• C0. Introduction • C1. Governance • C2. Risks and opportunities • C3. Business Strategy • C4. Targets and performance • C5. Emissions performance • C6. Emissions data • C7. Emissions breakdown • C8. Energy • C9. Additional metrics • C11. Carbon pricing • C12. Engagement • C13. Other land management impacts • C14. Portfolio impact • C15. Signoff • SC. Supply chain module	• Year on year change in emissions (Scope 1) • Year on year change in emissions (Scope 2) • Year on year change in emissions (Scope 1 and 2) • Year on year change in emissions (Scope 3) • Year on year emissions intensity figure • Financial or other base year data points used to set a science-based target • Progress against emissions reduction target • Change in Scope 1 emissions against a base year (not target related) • Change in Scope 2 emissions against a base year (not target related) • Change in Scope 3 emissions against a base year (not target related) • Product footprint verification • Emissions reduction activities • Renewable energy products • Energy consumption • Don't know • Other, please specify		report for 2019. The year on year change total from 2018 to 2019 was within the scope of work. The reference standard used was ISO 14064-3.

[Add Row]

C11 Carbon pricing

Carbon pricing systems

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Change from 2019

Removed question for FS only

Connection to other frameworks

SDG

Goal 13: Climate action

Response options

Select one of the following options:

- Yes
- No, but we anticipate being regulated in the next three years
- **No, and we do not anticipate being regulated in the next three years**

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.

Question dependencies

This question only appears if you select "Yes" in response to C11.1.

(C11.1b) Complete the following table for each of the emissions trading schemes you are regulated by.

Question dependencies

This question only appears if you select an emissions trading option in response to C11.1a.

(C11.1c) Complete the following table for each of the tax systems you are regulated by.

Question dependencies

This question only appears if you select a carbon tax system in response to C11.1a.

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

Question dependencies

This question only appears if you select "Yes" or "No, but we anticipate being regulated in the next three years" in response to C11.1

Project-based carbon credits

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

Change from 2019

No change

Connection to other frameworks

SDG

Goal 13: Climate action

Response options

Select one of the following options:

- Yes
- No

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Question dependencies

This question only appears if you select "Yes" in response to C11.2.

Internal price on carbon

(C11.3) Does your organization use an internal price on carbon?

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No, but we anticipate doing so in the next two years
- No, and we don't anticipate doing so in the next two years

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Question dependencies

This question only appears if you select "Yes" in response to C11.3.

C12 Engagement

Value chain engagement

(C12.1) Do you engage with your value chain on climate-related issues?

Change from 2019

Modified question for FS only

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

Response options

Select all that apply from the following options:

- Yes, our suppliers
- Yes, our customers
- Yes, our investee companies [Financial services only]
- Yes, other partners in the value chain
- No, we do not engage

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Question dependencies

This question only appears if you select “Yes, our suppliers” in response to C12.1.

Change from 2019

Minor change

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

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 engagement	Details of engagement	% of suppliers by number	% total procurement spend (direct and indirect)	% of supplier-related Scope 3 emissions as reported in C6.5	Rationale for the coverage of your engagement	Impact of engagement, including measures of success	Comment
Select from: ● Compliance & onboarding ● Information collection (understanding supplier behavior) ● Engagement & incentivization (changing supplier behavior) ● Innovation & collaboration (changing markets) ● Other, please specify	Select all that apply: Compliance & onboarding ● Included climate change in supplier selection / management mechanism ● Code of conduct featuring climate change KPIs ● Climate change is integrated into supplier evaluation processes ● Other, please specify Information collection (understanding supplier behavior) ● Collect climate change and carbon information at least	26	38	93	Our Raw Materials suppliers make up 26% of total suppliers by number, and 38% of our total procurement spend. These suppliers are specifically engaged on climate-related issues including reporting their risks, consumption and product development related information because they represent the core foundation for developing the products and services which we formulate and sell to customers and it is critical that they mitigate climate-related risks and maximize efficiency. They are selected for reporting through our procurement organization, and our top tier Raw Materials suppliers (seven suppliers) representing 19% of our Raw Materials spend are also engaged to participate in our Strategic Supplier Initiative. All Raw Materials suppliers 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. These benefits are realized through our direct engagement with suppliers in the contracting and procurement process where we identify raw	Success is measured based on the following metrics: the number of projects we have in place per year, the cumulative savings of energy and water the new products will deliver from the base case (as reported through our eROI platform and calculator available on our website), and the cumulative savings of energy and water our suppliers conserve/reduce through efficiency projects that we co-deliver. Our engagement with Raw Materials suppliers has resulted in the generation of new innovation and product launches which enable our sales growth significantly. 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, as well as energy consumption. These supplier engagements enable us to establish deep partnerships with key suppliers through our Strategic Supplier Initiative (suppliers participating in this initiative comprise 19% of our Raw	Text field [maximum 2,400 characters]

	annually from suppliers • Other, please specify Engagement & incentivization (changing supplier behavior) • Run an engagement campaign to educate suppliers about climate change • Climate change performance is featured in supplier awards scheme • Offer financial incentives for suppliers who reduce your operational emissions (Scopes 1 & 2) • Offer financial incentives for suppliers who reduce your downstream emissions (Scopes 3) • Offer financial incentives for suppliers who reduce your upstream				material purchasing needs and explore their manufacturing processes to identify opportunities to increase efficiency and reduce energy and water consumption.	Materials spend). To highlight the impact, more than 10% of our R&D pipeline comes from strategic supplier initiatives. We request and collect data on our Raw Materials suppliers' product roadmap plans and their own operational needs to develop product innovation opportunities. These opportunities include initiatives to reduce energy and water impacts in suppliers' manufacturing operations, as well as use-phase energy and water impacts from their products (which we also use in our own operations). We collect product performance attributes covering energy, water, GHG emissions and other key environmental criteria, as well as supplier operational impacts proportioned to the volume of product we purchase. This information is then used with our product R&D teams to inform targeted efficiency projects with suppliers at the product development level and/or supplier manufacturing operational level.	

	emissions (Scopes 3) ● Other, please specify Innovation & collaboration (changing markets) ● Run a campaign to encourage innovation to reduce climate impacts on products and services ● Other, please specify						

[Add Row]

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Question dependencies

This question only appears if you select “Yes, our customers” in response to C12.1.

Change from 2019

Minor change; Modified question for FS only

Connection to other frameworks

SDG

Goal 12: Responsible consumption and production

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 engagement	Details of engagement	% of customers by number	% customer-related Scope 3 emissions as reported in C6.5	Please explain the rationale for selecting this group of customers and scope of engagement	Impact of engagement, including measures of success
Select from: ● **Education/information sharing** ● Collaboration & innovation ● Compliance & onboarding [Financial services only] ● Information collection (understanding customer behavior) [Financial services only] ● Engagement & incentivization (changing customer behavior) [Financial services only] ● Other, please specify	Select from drop-down options below. Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services	100	0	Using our proprietary eROI approach, we measure the environmental impact of our products and services, including energy and emissions, and quantify customers' return on investment based on improved performance, operational efficiency and sustainable impact. 100% of our customer base is engaged on eROI reporting because our customers rely on Ecolab to deliver both cost savings and reductions in environmental impact. Education about the potential impacts of climate change and how our products and services are used to reduce customer impacts is a key component of our value proposition. More information on how we quantify and report environmental savings using our eROI method can be found on our website: https://en-ca.ecolab.com/sustainability/customer-impact/exponential-value-eroi	Measures of success: We annually report on customer success stories demonstrating sustainability value for customers, including in the areas of energy, water, waste and GHG emissions, as well as total environmental savings across our entire portfolio of solutions. To measure, document and communicate the quantified economic, operational and environmental impact of our products and services to customers, we developed our trademarked eROI program. eROI value is measured using 10 key performance indicators: 1) Safety; 2) Water (conserving freshwater or minimize/eliminate contamination); 3) Energy (reducing customers' energy use); 4) Air (including GHG emissions); 5) Waste; 6) Assets; 7) Costs; 8) Productivity; 9) Food Safety; and 10) Product Quality. The impact of this climate-related engagement strategy is reported live via our eROI calculator. In 2019, we helped our customers save a total of 28 trillion BTUs of energy, 1.5 million metric tonnes of CO2

					emissions, 113 million pounds of waste, and 206 billion gallons of water.
• Collaboration & innovation	Run a campaign to encourage innovation to reduce climate change impacts	95	0	Most of Ecolab's technology solutions have a component that impacts climate-related issues and emissions, and an estimated 95% of our customers are engaged on climate-related innovation through our solutions and services (the remaining 5% of our customers use solutions that do not significantly impact the climate). These customers rely on Ecolab to deliver both cost savings and reductions in environmental impact which we quantify and report using our proprietary eROI method. Engaging with our customers to innovate their operations and activities and reduce potential impacts of climate change is a key component of our value proposition and purpose.	Measures of success: We annually report on customer success stories like the Colgate-Palmolive example below, as well as environmental savings across our entire portfolio of solutions, including in the areas of energy, water, waste and GHG emissions. We partner with all of our customers to increase their energy efficiency and reduce GHG emissions, improve their sustainability performance and enhance their business results. For example, in 2018 we partnered with our customer Colgate-Palmolive to help them reduce climate change impacts. Located in a water-stressed region, Colgate-Palmolive's Mission Hills plant in Guanajuato, Mexico, is a zero liquid discharge site. With Ecolab's partnership, the plant was able to use treated wastewater and improve the efficiency and sustainability of its cleaning and sanitizing process. As a result, the Colgate-Palmolive plant is saving 1.8 million gallons of water, 315,000 kWh of energy, and 472,500 pounds of CO2 emissions per year. These and other solutions help Colgate-Palmolive reach its 2020 goals to reduce the water

					intensity of its manufacturing operations by half, energy intensity by one-third and absolute GHG emissions by 25 percent compared to a 2002 baseline. In 2019, we helped our customers save a total of 28 trillion BTUs of energy, 1.5 million metric tonnes of CO2 emissions, 113 million pounds of waste, and 206 billion gallons of water.

[Add Row]

Details of engagement drop-down options:

Education/ information sharing

Select one of the following options:

- Run an engagement campaign to educate customers about your climate change performance and strategy
- Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services
- Share information about your products and relevant certification schemes (i.e. Energy STAR)

Collaboration & Innovation

Select one of the following options:

- Run a campaign to encourage innovation to reduce climate change impacts
- Other, please specify

Compliance & onboarding

Select one of the following options:

- Climate change considerations are integrated into customer screening processes
- Included climate change considerations in customer management mechanism
- Other, please specify

Information collection (understanding customer behavior)

Select one of the following options:

- Collect climate change and carbon information from new customers as part of initial due diligence
- Collect climate change and carbon information at least annually from long-term customers
- Other, please specify

Engagement & incentivization (changing customer behavior)

Select one of the following options:

- Run an engagement campaign to educate customers about climate change
- Engage with customers on measuring exposure to climate-related risk
- Encourage better climate-related disclosure practices

- Offer financial incentives for customers who reduce your downstream emissions (Scope 3) and/or exposure to carbon-related assets
- Other, please specify

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

Question dependencies

This question only appears if you select "Yes, other partners in the value chain" in response to C12.1.

(C12.1e) Why do you not engage with any elements of your value chain on climate-related issues, and what are your plans to do so in the future?

Question dependencies

This question only appears if you select "No, we do not engage" in response to C12.1.

Question C12.2 only applies to organizations with activities in the following sectors:

- Agricultural commodities
- Food, beverage & tobacco
- Paper & forestry

Public policy engagement

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Change from 2019

No change

Response options

Select all that apply from the following options:

- Direct engagement with policy makers
- Trade associations
- Funding research organizations
- Other

- No

(C12.3a) On what issues have you been engaging directly with policy makers?

Question dependencies

This question only appears if you select “Direct engagement with policy makers” in response to C12.3.

Change from 2019

No change

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.

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Select from: ● Mandatory carbon reporting ● Cap and trade ● Carbon tax ● Energy efficiency ● Clean energy generation ● Adaptation or resilience ● Climate finance ● Regulation of methane ● Emissions ● Other, please specify	Select from: ● Support ● Support with minor exceptions ● Support with major exceptions ● Neutral ● Oppose ● Undecided	Ecolab continued its active support of The Energy Savings & Industrial Competitiveness Act in 2019. Ecolab weighed in to strengthen the legislation’s impact on water efficiency. This included providing input on the water performance program for federal building that included a specific reduction target, advocating expanding the current Federal Emergency Management Program (FEMP) to include water conservation and including water savings in the current life cycle cost method for energy reduction calculations. Ecolab also suggested language that would promote	The Energy Savings & Industrial Competitiveness Act (S.2137 and HR 3962) passed the Senate in 2017 with 82 votes. This legislation would drive energy efficiency across a variety of sectors and applications. For Ecolab and our Nalco Water team, we see a pathway to include water efficiency technology as part of the energy efficiency definition. We plan to continue to support this proposal and will encourage both the Senate and the House to address industrial energy efficiency and related water efficiency. The Water Recycling Investment and Improvement Act (HR 1162) included funding for a cost-share program

		research, development and deployment to improve water efficiency and reuse, to include water efficiency in the definition of “energy service provider” to mean any business providing technology or services to improve energy efficiency and to promote the “Supply Star Program” within the U.S. Department of Energy to identify practices and recognize companies and products that use highly efficient supply chains that conserve water, energy and other resources. Ecolab also supported the Water Recycling Investment and Improvement Act (HR 1162). Ecolab’s activity included weighing in with several of our trade associations urging them to support the legislation.	related to the construction of water recycling program in Western states.

[Add Row]

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

Question dependencies

This question only appears if you select “Trade associations” in response to C12.3.

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Question dependencies

This question only appears if you select “Yes” in response to C12.3b.

Change from 2019

No change

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.

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association’s position	How have you influenced, or are you attempting to influence their position?
American Cleaning Institute	Select from: • Consistent • Inconsistent • Mixed • Unknown	Supportive of industry outlook on key energy and sustainability issues.	We have not influenced and are not attempting to influence their position.
National Association of Manufacturers	• Consistent	Supportive of industry outlook on key energy and sustainability issues.	We have not influenced and are not attempting to influence their position.
American Chemistry Council	• Consistent	Supportive of industry outlook on key energy and sustainability issues.	We have not influenced and are not attempting to influence their position.

[Add Row]

(C12.3d) Do you publicly disclose a list of all research organizations that you fund?

Question dependencies

This question only appears if you select “Funding research organizations” in response to C12.3.

Change from 2019

No change

Response options

Select one of the following options:

- Yes
- No

(C12.3e) Provide details of the other engagement activities that you undertake.

Question dependencies

This question only appears if you select “Other” in response to C12.3.

Change from 2019

No change

Response options

This is an open text question with a limit of 5,000 characters.
Please note that when copying from another document into the ORS, formatting is not retained.

Engagement Process: Ecolab takes a holistic approach to sustainability, which includes 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. Ecolab engages 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. These include a diverse set of stakeholders which focus on key climate mitigation and adaptation issues such as product design for energy efficiency and material safety, energy management in business and manufacturing operations and industry collaboration to influence climate policy.

Actions Advocated: In the U.S., Ecolab's participation in the American Chemistry Council's Executive Taskforce on Leadership and Sustainability Policy demonstrates our commitment to advancing sustainability goals and reducing environmental impact. In 2019, we helped shape forthcoming goals and commitments to drive improvements in energy and water efficiency among industry members. In Europe, we have worked with the International Association for Soaps, Detergents and Maintenance Products (AISE) to help develop industry-wide initiatives on sustainability and climate change. We have been an active driver in the development of the AISE Sustainability Charter, which will address product use - related impacts in addition to manufacturing impacts. Climate change, and specifically energy use, is a key focus for these industry-wide sustainability initiatives, in addition to product safety and chemical usage. Also in Europe, our Nalco Water business helped ensure that the energy-water nexus was recognized in the EU Directive on Energy Efficiency (EED). With our support, the EED now calls for exploring ways to drive energy savings through smart technologies and processes that reduce water use. We will continue to drive voluntary reporting, such as through the CDP, while also seeking out opportunities to engage with policy makers around climate change issues.

Ecolab continues its partnership with Trucost (now part of S&P Global) to enhance and maintain the Water Risk Monetizer, a tool that is reshaping global understanding of the full value of water, particularly in water-scarce regions. In 2019, we made enhancements to the tool which was rolled out in a new version in early 2020. The latest version reflects the changing landscape in water risk analysis, ensuring the tool continues to leverage best-in-class information and scientific methodologies. We are planning further expansions in 2020. Through first-hand experience working alongside businesses across industries and geographies, we identified a major obstacle preventing decision makers from advancing more meaningful water strategies: Water is significantly undervalued in much of the world, making it difficult to make fully informed decisions regarding operation locations or to justify investment in water-reduction programs. The Water Risk Monetizer (www.WaterRiskMonetizer.com) is the first financial modelling tool available to the public that enables companies to determine a risk-adjusted price of water to their business. Available to all water users at no cost, the tool uses a scientific model developed by Trucost to factor the potential impact of water risks in financial terms, the same way other risks are considered in planning and capital allocation. The tool is helping change the way companies value and manage water to reduce global water use, enable business growth despite water scarcity and drive demand for transformational water-saving innovation. It is a game-changer for industry that aims to help businesses succeed and ensure that limited fresh water supplies are available for future generations.

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Question dependencies

This question only appears if you select "Direct engagement with policy makers", "Trade associations", "Funding research organizations" and/or "Other" in response to C12.3.

Change from 2019

No change

Response options

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

Please note that when copying from another document into the ORS, formatting is not retained.

Ecolab maintains a formalized process at a corporate level (used across our business divisions and geographic regions) for all direct and indirect activities that relate to engaging with policy makers and related organizations. This process covers the scope and impact on the business 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 aspects of climate change. Our own business strategy around product and services development and market expansion is informed by policy discussions with the organizations and policy issues mentioned above.

(C12.3g) Why do you not engage with policy makers on climate-related issues?

Question dependencies

This question only appears if you select "No" in response to C12.3.

Change from 2019

No change

Response options

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

Please note that when copying from another document into the ORS, formatting is not retained.

Communications

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Change from 2019

No change

Connection to other frameworks

Goal 12: Responsible consumption and production

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.

Publication	Status	Attach the document	Page/Section reference	Content elements	Comment
Select from: ● In mainstream reports ● In mainstream reports, in line with the CDSB framework (as amended to incorporate the TCFD recommendations) ● In mainstream reports, incorporating the TCFD recommendations ● In other regulatory filings ● In voluntary communications ● In voluntary sustainability report ● No publications with information about our response to climate-related issues and GHG emissions performance ● Other, please specify	Select from: ● Complete ● Underway – previous year attached ● Underway – this is our first year	2019 AR	9	Select all that apply: ● Governance ● Strategy ● Risks & Opportunities ● Emissions figures ● Emission targets ● Other metrics ● Other, please specify	Text field [maximum 2,400 characters]

• In voluntary sustainability report	• Complete	2019 Corporate Sustainability Report_English_pdf	1-33	• Strategy • Emissions figures • Emission targets • Other metrics • Other, please specify - Example initiatives and case studies	
• In voluntary sustainability report	• Complete	Ecolab 2019 Corporate Responsibility GRI Report_pdf	pp. 2-4, 8-18, 25-35	• Governance • Strategy • Risks & opportunities • Emissions figures • Emission targets • Other metrics • Other, please specify - Example initiatives and case studies	

[Add Row]