



# Workforce Demographic Report

FY2024



At Solenis, we believe that inclusion, respect, and opportunity are essential to building a thriving, successful organization. **Our commitment** to fostering a workplace where everyone feels valued, supported, and empowered to do their best work is central to who we are and how we operate.

In 2024, we continued to make meaningful progress toward creating an environment where people can **grow, collaborate, and succeed**. Through new initiatives, expanded programs, and feedback from our teams, we've worked to ensure that every individual has the **opportunity to reach their full potential**.

This report highlights the actions we've taken, the milestones we've achieved, and the areas where we will continue to grow. We are **proud of our progress**, but we know that building an inclusive culture is an ongoing journey—one that requires continuous learning, accountability, and collaboration.

**Together**, we will build a future where **everyone feels they belong, everyone has a voice, and everyone can succeed**.



**Christy Notigan**  
*VP, Chief Talent & DE&I Officer*

# A Culture for Growth



## People

- I am recognized and rewarded for my outstanding performance
- I feel valued by the company and am able to develop my whole self
- We only hire top talent and we invest in employees' professional development
- We value diversity, equity & inclusion as a competitive advantage
- We respect each other and work as One Team to win



## Performance

- I understand how my performance will be evaluated
- We are operationally excellent
- Our business processes are compliant, simple and efficient
- We look to constantly improve our business by benchmarking ourselves against best practice



## Results

- We deliver exceptional results for our customers and consumers
- We adapt quickly to change and drive innovation
- We communicate effectively and transparently to all employees within the organization
- We have a growth culture which empowers and engages our employees



# Culture Survey Results 2024

## TOTAL PARTICIPATION RATE



## OVERALL EMPLOYEE SATISFACTION



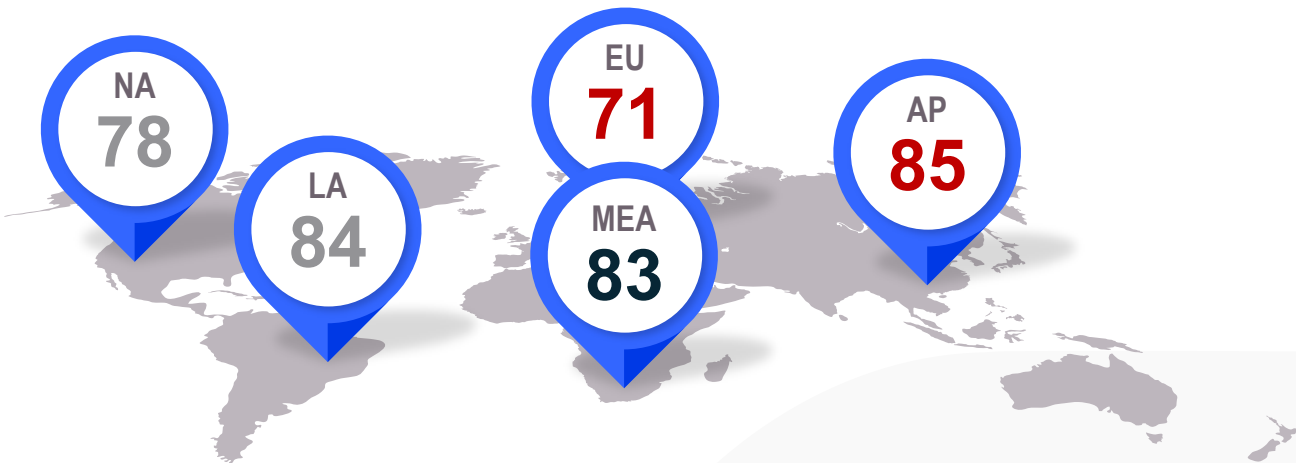
## FAVORABILITY SCALE



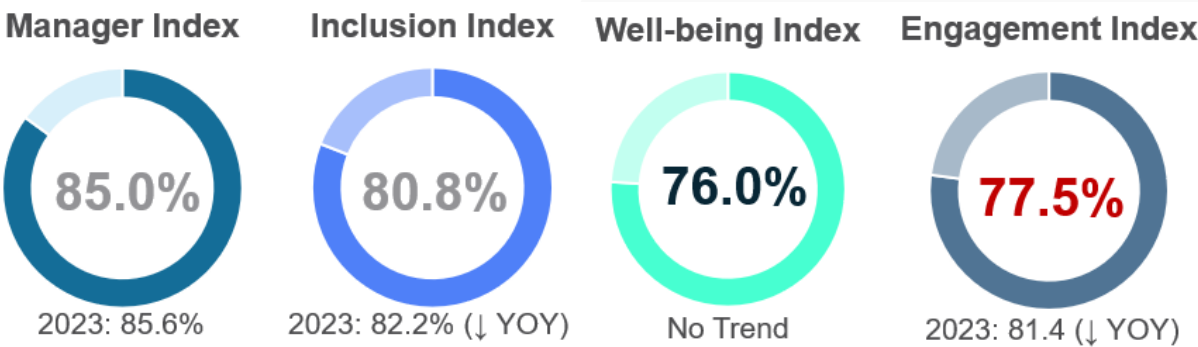
## SATISFACTION BY GENDER

Female: **77%**      Male: **79%**      Other: **66%**

## SATISFACTION BY REGION



## SATISFACTION BY QUESTION TYPE





# Our Culture

At the heart of our organizational culture is a steadfast commitment to attracting, developing, and retaining top talent, ensuring our workforce reflects the best in a global marketplace.

We embrace the unique **perspectives**, backgrounds, and identities of all individuals inside and outside our organization. By fostering a culture that values non-discrimination, we aim to **attract exceptional talent** from all walks of life. Our efforts include implementing **best-in-class hiring practices** and creating programs such as internships and apprenticeships that open pathways for the best talent to contribute to our growth.

At Solenis, **every employee has access to equal and fair opportunity** to succeed and thrive at work.. Through professional development, we provide all employees equal opportunities for growth, including professional training, mentorship programs, and fair performance reviews. By removing obstacles and promoting fairness in pay and advancement, we empower every employee to reach their full potential.

We strive to ensure that every individual feels respected, valued, and empowered to contribute their best. By **cultivating a workplace culture of empowerment and belonging** through Employee Business Resource Groups (EBRGs), leadership accountability, feedback mechanisms, and pulse surveys all employees can participating in taking actionable steps to improve the workplace experience. Our culture of learning, empowerment, inclusion and belonging ensures that all team members feel supported and motivated to stay and grow with us.

## Commitment to Non-Discrimination

All employees, regardless of background, are given equal opportunities to thrive here. Solenis has a non-discrimination policy which prohibits discrimination in our hiring practices and decisions. With our people-centered culture, all employees can find their place at Solenis. When all people can bring their talents and best ideas, we innovate, drive profitability, and fuel sustainable growth.

Our workforce reflects a rich tapestry of backgrounds, encompassing a wide range of people from all over the world, from different regions, countries, speaking different languages and from a multitude of backgrounds. Women represent a growing portion of our team and our efforts towards fairness in pay equity are evident through our continuous audit, benchmarking and progress. Similarly, our dedication to all races, ethnicities and Indigenous backgrounds strengthen collaboration and cultural awareness across the organization. By embracing and supporting employees of all sexual orientations and abilities, we foster a positive workplace culture where everyone feels valued and empowered to thrive. With a multi-generational workforce, we balance the perspectives of seasoned professionals and emerging talent, creating an environment that values experience, adaptability, and innovation.







A Solenis Company



*Ready to make*  
AN IMPACT



PEOPLE · PERFORMANCE · RESULTS

60 beyond CLEAN to take care  
of what's precious **DE&I**

Diversey - A Solenis Company brings together diverse perspectives in a safe, collaborative workplace that empowers our employees to solve the world's most challenging process and sustainability challenges.

**People:** We take pride in hiring the most talented people and embrace a diverse workforce operating in an inclusive environment as a significant competitive advantage.

**Performance:** We evaluate performance based on employees' contributions to operational excellence and business performance.

# Attracting Top Talent

Building a Workforce For the Future



**Attracting the best talent** is a cornerstone of our strategy to drive innovation, growth, and excellence across our organization.

Recognizing that a multifaceted and skilled workforce is vital to our success, we have implemented region-specific hiring initiatives, strengthened partnerships with our Recruitment Process Outsourcing (RPO) provider, and launched programs to identify and cultivate emerging talent.



**Derek Studer**

*Global Director Talent Acquisition*

**“By strengthening partnerships, implementing region-specific hiring, and launching specific programs, we’re building the best workforce for the future.”**





# World Class Hiring: Building a Stronger Workforce

Utilizing best practices in hiring are cornerstones of our strategy, enriching our organization with new skilled talent, varied perspectives, and innovative ideas. As an equal opportunity employer, we are committed to fostering fairness, and non-discrimination in all recruitment practices. This commitment is embedded in our policies, reinforced through training, and supported by actionable hiring strategies designed to create a more representative workforce.

## Our Approach to Best Practice Hiring:

- **Inclusive Job Postings:** We utilize a specialized tool to review all job descriptions, replacing gendered language with more neutral terminology.
- **Investing in Recruitment:** We allocate an average of **\$4,000 per full-time equivalent (FTE)** to attract top talent.
- **Promoting Internal Growth:** We prioritize career advancement within our organization, with **23.3% of open positions filled by internal candidates**.

## Key Achievements in 2024:

- **11,559 new employees** onboarded, including **9,521 from acquisitions**.

*\* Legacy Diversey data pre-integration of our HRIS system in April 2024 is not included in this calculation.*



# Upholding Fairness and Excellence in Hiring Practices

## Equal Opportunity Employer and Non-Discrimination Practices

We uphold the highest standards of fairness in recruitment, ensuring that candidates are evaluated based on their skills, qualifications, and alignment with the role—free from bias or prejudice. Our hiring processes are regularly reviewed to ensure compliance with equal opportunity standards across all regions where we operate.

## Hiring the Best Training Revamp

To further reinforce these principles, we have revamped our Hiring the Best training program, making it mandatory for all people managers. This quarterly training provides comprehensive guidance on every stage of the hiring process—from preparation and

sourcing to screening, interviewing, hiring and onboarding.

Key enhancements to the program include:

- **Mitigating Unconscious Bias:** Training modules focus on recognizing and addressing biases that may inadvertently influence hiring decisions.
- **Structured Interviewing Techniques:** Managers learn to develop consistent, competency-based interview questions to ensure a fair and standardized evaluation process.
- **Global Consistency:** Tailored content ensures compliance with regional employment laws while maintaining a consistent approach worldwide. Holding regional training in local languages.

## Slate and Panel Policies

To operationalize our commitment to considering all skilled candidates, we have implemented policies that integrate non-discrimination into the recruitment process:

- **Slate Requirement:** For all open positions, hiring teams are required to include at least two qualified candidates from historically underserved populations in the interview pool. This ensures greater representation and opportunity for talent.
- **Interview Panels:** Candidate evaluations are conducted by panels made of employees from all different backgrounds, functions, roles, etc. therefore incorporating multiple perspectives to promote balanced decision-making.



# Building Future Leaders: Internship & Apprenticeship Programs





Our **robust internship programs** provide invaluable opportunities for students and early-career professionals to gain experience and contribute to our business, creating a pipeline of future leaders. Across the globe, we offer full-time paid internships and apprenticeships to qualified college and university students, each of whom is paired with a Solenis mentor who provides guidance and feedback. While our primary internship programs are hosted in North America, our flagship apprenticeship program is based in Bradford, UK. These initiatives not only provide meaningful career development opportunities for participants but also serve as key drivers for contributing a wide-array of backgrounds within our organization.

We understand the importance of providing students with hands-on work experience so that they are better prepared to enter the workforce. Our programs enable students to participate in meaningful work that will have an impact on the business and provide Solenis with a pipeline of top talent with rich insights and perspectives. Students are also eligible to participate in EBRGs during their internship duration, and are invited to attend leadership panel discussions, workshops, and networking events.

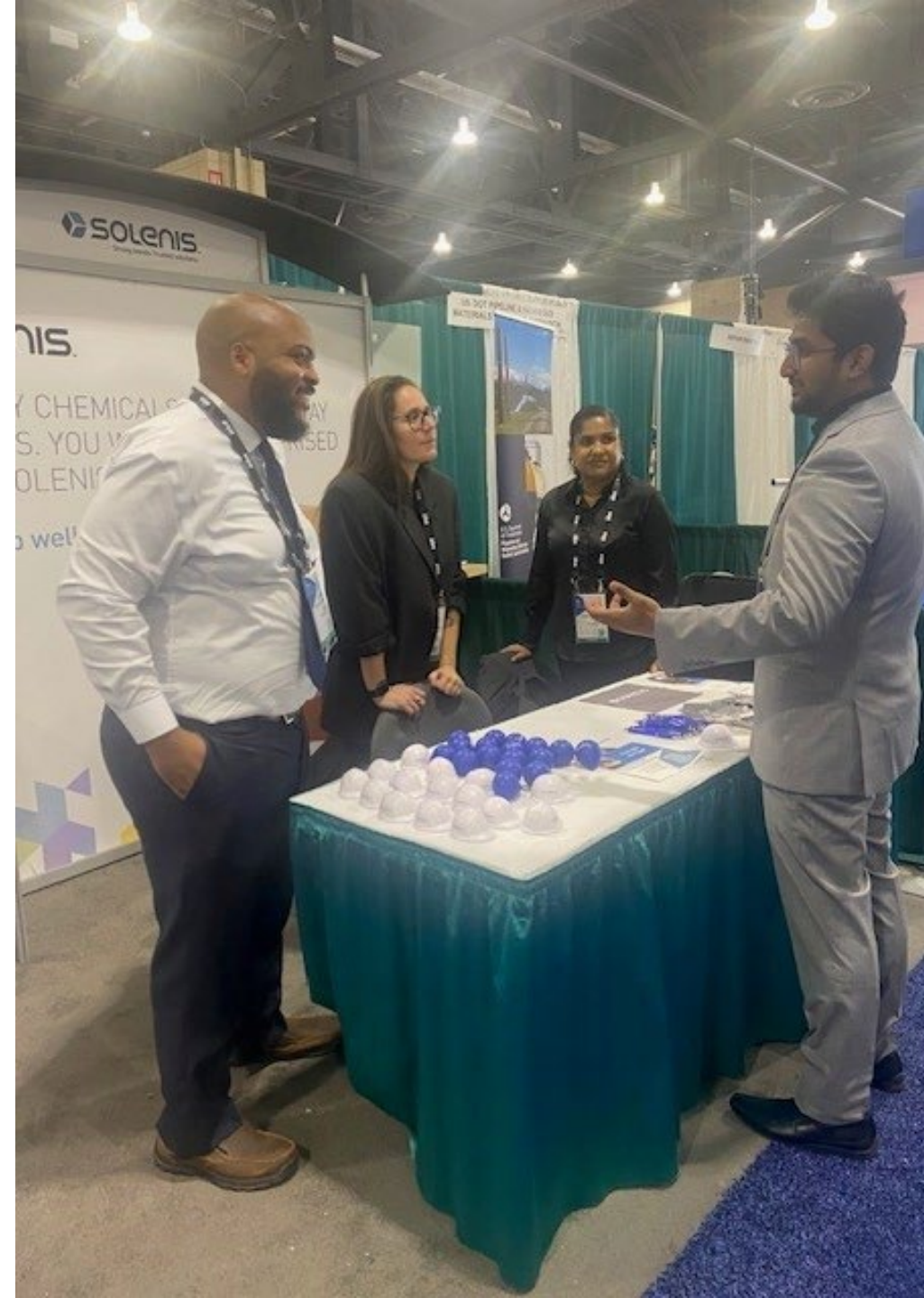
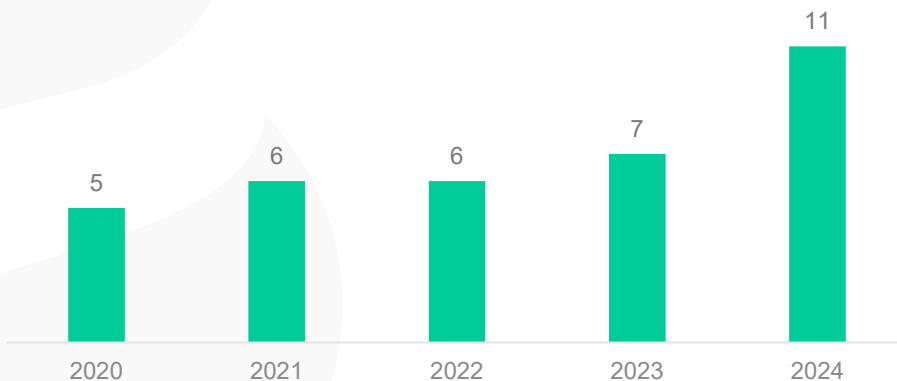


# MBA Internship Program and University Partnerships

At our headquarters in Wilmington, DE, USA, we partner with several universities and organizations, including school-facilitated career fairs and conferences, like National Black MBA Association as pictured to the right, to source experienced talent for Solenis. Students hired into our U.S. MBA internship program are assigned challenging projects relevant to current business needs, ensuring the experience is a value-add for both Solenis and for the intern.

In 2024, we **doubled the size of this program**, onboarding eleven students into our summer cohort, supporting a variety of business functions, with many projects focusing on sustainability initiatives. We anticipate more than half of this cohort to transition into full-time roles at Solenis. The program is anticipated to continue growing in 2025 as we recruit for more than a dozen interns across corporate functions. Solenis will also continue its partnership with Temple University's Fox School of Business, participating in the school's inaugural Sustainability Conference in April 2025.

NAM MBA Program Growth





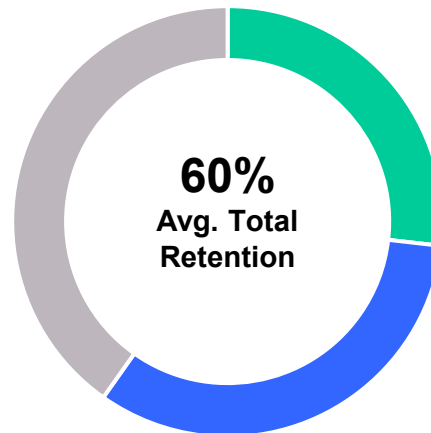
# Commercial Sales Internship Program

**Solenis' North America Commercial Internship Program** continues to grow year over year. In 2024, our Campus Champions attended university recruiting events across U.S. and Canada, including conferences like Society of Women Engineers as pictured to the right, to hire 46 interns into our summer intern class.

We anticipate up to 60 commercial interns in 2025 as we incorporate legacy Diversey businesses into the program. The success of the program is reflected in an 83% offer acceptance rate and high retention afterward: On average, 56% of underclassmen return for a second internship at Solenis and 62% of eligible seniors join the company in full-time roles after graduation.

Our Commercial interns get hired into key areas of our business, including our [Sales Technology Application Rotation \(STAR\)](#) program. The STAR program consists of two to three dozen employees each year who work with a mentor and gain competency through rotations in different areas of the commercial business.

■ Returning Interns ■ FTE Conversions





# 2024 Commercial Interns

Canada co-ops not pictured





# Global Impact: Driving Programs & Talent Attraction





# Empowering Early Careers: Global Internships and Apprenticeship Programs

The **Solenis Early Careers Program in Bradford and Grimsby, U.K.** provides apprenticeships and work experience to early-career professionals who have finished their general secondary education or A-level students as an alternative to going to university. In 2024, 24 apprentices participated in the program and 3 (33% female) moved either into permanent employment at Solenis or into degree apprenticeships. Additionally, 15 work experience students participated in a one-week placement.

In **Bad Sobernheim and Bad Kreuznach, Germany**, we cooperate with various local schools for interns and vocational training. A training course covers plant administration, where 2 (100% female) trainees were placed in both production and administration in 2024.

In **India**, we have a campus program in place to create a strong talent pipeline for our Global Excellence Center in 2023 and expanded to include Commercial in 2024. We welcomed 25 (53% female) participants in 2023 and 28 (43% female) participants in 2024. We hired 20 (65% female) that participated in 2023 and are anticipating 78 apprentice and interns in 2025.

In **Latin America**, we have developed apprenticeship programs in five countries (Argentina, Brazil, Chile, Columbia, and Mexico) to develop young talents in the industry, including supply chain and administrative roles. In 2024, 79 young people (interns and apprentices) participated in our programs, of which 12 (13% female) were hired into full time positions upon program completion.

## Advancement of next generation talent

We are committed to developing our young talent both in and out of the workplace. In Krefeld, Germany, our plant manager mentored an industrial engineering student at Niederrhein University of Applied Sciences through the “Leading as a Woman” program. The plant manager not only met with his mentee regularly but also hosted the entire group of students at our plant, providing insights into building successful careers and becoming leaders.

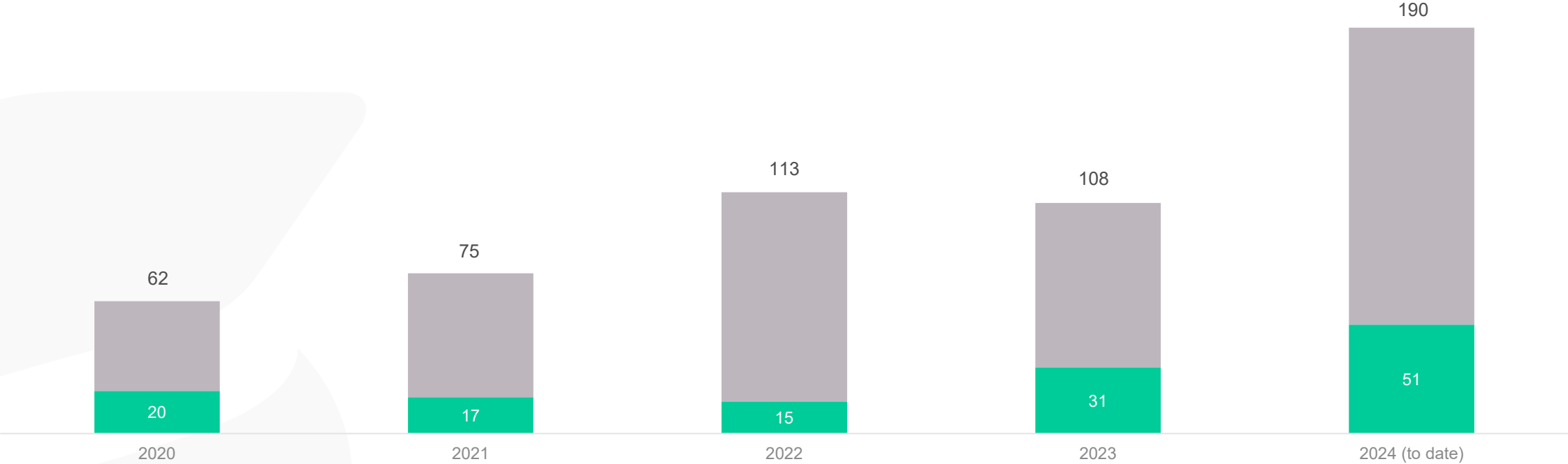


# Empowering Early Careers: Program Expansion

Solenis has ambitious plans for 2025 to expand our existing internship and apprenticeship programs and establish new ones in regions where we don't currently have programs. We anticipate onboarding additional students globally in 2025, introducing several countries to the program.

Global Program Growth

FTE Conversions



## Supporting Careers Through Returnships, Mentorship, and Industry Networks

To further support our workforce, the team in India ran **Solenis Reboot**, **FlyHigh Mentorship Program**, and **1000 Women Leaders Program**.

The **Solenis Reboot** is a returnship program for women in India who had taken longer career breaks. This program provided a 6-12 month returnship program around reskilling and deploying participants in roles across the organization. 2024 was the pilot year for the program where we welcomed 12 women in commercial and partner roles in India. 70% were hired as territory sales managers in the first year.

The **FlyHigh Mentorship program** is a 6-month group mentorship journey to empower, engage, and enrich our employee talent to accelerate their career journeys. We saw 42 women participated in 2023 and 58 in 2024.

We partnered with the external **1000 Women Leaders** community in India to create opportunities for our employees to engage and network across industries. We doubled our participation in 2024 from 2023 and were proud to see 2 of our employees featured amongst the Top 100 influencers in the cohort.



**VANDANA  
KUMARI**





# **Regional Initiatives Driving Progress**



At Solenis, **our regional teams are driving progress by implementing programs that reflect the unique needs and opportunities within their areas.**

These initiatives not only attract and develop talent but also foster a positive workplace culture that supports non-discrimination and collaboration globally for all employees to take advantage..

Examples from all countries will follow in the next few pages.



**Tauanne Paduim**  
*Director, Regional HR Business Partner*

**“Na América Latina, contratamos talentos por diversas iniciativas, capacitando mulheres, pessoas LGBTQIA+ e comunidades sub-representadas. Com treinamentos técnicos e campanhas de inclusão, promovemos oportunidades que impulsionam o crescimento pessoal e profissional.”**





**In Latin America**, Solenis maintained its Equity Program, which empowers and trains women and LGBTQIA+ people to work in the industry. In 2024, the program included training for sales and field technicians that trained 34 students in technical courses in Pulp and Paper and Technical in Chemistry. In addition, the region carried out an awareness campaign on unconscious biases during International Women's Month

## Advancing Opportunity Across the Americas

(March 2024) and a campaign on the importance of visibility for LGBTQIA+ people, which hosted an event with Maersk's traveling rainbow container that included other companies that work in the same business complex.

To celebrate Dia da Consciência Negra, a campaign was launched among employees asking them to tell stories about their ancestors, reclaiming the importance of pride in their roots in creating the present identity and the future of a more egalitarian generation.

### **Solenis Empowers Students Through USP Diversa Scholarship in Latin America**

In September 2024, Solenis partnered with USP Diversa at the University of São Paulo (USP) to support socioeconomically vulnerable students and promote participation

from all backgrounds in STEM fields.

Through this initiative, nine students meeting specific criteria—women, self-declared Black or Brown students, and those studying engineering or chemistry-related fields—are receiving four quarterly installments to help cover living expenses. While USP is a tuition-free university, many students struggle financially covering non-school related living expenses. USP Diversa helps bridge this gap, ensuring students can focus on their education.

Beyond funding, Solenis is building connections with the students, introducing them to career opportunities, and encouraging future collaboration. While internships aren't mandatory, we hope to inspire participation through engagement and mentorship.



# Supporting Mental Health and Well-being in Latin America

This initiative reflects Solenis' commitment to education, creating real impact by empowering future industry leaders. We look forward to following their progress and expanding opportunities in the region.

## Empathy Circle Program:

At Solenis, we recognize the importance of fostering a healthy and supportive work environment. That sentiment influenced the decision to introduce the Empathy Circle Program in Latin America. Originally launched during the pandemic to provide employees with a virtual space to share their feelings during isolation, the program has since evolved into a structured, monthly initiative focused on mental health and well-being.

In 2024, the program was further developed with the support of mental health consultants, integrating research-backed themes to help employees navigate workplace challenges and promote a culture of psychological safety. Each month, a dedicated topic is explored through:

- Introductory videos published in internal newsletters and shared via QR codes at plant locations.
- Curated external media to bring the topic to life.
- HR-led in-person sessions at plant sites to ensure accessibility across shifts.
- Live virtual discussions, led by experts
- A closing reflection, shared at the end of the month to reinforce key takeaways.

The program is conducted in Portuguese and Spanish, ensuring conversations are held in local dialects across Latin America. Sessions have seen strong employee engagement, averaging 190 participants per session in Brazil and 150–160 in Spanish-speaking areas.

Leadership support has been instrumental in its success, and some plant locations in Brazil and Peru have even enabled group participation.

Respecting privacy and psychological safety, sessions are not recorded or photographed, allowing for open and honest conversations.

As the program continues into 2025, the focus will shift toward understanding emotions, guided by Paul Ekman's research.

# Strengthening Our Workforce and Leadership Development in the Americas

**In North America**, we piloted a Supply Chain hiring program in the eastern U.S., establishing hiring teams at two plants. These teams expanded outreach activities, building partnerships with state schools, community schools, Historically Black Colleges and Universities (HBCUs) and trade schools; strengthened by participation in local events.

To support talent development, we launched the Future Leaders Program to equip high-potential employees with sales, leadership, and inclusive leadership skills, while leaders in Global Marketing & Technology received advanced training to enhance company culture and emotional intelligence.

A taskforce addressed retention challenges within the commercial group, presenting actionable strategies to leadership for retaining newer career talent.

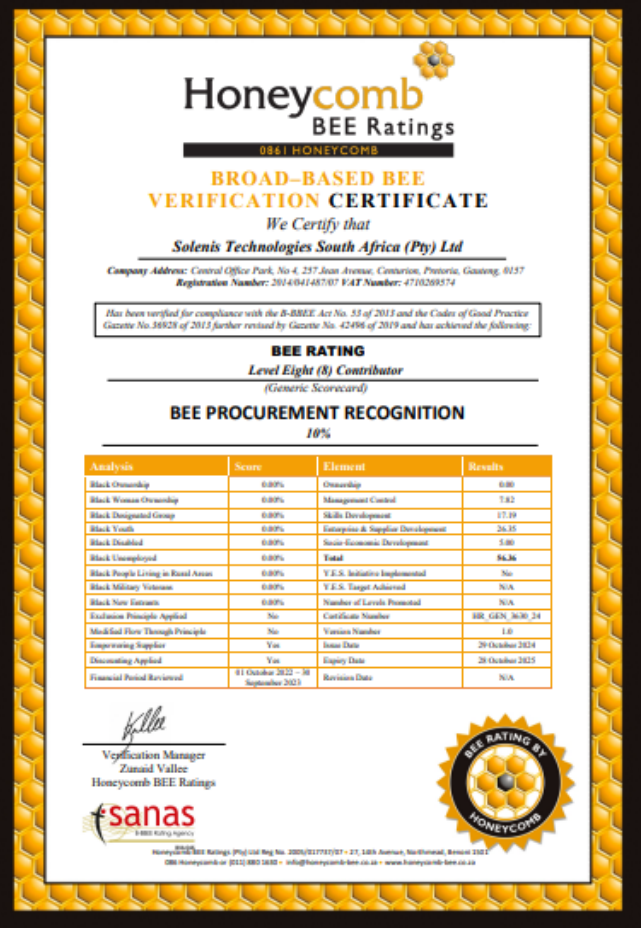
We also expanded outreach at career fairs, including TAPPICON, SWE, and the National Black MBA Association, with plans to engage further with other broader career fairs.

Leaders and Employee Business Resource Group (EBRG) members supported these efforts, complemented by specialized training on microaggressions and team cohesion to foster an understanding and respectful workplace culture.





# Empowering Communities and Supporting Education Across the Middle East & Africa



[Click here to review our BBEE Certification](#)

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

**In South Africa**, we had an Open Day in one of the local schools and partnered with Tsebo Education Network serving destitute and orphan learners (total of 90 black learners – 50 females and 40 males). The day was in support of Tsebo's social mobility mission to uplift their beneficiaries academically and in their personal development with a focus on emphasizing that their circumstances do not determine



their future. A total of more than 200 people attended the Open Day, including our employees and learners' parents.

# Investing in Education for a Sustainable Future

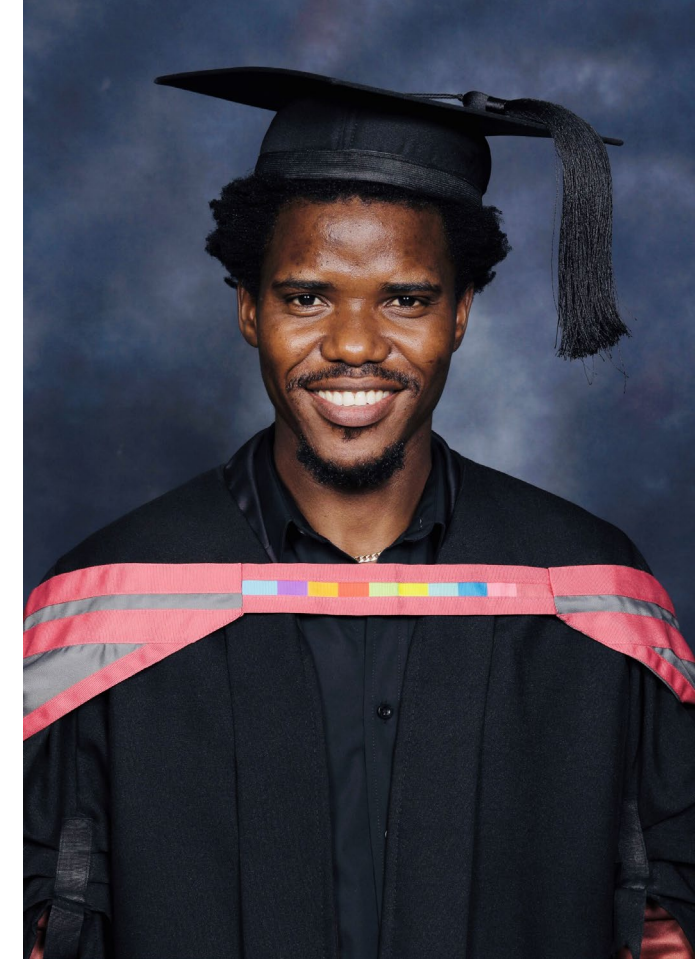


At Solenis, we believe in the power of education to drive sustainable growth and opportunity. In South Africa, we are proud to support 14 bursary recipients, including children of employees, current employees, and external candidates, as they pursue higher education across a wide range of disciplines. These bursaries provide financial assistance and academic support, enabling students to excel in fields critical to industry and environmental sustainability.

As part of our commitment to education and inclusion, we have partnered with Career Wise to select external scholarship recipients. Through this partnership, tuition is covered for all recipients, and in some cases, additional support for accommodations and books is also provided. In South Africa, the intended external recipients are Black females in science disciplines, reinforcing our focus to empower underserved groups in STEM fields in South Africa..

Our bursary recipients are enrolled in programs such as Advanced Diploma in Pulp & Paper Technology, MSc Business Management, BEng Tech Chemical Engineering, BSc Biodiversity, and MSc International Business, among others.

By investing in education, Solenis is not only empowering individuals but also fostering a skilled workforce that will contribute to innovation and sustainable solutions in the future. Through initiatives like this, we reaffirm our commitment to creating opportunities, developing talent, and building a more sustainable future for all.



**Langa Masuku**

Key Account Manager Associate

Graduated in 2024 with a  
Bachelor of Business  
Administration



# Building Stronger Communities Through Education and Hygiene Initiatives

## Empowering Communities Through Hygiene Education

In Kenya, we launched **Soap for Hope** in partnership with Movenpick Hotel in Nairobi at Angels of Hope in Kibera on 15 November 2024. Angels of Hope Kibera, is a community-based organization that was started in 2010 with an aim to achieve community development by eliminating hunger, homelessness, illiteracy and HIV/AIDS. 22 employees across departments supported the event. The team trained children on recycling soap that had been donated by Movenpick Hotel.

Our commitment is to continue supporting the community through continuous training on the importance of good hygiene. We will also continue our training on the soap recycling process in partnership with

Movenpick Hotel (Accor Group).

## Stories for Smiles

**Also in Kenya**, is the Stories for Smiles Initiative. This campaign aims to positively impact the lives of Orphans and Vulnerable Children (OVCs), who often face numerous challenges around isolation, low self-esteem, and poverty.

We partnered with Start a Library to empower these children through books and a space away from their daily challenges. More importantly, we focused on providing them with a foundation for lifelong learning and life skills, such as empathy through stories. Our employees participated by donating books, and visiting the Shadow Children Mountain Home in Baba Dogo, Nairobi, reading their favorite books to the children.



# Advancing Culture, Wellbeing, and Community Engagement Across Europe

**In Europe**, the regional DE&I governance framework has been successfully implemented, with local leaders established in each key market to drive initiatives tailored to their regions. Teams, representing all groups within the organization, have been engaged to ensure consistency at every level.

Additionally, the **European EBRG Minds Matter** has focused on mental health and wellbeing by organizing webinars and trainings, connecting employees to raise awareness and provide concrete tools to support employees in their daily lives.

In 2025, addition to **several in-person recruitment events**, our EU Talent Acquisition team also plans to trial virtual career fairs for the first time in the region in

order to reach a broader audience and make our offerings more accessible.

In 2024 the **UK&I Team** held a Mental Health brunch in Northampton offices to highlight the importance of people showing up as their whole selves and take steps toward removing the stigma of talking about Mental Health issues. The local forum introduced free female hygiene products into all toilets across sites to improve access to resources in the workplace.

Additionally, our **Bradford and Grimsby sites** continued **Project RAPIDS** (Recruitment & Attraction, Apprenticeships, Planning, Inclusion & Diversity, Development, & Succession), a hiring initiative designed to attract, recruit and retain a multifaceted, skilled workforce.

The DE&I Team also has an ongoing partnership with Business in the Community, working together on projects including two inclusivity workshops for line managers. The Bradford site has successfully linked with underrepresented areas and schools, introducing a reverse mentoring program and a monthly DEI Moment. To support ongoing retention, entry and exit interviews have also been introduced.

The DE&I Group has also supported employee resource groups—open to all—that focus on Women, Young People, Men's Health, and Neurodiversity, and organized a weeklong PRIDE event. These efforts create opportunities for all employees to engage in programming that broadens perspectives and celebrates our complete employee base.



# Promoting Culture, Wellbeing, and Career Development Across Asia Pacific

**In the Asia Pacific region**, the Women's International Network (WINS) group – a group open to all employees – focused on recruiting, welcoming and retaining female employees. Activities included establishing a “mini-library” of Chinese publications on mental health, work-life balance and women's development; and equipping the workplace with fitness gear to promote well-being for all. The group also organized Chinese cultural awareness sessions on topics including Traditional Chinese Medicine and craft activities with the use of bamboo.

**In Southeast Asia**, we were part of several career fairs. The team sponsored the Inclusive Careers Fair 2024 held in Singapore supporting career development, especially for underserved communities in

Singapore and Asia. The team connected with participants to share more about our organization's culture, opportunities, and had rich discussions around how they can navigate their career journeys. In Thailand, we connected with undergraduates and early career talents from Assumption University at their Career Week.



# Our Human Rights Commitment

Solenis is committed to achieving, upholding and promoting the highest standards of ethical conduct in its activities, including ensuring that fundamental human, employment and labor rights are met across our operations. Solenis expects its employees and third parties in our value chain to conduct business according to these standards, in line with Solenis' [Global Standards of Business Conduct](#), [Human Rights Policy](#), and all applicable laws. This includes women, children, indigenous people, migrant workers, third-party employees, employees acquired from M&A and our local communities.

Solenis respects each individuals' human rights and does not discriminate on the basis of race, color, religion, creed, political opinions, sex, age, social status, veteran status, marital or partnership status, family origin, physical or mental disability, sexual orientation, gender identity or expression, or any other status protected by applicable law. Any exclusions or preferences in the work environment made on these basis and resulting in any form of inequality are prohibited.

Due diligence, risk assessment, mitigation and remediation are core processes to maintain an equitable workplace. Additional policies and assessment protocols, and resources can be found here:

- [Human Rights](#)
- [Supplier Risk Assessment Protocol](#)
- [Internal Operations Human Rights Risk Assessment Policy](#)
- [Human Rights Commitment, Ethical Business Practices | Solenis](#)
- [Supplier Code of Conduct](#)
- [Human Rights in Our Supply Chain | Solenis](#)
- [Global Standards of Business Conduct](#)
- [Human Rights, Investigations Reporting](#)
- [Community Relations](#)
- [Digital Security Program](#)
- [Share Your Concern Portal](#)
- [Responsible Care Policy](#)
- [Equal Employment Opportunity](#)
- [Anti-Harassment Policy](#)



## \*[Own Operations](#)

Total Assessed: 100%

Identified Risks: 0%

Risk with Mitigation Actions Taken: 100%

## \*\*[Supply Chain](#)

Total Assessed: 81%

Identified Risks: 0%

Risk with Mitigation Actions Taken: 100%

\*Includes age verification, non-discrimination based on race, ethnicity, or gender, equitable compensation for all employees, the right to collective bargaining, and access to the Share Your Concern platform.

\*\*See Page 28 of the [2024 Sustainability Report](#) for more context.



# Child Protection in Hospitality

Also in Asia Pacific, Dr. Stefan Phang conducts workshops and trains hotel employees in protecting children from sexual exploitation in travel and tourism.

Each session is four hours and covers the following modules:

- Child Rights
- Implementing Child Protection Programs
- Role-Playing
- National and International Legislation

Through this offering, Solenis can support its customers on Anti-SECTT training to meet Green Globe Criteria B.6.1 and Tree of Life L1.7

**“Tourism professionals play an important role in preventing and protecting local children from being sexually exploited and reporting such instances to the authorities. Anti-SECTT awareness is important knowledge to have to protect children everywhere from this scourge of child sex exploitation.”**



**Stefan Phang, DBA**

*Global Director, Sustainability & Creating Shared Value*



# Recognizing Excellence in Employee Experience



We are proud to have received multiple accolades across regions, reflecting our commitment to creating engaging and supportive workplace environments.

In the Middle East, Africa, and Turkey (MEAT) region, we earned the **Top Employers** award for the third consecutive year, recognizing our robust HR practices that prioritize inclusion, communication, and diversity.

Similarly, in India, we were honored as one of the **Top 100 Best Companies to Work for Women** for the third time and certified as a **Great Place to Work®** for the second year, highlighting our efforts to foster gender equity through mentorship programs, flexible policies, and leadership development initiatives.

In Southeast Asia, we secured the **Best Places to Work certification** across seven countries and achieved Gold in the **Best Recruiting Technology** category at the Employee Experience Awards, demonstrating innovation in talent acquisition and employee engagement. These awards reflect our global dedication to building dynamic workplaces where every employee can thrive.





## Great Place to Work for India

2024 was our 2nd year of participation in Great Place to Work study for India. The Great Place to Work® Certification is awarded to organizations that deliver excellent employee experiences and demonstrate best-in-class people practices based on a rigorous assessment process. The assessment is based on the Great Place to Work® model, which evaluates a workplace based on its Trust Index© and Culture Audit© attributes.

Based on the assessment by the Great Place to Work® Institute, we scored exceedingly well on attributes such as High-Trust, High-Performance Culture™ – Credibility, Respect, Fairness, Pride and Camaraderie. The study has a Culture Audit of our People Practices and Employee Voice survey for qualification. India is proud to have been certified 2 times in a row. This has been possible with our commitment towards fostering an inclusive environment where every team member is respected, valued, and empowered to reach their full potential.

## Top 10 Best Companies to Work for Women in GULF

Participating in the Best Companies for Women in the Gulf (refers to the Gulf Cooperation Council-GCC) Study, we are proud to gain recognition for our efforts towards creating a more equitable and accepting workplace. This metric-based study, conducted by Avtar and Seramount, highlights the exemplary work of companies that go above and beyond to ensure women are provided with equal opportunities and support for professional growth.





## Top Employers for MEA&T

For 3 consecutive years from 2022, our HR team successfully completed the Top Employers' HR practices assessment which benchmarked our practices to other companies from different industries in the same region. We won Top Employers' awards per country in the Middle East, Africa, and Turkey region as well as a collective award for Middle East Top Employers.

The team went through an assessment covering more than 100 questions with evidence and details around key topics: Steer, Shape, Attract, Engage, Develop & Unite. Underpinning many of these questions is the focus on how we practice inclusion of all leaders and employees, governance of communication, diversity and representation in each HR practice area.





## Top 100 Best Companies to Work for Women in India

Seramount & Avtar Best Companies for Women in India initiative represents the most progressive and forward-thinking companies for women in India. Now in its ninth year, 361 applications from organizations across various industries, regions, and sectors in India were accepted. This rising number of applications underscores India's dedication to advancing women in the workplace. For nearly four decades, Seramount has honored the U.S. 100 Best Companies for their exceptional programs and policies that support parents and caregivers both at work and at home. We are delighted to once again collaborate with Avtar, under the leadership of Dr. Saundarya Rajesh, to announce the 2024 Seramount & Avtar Best Companies for Women in India. Creating inclusive workplaces for all talent continues to be a top priority for organizations around the world.

Launched in February 2024, it was our 3rd year of participation in the 9th edition of study by Avtar and Seramount Group in India. Companies gain recognition for their efforts towards creating a more equitable and inclusive workplace. This metric-based study, conducted by Avtar and Seramount, highlights the exemplary work of companies that go above and beyond to ensure women are provided with equal opportunities and support for professional growth. We are proud that India has been recognized 3 times in a row and across both demographic and DEI practice evaluation measured over 300 questions spanning seven different segments.





## Top 100 Best Companies to Work for Women in India



The Top 100 Companies and Best Companies for Women in India were chosen based on their efforts towards gender inclusion, as represented in their applications.

We are committed to creating an equitable workplace where every employee feels included and valued. We continuously address the unique needs of women through initiatives like the 360-degree Wellbeing Program, wellness communities, childcare, flexible working and parenting leave policies. For field staff, safety policies ensure flexibility in travel and accommodation. Another huge focus area is accelerating women's careers through the FlyHigh mentorship and leadership program for high-potential women and our senior leader mentorship initiative. Nearly 60% of the women talent pool have accessed these programs to advance their careers. Lastly, our efforts relate to the community through our Women India Network, which empowers women to shape policies aligned with their needs.





## Employee Experience Award (EXA) for Best Recruitment Tools & Technology SEA

Employee Experience Awards (EXA) is the largest pan-Asia Human Resource awards forum honoring organizations that excel in prioritizing the employee experience, highlighting innovators who leverage employee-centric strategies to drive value and maintain a competitive edge. The awards recognize employers who have made significant efforts to enhance the employee experience.

This year's award categories focus on Leadership, Learning, Engagement, and Talent Acquisition, celebrating outstanding achievements in leadership development, integrated learning, and employee engagement. It is a highly competitive forum with participation from multinational companies across various industries, including FMCG, airlines, information technology, education, retail, telecommunication, banking & finance.

Our nomination from Singapore was submitted for Talent Acquisition: Recruitment Tools & Technology, showcasing our E2E Workday workflow, process, policy and current recruitment, evaluation & verification tools and technology. We are proud to announce that the SEA team won GOLD for the Best Recruiting Technology Category at the Employee Experience Awards 2024 in Singapore.





**We're  
a Best Place To Work  
CERTIFIED!  
COMPANY!**

## **Best Place to Work in SEA**

Officially certified as the Best Places to Work (BPTW) for 2024 in seven Southeast Asian countries, specifically Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam. This recognition underscores our commitment to fostering a dynamic, supportive, and growth-oriented environment for all employees. We join a prestigious group of companies worldwide that are committed to the highest standards of working conditions and a high focus on employee experience.

Our organization received outstanding scores across several aspects of our workplace such as culture, career & development opportunities, leadership, and talent management, resulting in our recognition among the employers of choice. The Best Places to Work is an international certification program, providing employers the opportunity to learn more about the engagement and the satisfaction of their employees and honor those who deliver an outstanding work experience with the highest standards on the working conditions.



## Global Impact: Shaping a Culture of Belonging and Opportunity

These initiatives not only enable us to attract top talent but also ensure that every candidate has a fair opportunity to succeed throughout our hiring process.

**By integrating comprehensive policies, mandatory training, and a commitment to ongoing refinement, we cultivate a recruitment environment that aligns with our core values and reinforces our dedication to hiring the best.**

Additionally, our broad attraction practices are designed to resonate with younger generations, showcasing our commitment to creating a workplace where individuals from all backgrounds can envision a future of growth and belonging.





# Retaining Talent

Building a Culture of Engagement

Stop. Think. Act.



## Retention of Talent

Retention is a critical component of fostering a thriving workplace. At Solenis, we focus on creating an environment where employees feel **valued, supported, and empowered** to contribute their best. By prioritizing pay equity, encouraging **Employee Business Resource Groups (EBRGs)**, and addressing turnover trends with data-driven strategies, we ensure that our employees remain engaged and committed to our mission.

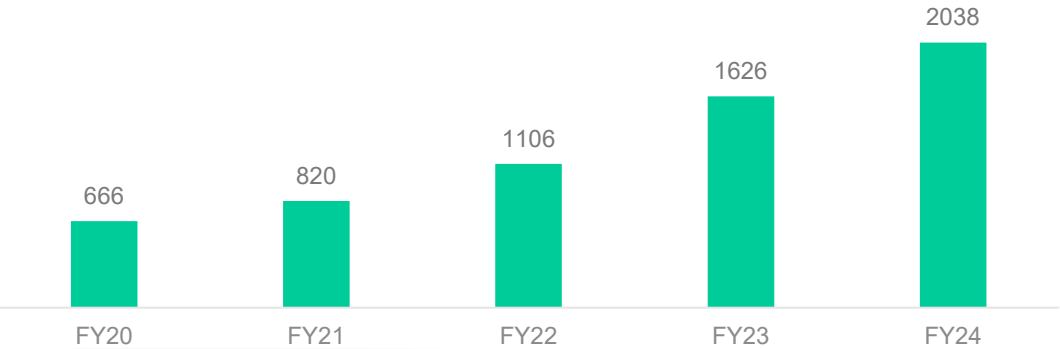
At Solenis, we continuously monitor turnover data to identify trends and implement strategies aimed at enhancing employee satisfaction and retention. Our focus is on providing **career growth opportunities, fostering a positive workplace culture, and addressing concerns to support long-term engagement**. Metrics on turnover are broken down by department and reviewed monthly by leaders in areas with high turnover, ensuring action is taken.

Our turnover is relatively stable. We aim for about 6% turnover overall, and in our core business areas. Last year our voluntary turnover was about 7.4% due to numerous factors, including our continued integration of our business as well as growth in dynamic labor markets and regions with higher turnover. Total turnover was 12.7% total turnover encompassing 100% of our employee base.

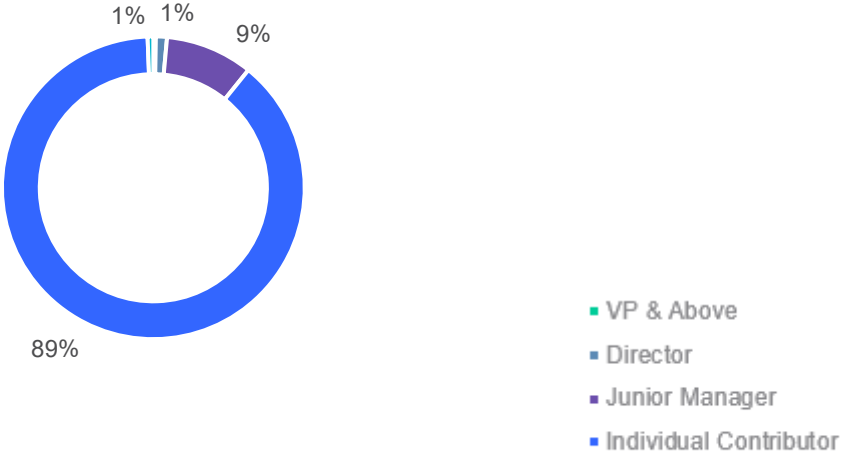


# Workforce Trends: Turnover and Hiring Insights

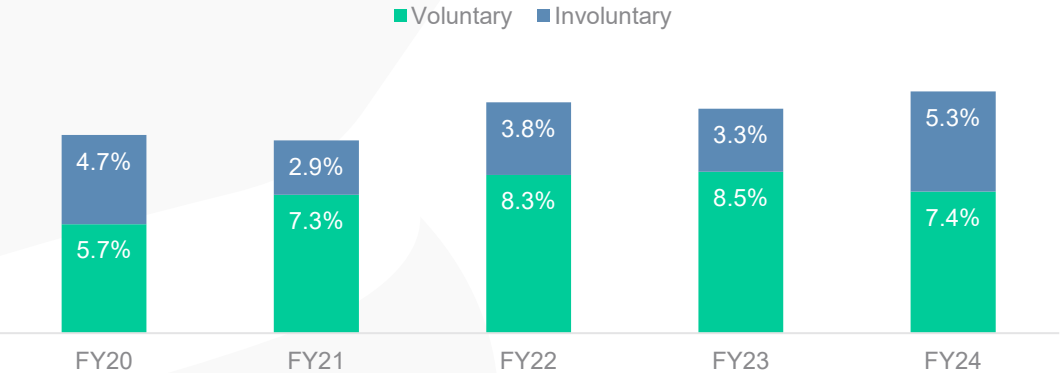
New Hires



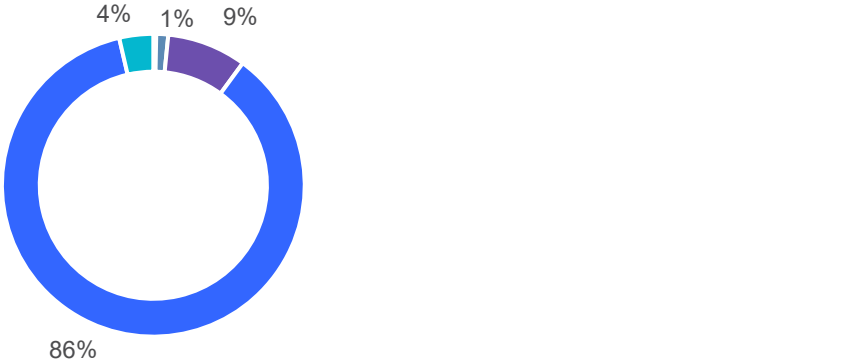
Hires by Management Level



Turnover



Terminations by Management Level





# Support Beyond Solenis

## Supporting Our People Beyond Separation

Our commitment to supporting employees doesn't end when their time with the company does. Whether a separation is driven by restructuring, position elimination, or other business needs, we are dedicated to treating all individuals impacted with dignity, respect, and care. Through a range of support mechanisms, we aim to ease transitions and uphold our values—even beyond employment.

### Outplacement Services with LHH

Solenis partners globally to offer professional outplacement support to employees who are displaced under eligible circumstances. These services are tailored based on the level of the departing employee, providing career coaching, resume development, job search strategies, and access to job placement resources.

### Severance Packages and COBRA Coverage

In certain separation scenarios, Solenis may offer severance packages in accordance with company policy. These packages may include monetary severance based on tenure and role, year-end bonus payments (where applicable), payout of unused vacation time, and extension of healthcare benefits under COBRA, helping ensure continued access to medical coverage during a critical transition period.

### Compliance with the WARN Act

Solenis fully complies with the Worker Adjustment and Retraining Notification (WARN) Act in the United States. In the event of a layoff involving 50 or more employees at a single site, we ensure proper notice is provided and all legal obligations are met.



# Building a Feedback Loop to Build the Best Culture

## Enabling Two-Way Dialogue

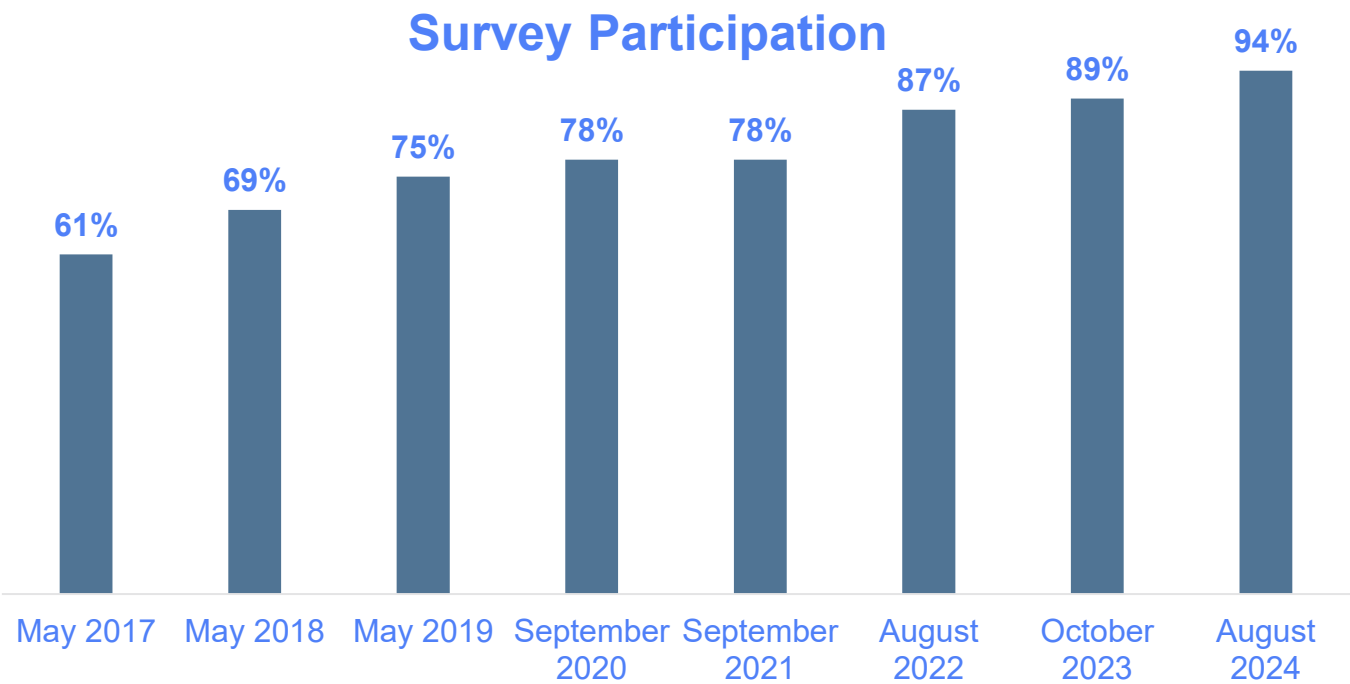
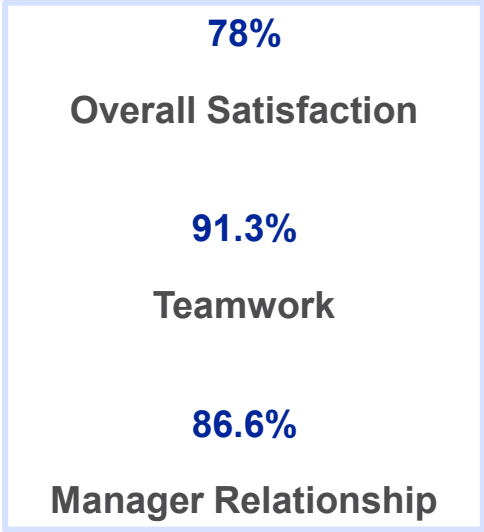
In 2024, our annual culture survey saw a record 94% participation rate, up from 89% the previous year, reflecting the dedication of our employees to shaping culture and action through feedback. This year, we introduced a new wellbeing category that emphasizes mental health and holistic support. This year we also received an overall satisfaction rate of 78%, with minimal year-over-year variation.

To ensure meaningful impact, culture action planning was carried out at both the manager and corporate levels, with cross-functional teams addressing areas identified in the lowest-scoring survey questions. These task forces are focused on prioritizing actionable improvements to

strengthen areas that matter most to employees, such as M&A, well-being, communication and processes and procedures.

By embedding these practices into our culture, we not only retain top talent but also cultivate a stronger, more engaged and resilient workforce aligned with our values and business goals.

### Our 2024 Survey Results:



# Culture Survey: Employee Well-being

## Well-being Index

**76%**

Favorability

- My manager supports my efforts to balance my work and personal life.
- I have flexibility in my work hours to meet my personal commitments.
- The stress levels at work are manageable.
- I am able to effectively cope with the stress of my job.
- Solenis encourages me to focus on my health and wellness.
- I am aware of the tools the company provides for well-being.
- I feel happy at work most of the time.



**Empowering  
Connections &  
Culture with our  
Employee  
Business  
Resource  
Groups (EBRGs)**





**“Our EBRGs are one of my favorite things about Solenis. They create spaces where employees can support one another through networking, engagement, and shared experiences.”**

**Gabi Kennedy**  
*Senior Manager, DE&I*

A key component of our retention efforts is the work of our Employee Business Resource Groups (EBRGs), which play a pivotal role in fostering connection and support among our employees.

These groups provide platforms for all voices, offer mentorship opportunities, and lead initiatives that enhance inclusivity throughout the organization. We are proud to support **15 EBRGs and counting!**

**All EBRGs are open to all employees. All events are open to all.**

Additionally, there are several cultural events that were hosted throughout the year by these groups that should be celebrated and are highlighted.

See more here: [2024 Culture Celebrations](#)



<b>WINS – Women’s International Network of Solenis</b>	WINS is an inclusive global network developing a company culture that attracts, retains and develops talented women and supports Solenis’ focus on collaboration, growth of the business and personal development.
<b>MCN – Multi-Cultural Network</b>	MCN is a network supporting our rich multiculturalism at Solenis. Its mission is to educate and enlighten people’s perspectives on multicultural issues within the company and society.
<b>SEL – Solenis Emerging Leaders</b>	The mission of the SEL is to develop Solenis employees early in their career by fostering relationships with their peers, highlighting sustainable initiatives, and encouraging and exploring career growth opportunities.
<b>PRIDE</b>	Pride is the employee resource group for LGBTQ+ colleagues and allies. Pride works to promote and encourage progressive and respectful discussions around LGBTQ+ inclusion at Solenis.
<b>WISER (Women in Solenis East Region) and WOWS (Women of Water Solenis)</b>	WISER and WOWS aim to support, develop and uplift rising professional talent in the sales function in North America. WISER is for the Consumer Solutions business and WOWS is for the Industrial Solutions business.
<b>Caregivers</b>	This group is dedicated to supporting and providing solace to caregivers and their allies by providing encouragement, education, and resources.
<b>V.E.T.S – Veteran Employee Team at Solenis</b>	The VETS EBRG provides resources and mentorship to past and current military personnel to ensure their successful transition to and growth within the civilian workforce, and advocates for veterans' issues.
<b>A.B.L.E. – Ability By Limitless Engagement</b>	The vision of the A.B.L.E. group is a bold rejection of the notion that disabilities define one's capabilities. The group focuses on advancing the unlimited potential of each person, regardless of physical, cognitive, psychological, or invisible disabilities. This group also offers a Neurodiversity chapter at one of our largest facilities in UK.



<b>Lead Network</b>	The Lead Network is a non-profit foundation whose mission is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership & business development.
<b>BPN – Black Professionals Network</b>	BPN serves as a resource for Black employees for networking and mentorship. This group also aims to share with all employees a raised awareness around the unique experiences of Black professionals in the company for cultural understanding and inclusivity.
<b>Unidos</b>	This group supports the development and growth of individuals from Hispanic and Latino backgrounds with a focus on mentoring and education. Unidos programs also look to enhance awareness of the Latino culture within the organization as a whole.
<b>Solenis Asian Professionals of North America (SAPNA)</b>	This group's activities aim to enhance the visibility and understanding of Asian and Pacific Islander cultures, address unique challenges faced by these communities and foster a supportive environment.
<b>Minds Matter</b>	Minds Matter actively champions a workplace where conversations about mental health, stress and workload are met with understanding and empathy, rather than judgment or stigma. Through education and advocacy, Minds Matter aims to ensure that every employee feels empowered to seek help and thrive without fear of shame or perceived inadequacy.
<b>Men's Health Group - UK</b>	The Men's Health and Wellbeing group is dedicated to addressing common health concerns for men, offering guidance on general health and wellness, and promoting the benefits of diet and exercise.
<b>DiverShe and Fly High (MEA)</b>	The DiverShe and Fly High programs support and empower female colleagues in Middle East and Africa by fostering a platform for mutual assistance and collaboration. It aims to nurture personal and professional growth through shared experiences and collective support.

# BLACK HISTORY MONTH



## Black History Month & Juneteenth

In celebration of **Black History Month**, the Multicultural Network (MCN) hosted a series of weekly events highlighting Black achievements, inventions, and the impact of racism on mental health, culminating with a reenactment of the March on Washington. The Black Professionals Network (BPN) complemented these efforts with a discussion by Dr. Robert Turner on his book and the significance of Black roots.

For Juneteenth, MCN's **4th Annual Juneteenth Jubilee** featured the Academy of Dance Wilmington Ballet's multimedia journey through African American history, while employees at Fort Mill, SC, celebrated with food, trivia, and a "Living Legacy Today" session exploring the legacy of reparations and ancestral tradition.

In Brazil, employees celebrated **Dia de Consciencia Negra** in November by gathering and sharing stories from employees that highlighted pride in heritage, blending with Brazilian history.

## Dia de Consciencia Negra







Happy International Women's Day!



## International Women's Day

On March 8, Solenis celebrated **International Women's Day** with a global panel discussion on **Active Allyship**, uniting employees worldwide through watch parties held in offices and plants across the US, Latin America, Europe, India, and China.

Regional in-person events further brought the day to life, creating opportunities for meaningful conversations about allyship and inclusion.

In addition, the MEA and APAC regions engaged in an "**Inspire Inclusion and Allyship**" activity, where employees shared positive mentorship stories, later showcased on internal platforms and LinkedIn.

Latin America launched the "**Women Who Inspire**" video, highlighting the accomplishments of employees in Solenis' plants and introducing a bias-awareness campaign tailored for managers.

Throughout the month, Solenis employees of all genders supported the **Dress for Success** campaign, an organization focused on empowering women to achieve economic independence.





## Dress for Success Campaign – 2024 Impact

As part of International Women’s Month, Solenis proudly partnered with Dress for Success, a global nonprofit dedicated to empowering women by providing professional attire, developmental tools, and a network of support to help them achieve economic independence.

In collaboration with MCN, SolenisGives, UNIDOS, AAPI, and WINS, employees across multiple locations came together to donate over 1,770 items, including professional suits, dresses, shoes, and accessories—equating to an estimated \$9,600 in value.

Building on the success of our 2023 campaign, where we collected 50 boxes (2,055 items, approximately 1,335 pounds) of professional attire valued at \$9,500, this year’s initiative saw a 15% increase in company participation. More than 45 employees contributed, with key donations from Baltimore, Charlotte, and Phoenix. Additionally, we saw greater employee participation and an improvement in donation quality, demonstrating a growing commitment to making a lasting impact. Employees also contributed financially through SolenisGives, further expanding the reach of this initiative.

By fostering fairness and economic empowerment, Solenis remains dedicated to supporting initiatives that uplift communities. We look forward to continuing this tradition and growing participation in the years ahead.  
#InspireInclusion



# Breast Cancer Awareness Month

In October, Solenis employees united globally to support **Breast Cancer Awareness Month** through impactful events and initiatives. The **October Pink campaign** in Latin America featured a virtual session with Dr. Ziuzy Marcela Carreño, attended by 178 Spanish-speaking colleagues, and a live gathering in São Paulo led by Dr. Amanda Conde, with employees learning about cancer prevention and women's health. Elaine Ferreira, a WINS LATAM member, shared her inspiring breast cancer journey, emphasizing resilience and proactive care.

In Atlanta, WINS employees participated in a **breast cancer awareness walk**, while a global photo campaign showcased solidarity and raised awareness. Across all regions, materials were distributed during plant DDS meetings, and custom Teams backgrounds and cards promoted engagement.

The **global photo campaign** collected pictures of people in pink showing their support for friends, family, and colleagues.





## Listening for Progress

Our office in India had the pleasure of hosting Christy Notigan, VP, Chief Talent & DEI Officer, for a Reverse Mentoring session with onsite employees.

This inspiring exchange allowed Christy to hear firsthand about their experiences and insights on fostering a fair workplace.

The stories and perspectives shared by our emerging leaders will play a pivotal role in furthering our journey toward respect and empowerment.





# Mental Health Awareness Month & World Mental Health Day:

In May, Solenis marked **Mental Health Awareness Month** with weekly webinars and challenges focused on well-being, engaging over 1,000 employees facilitated by our Minds Matter EBRG. Topics included connecting mind and body, the impact of physical activity and nutrition, the importance of sleep, and setting healthy boundaries through energy management.



On **World Mental Health Day**, we reinforced our No Meetings Friday's initiative to promote balance and focus, giving employees uninterrupted time for deep work and personal development. Complementing these efforts, the Minds Matter Employee Business Resource Group and our **BeYou vendor** hosted webinars on boosting self-esteem and managing stress, further supporting mental health and resilience across the organization.



A **Wellness Day** was held at our **South Africa plant** focusing on equipping and improving employee wellbeing by reducing stress and anxiety. The team saw more than 100 attendees and partnered with external organizations including Momentum, Life Spa, Herbal Life, and the local benefits broker Principles.





# Pride Month

During **Pride Month**, Solenis employees celebrated the theme of visibility to honor the LGBTQ+ community's journey toward fairness and respect with events hosted by our global Pride Alliance EBRG and open to all employees.

The month began with a powerful video compilation, **Why Visibility is Important**, followed by **Maersk® Container events in Wilmington, Utrecht, São Paulo, and Bradford**. This 40-foot rainbow freight container symbolized visibility and acceptance, allowing employees worldwide to share supportive messages.

Our team in Thailand also partnered with IHG Hotels & Resorts to sponsor the **Bangkok Pride Parade**.

The celebration culminated in a **Global Panel Discussion** on June 27, featuring employee panelists from every region sharing insights on the significance of visibility in the workplace and beyond.







## Hispanic Heritage Month

In recognition of **Hispanic Heritage Month**, celebrated from September 15 to October 15, UNIDOS organized a series of events to honor the rich cultural contributions of the Hispanic and Latino community.

The month culminated with a **virtual Fireside Chat** on October 15, focusing on the country of Colombia. This event was broadcasted from the Fort Mill, SC office and supported by an in-person watch party at the Wilmington Research Center (WRC). Employees at WRC gathered to view the Fireside Chat, which was shown on TV monitors and heard through speakers, while enjoying authentic Colombian finger foods.

This initiative provided an opportunity for employees to engage with Hispanic heritage and learn more about Colombian culture, while fostering a sense of community with our employees local to Colombia.



# Lunar New Year and Diwali

The Solenis Asian Professionals of North America (SAPNA) group at Solenis hosted two vibrant cultural celebrations this year. The **Lunar New Year celebration** was a festive potluck, where employees came together to share traditional dishes and celebrate the occasion.

Globally, we welcomed the Year of the Dragon for Lunar New Year and our teams gathered to learn about the cultural traditions and kick off the New Year.

For **Diwali**, an in-person luncheon was organized at multiple site locations, featuring a virtual guest speaker, Auroshikha Rath. Auroshikha, a multi-disciplinary performing artist and author of Religion for Rookies, shared her insights on how she celebrates Diwali, enriching the event with her personal perspective. Locally, teams gathered to celebrate the **Festival of Lights** and share its cultural traditions and nuances. Our people lit candles, organized trivia, and spent time together decorating their office spaces.

Both events were enhanced by catered food, bringing employees together to celebrate these significant cultural milestones.



# Culture Day

In **Africa**, our team from **Kenya, Nigeria, and Ghana** held **Culture Day** highlighting over 30 different cultures and traditional kingdoms from the 3 participating countries with visiting team members representing **Uganda, Cameroon, and Zambia**. Our people came dressed in traditional clothing and jewelry to share their cultural heritage. Everyone spoke using Swahili and local dialects to appreciate their common language and culture.

There were games and activities which included sharing of important customs, cultural songs and dance, and sampling local cuisine with traditional 'utensils.' Key moments involved employee-led skits where participants spoke in their local dialect to others of a different heritage. This highlighted the similarities between distinct cultures in Africa.

The day was an important opportunity for people to build community, supporting the strength of our differences and the beauty of similarities.

Through these activities, employees discovered many interesting facts about each other, including the fact that most tribes in Kenya have twin tribes in Cameroon, where they speak similar languages, engage in similar economic activities, and have similar customs.

In **Taiwan and Korea**, our teams gathered for their annual outing to build community. A total of more than 100 people participated and were brought together across the Plant and Commercial teams.





# Lead Network Conference and Mentorship Program

The **LEAD Network Conference in Budapest** this year was a remarkable event, with approximately 15 of our Solenis employees in attendance. Key conversations revolved around the importance of **psychological safety and the impact of the new generation of workers on the workplace**. Discussions highlighted the need for organizations to create environments where employees feel safe to voice their opinions, make mistakes, and innovate without fear of judgment. Additionally, a focus was placed on how the new generation, with their unique values and expectations, is reshaping the workplace. Notably, **our Eurasia leader, Jacques Herber, participated in the CEO Roundtable on Intersectionality**, contributing valuable insights to people in attendance.



A key component of our partnership with the LEAD Network, an organization dedicated to fostering leadership development and promoting diversity through **cross-sector collaboration**, is participation by 10 of our employees in Europe in the LEAD Network Mentorship Program.

This initiative empowers leaders by **pairing mentors and mentees** across companies and countries. Through the program, our participants benefited from access to in-house learning resources, expert-led Bitesize sessions, and valuable cross-industry insights.

# SEL Career Development Month & Mentorship Program

The **Solenis Emerging Leaders Career Development Panel** aimed to provide early-career and new employees with insights into the myriad of pathways for opportunity and growth within the company.

During the session, attendees had the chance to hear from a distinguished panel of leaders, each sharing their unique journeys and experiences. The goal was to expose employees to a range of perspectives, emphasizing the different backgrounds and aspirations that contribute to success at Solenis.

In addition to this panel, the Solenis Emerging Leaders Group offers a **mentorship program** that connects members with managers across the business, providing valuable mentorship opportunities.

The group also hosts the annual **Eagle's Nest event** at our Eagle Award ceremony. Attending this event encourages new or early-career sales professionals to strive for excellence and achieve this high honor, further supporting the growth and development of emerging talent at Solenis.





# International Men's Day

For **International Men's Day**, Solenis hosted both local and global events focused on health, wellness, and personal transformation. The **Bradford, UK** location featured a range of activities led by our Men's Health EBRG.

In **Singapore**, we had a panel with our male leaders and a conversation around mental health and wellbeing.

**On a global scale**, Ryan Farmer, our Black Professional's Network leader interviewed Quinton Aaron who delivered a powerful keynote sharing his personal journey of overcoming adversity. He shared personal experiences ranging from his breakthrough role in *The Blind Side* to his 97-pound weight loss. Key elements included his transformation into an advocate for health and wellness, inspiring attendees with his message of resilience and personal growth.





## International Day of Persons with Disabilities

In honor of International Day of Persons with Disabilities (IDPWD), on December 3, Solenis celebrated the theme, "Amplifying the Leadership of Persons with Disabilities for an Inclusive and Sustainable Future," by spotlighting the voices of employees within our ABLE Employee Business Resource Group (EBRG). The ABLE EBRG page featured recorded, personal video stories from leaders offering valuable insights into the challenges and strengths of individuals with disabilities and why disability representation in leadership is important.

The page also introduced the Spoon Theory, a concept that highlights the energy limitations many people with differences face daily, fostering a deeper understanding of these invisible barriers.

All employees globally were encouraged to explore the content, reflect on the experiences shared, and contribute their own stories.



## WISER/WOWS Book Club and Remote Employee Outreach

Two grassroots organizations, **WISER and WOWs**, are championing initiatives in our consumer (paper) and industrial (water) sales divisions. While these groups engage throughout the year, they shine during our Commercial Intern Summer Internship Program.

Key initiatives include networking events connecting interns with top sellers, **informative "day-in-the-life" sessions, and book clubs**. This past year, the group explored career development by discussing Ted Talks on plotting career paths, fostering insightful conversations and empowering interns to envision their professional journeys.



# Inspiring the Next Generation of STEM Leaders



Sarah Loner, a WISER member and Senior Key Account Manager, established the Sarah Nicole Muzzy Loner Scholarship Fund in 2022 to support students at her alma mater, the University of Maine.

This year's recipient, a third-year Chemical Engineering student, has been able to focus more on her studies and pursue her passion for STEM without the added financial burden. The scholarship has also opened doors to new opportunities through UMaine's programs.

Sarah's commitment to empowering the next generation of students in STEM reflects her dedication to fostering talent and creating meaningful impact. We are proud to have her on our team.



**Sarah Loner**

Senior Key Account Manager  
SC, USA



## Fostering a Culture of Growth

By focusing on pay equity, employee retention, employee feedback and providing opportunities for growth through our Employee Business Resource Groups, we cultivate a culture that encourages long-term engagement and satisfaction.

Our data-driven strategies, coupled with a continuous focus on employee well-being, ensure that we remain a company where all talent can thrive.

With the continued participation of all our employees in shaping our culture, we are proud to foster an environment that prioritizes connection, visibility and mutual success.

**“True success is not just about achieving goals, but about creating an environment where every individual has the opportunity to grow, thrive, and contribute to a shared vision of awareness and mutual respect.”**



**Kelly Midwood**  
Human Capital Project Manager



# Fostering Growth & Development

Advancing Employees Through Opportunities and Training





# Empowering Growth: Advancing Careers Through Development

At Solenis, we recognize that creating a positive work environment is integral to the growth and success of our workforce. In 2024, we took important strides towards fostering an environment where all employees could thrive, develop their skills, and advance in their careers. Next you will find key initiatives related to employee growth and development, including Performance, Development and Rewards (PD&R), promotion rates and mandatory training. Additionally, we provide LEAD program highlights, with an emphasis on expanding our reach to new regions and addressing employee needs.

## Growth & Development

Our commitment to employee growth and development is reflected in the opportunities provided for both personal and professional

advancement. In 2024, Solenis continued to invest in the growth of our employees by offering development programs that promote both skill-building and leadership growth. These programs are aligned with our key business objectives, ensuring that employees from all backgrounds have access to resources that support their career progression.

To further this commitment, Solenis introduced Grow with Solenis, a comprehensive guide outlining the various learning opportunities available to employees. This document details programs tailored to all employees, with specific focus on opportunities designed to support all employee populations, ensuring that everyone has access to the tools and resources needed for career growth.

## Performance, Development & Rewards (PD&R)

Performance, Development & Rewards (PD&R) at Solenis is designed to foster open, ongoing, and agile communication between employees and managers regarding performance and development.

The process includes annual goal setting, ongoing feedback sessions, a mid-year update, and a year-end performance review – supporting continuous development and alignment. To promote clarity, the approach to goal setting begins with team-based objectives within each business unit that directly align with the company's growth strategy. These objectives are then tailored to individual goals.

# Empowering Potential: A Holistic Approach to Performance and Development

To provide a more holistic evaluation, the performance appraisal encompasses three key areas: Business Accountabilities, Behaviors and Development, and People Management (where applicable). Additionally, there's a formal step to collect feedback from multiple stakeholders, resulting in a comprehensive 360-degree evaluation. This thorough process ensures a well-rounded assessment.

In 2024, we enhanced the PD&R process to ensure that it is aligned with our inclusivity goals, providing employees with clear feedback and constructive guidance to achieve their potential. As always, we incorporated an inclusive culture goal into all employees' accountabilities for enhanced focus and action. People managers have an additional accountability to cultivate a culture of learning, engagement measured

By an overall culture score improvement from 78% to 80% favorability and ensuring that all team members have a professional development plan.

This year, our PD&R process continued to encourage personalized development plans and regular check-ins, enabling managers to have meaningful conversations with their team members about their career aspirations and professional growth.

Additionally, the process included a focus on leadership development and the cultivation of skills that align with Solenis' culture objectives, ensuring that performance reviews are fair across all employee demographics.

As part of our team-based performance appraisal approach, variable pay outcomes primarily reflect the overall success of the company and its business units. Individual

objectives are aligned with broader team and organizational priorities, and personal performance ratings contribute to determining final variable compensation.

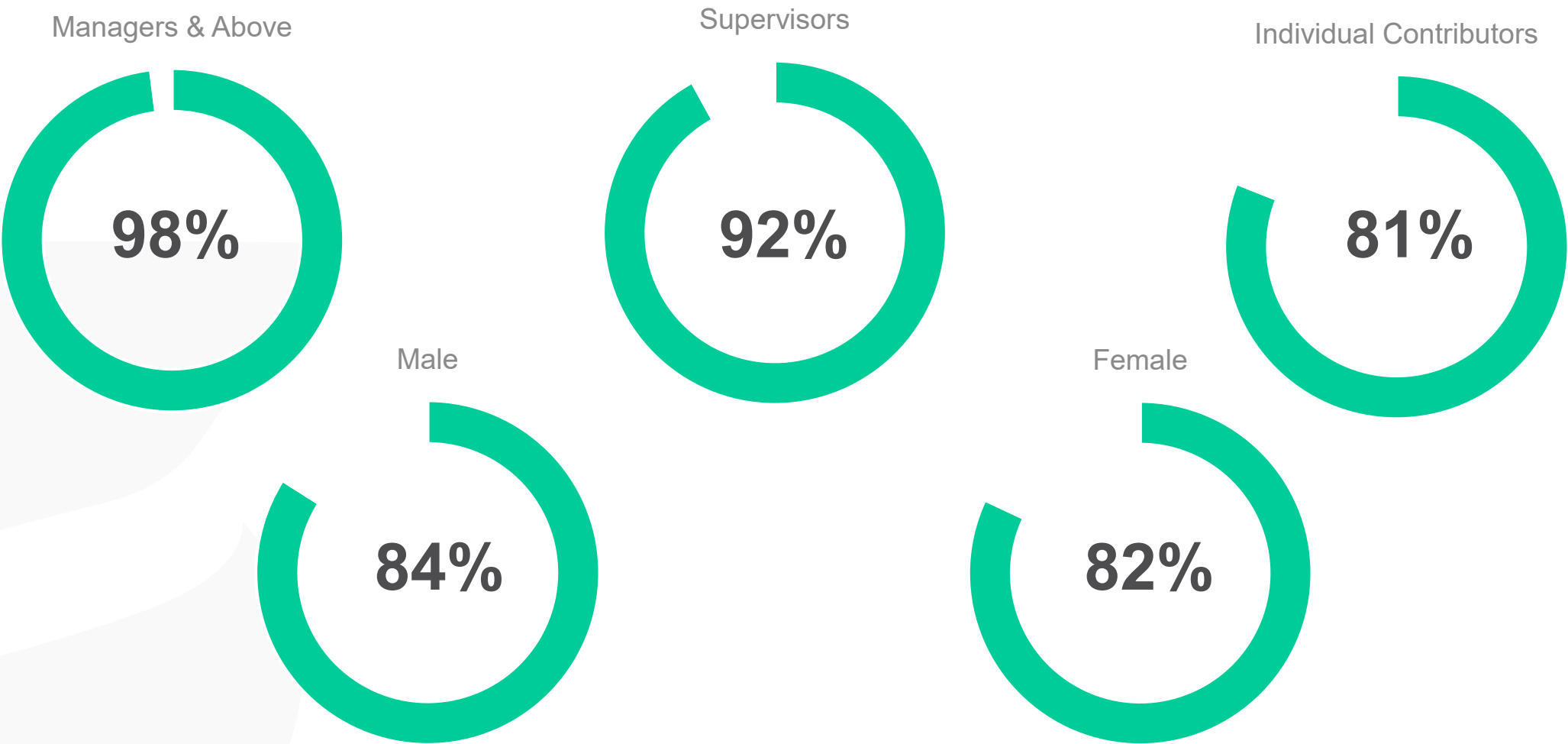
Bonus funding is first tied to collective results, with adjustments made based on individual performance to recognize personal contributions within the team context. This balanced approach reinforces shared accountability while valuing individual impact. Calibration steps throughout the process further ensure fairness and consistency in recognizing and rewarding performance.





# Performance Review Completion Rates: Insights by Management Level and Gender

Our ongoing commitment to continuous improvement means that we regularly review and refine the PD&R process to ensure it remains effective, relevant, and aligned with evolving business needs. By integrating feedback from employees and managers, we aim to create a dynamic framework that supports individual growth, strengthens team performance, and drives organizational success.



# Driving Sustainability Through Accountability and Performance

As stated in the previous page, each year, Solenis establishes clear accountabilities that define targeted performance and behavioral objectives across key focus areas, including Commercial Business Performance, Safety, and Culture. These expectations are tailored to various roles—spanning sales leaders, sales employees, people managers, and all employees.

To ensure strategic alignment, goals are reviewed and calibrated across the top three levels of the organization before being cascaded more broadly. This process helps reinforce our commitment to a high-performance culture that supports our sustainability priorities.

These accountabilities are directly linked to Solenis' sustainability framework by promoting behaviors and outcomes that enable long-term, business growth. For FY2024, more than 500 senior leaders submitted required goals aligned to our strategic objectives and broader sustainability commitments.

All employees are assigned mandatory performance goals related to safety and culture, reinforcing our commitment to a zero-injury workplace and a culture rooted in accountability and inclusion.

All employees have social responsibility accountabilities and all managers have cultural objectives embedded within their required accountabilities. These goals are designed to create team environments where awareness and culture are owned at all levels of the organization.

Sales employees are also required to incorporate at least one sustainability-focused initiative annually into their ValueAdvantage pipeline, demonstrating our commitment to delivering sustainable solutions to customers.

These key performance indicators and objectives are integral to how we measure progress and impact. They are formally evaluated for each individual through our Performance, Development, and Rewards process, directly linking employee contributions and leadership to Solenis' broader sustainability goals and merit.

Read more about all our sustainability strategy, commitments and goals in our [2024 Sustainability Report](#)



## Social Responsibility

### Employee Health:

- 100% employee safety, zero injury culture



### Employee Development:

- Track progress each year towards closing the global gender pay gap
- 100% of employees spend 5% of working time on learning
- Improve employee engagement score year over year



## Customers

### Value Advantage:

- Annual reporting including water saved, energy saved, waste eliminated and GHG emissions avoided for our customers
- >90% of revenue aimed at supporting customers' sustainability target by 2030





# Advancement through Talent Assessment and Development

## Talent Assessment & Development

Having a pipeline of strong leadership talent is key to ensuring Solenis' long-term growth and success.

Solenis' Talent Management strategy ensures that the company has succession plans in place and that we regularly assess our talent capability and continue to develop our talent bench.

We have a Talent Management Governance structure and Talent Review process in place in which the executive leadership team is engaged and reviews the strength of the leadership talent and ensures that the right development plans are in place to support the retention of top leadership talent.

Through our talent review process, we review our talent pipeline, our succession and talent retention plans, as well as our talent mobility rates.

We have also added layers of review to calibrate across businesses, check against bias in our process, ensure fairness in promotional opportunities, and focus on the development of diverse talent in areas outside the United States.

Talent is reviewed throughout the year within our businesses, with quarterly, formal executive review of succession and development plans.

The Talent Review process has also been expanded and cascaded deeper into the organization, assessing senior managers

and above, while benchmarking best talent practices to remain competitive.

This process helps us identify high-potential individuals and provide them with development opportunities that align with our long-term strategic goals.

By creating more visibility into talent across the organization, we are better equipped to make informed talent decisions and build a resilient, future-ready leadership pipeline.

Our focus remains on fostering a culture of growth and accountability at every level of the organization.

# Equitable Advancement: Succession Planning and Promotion Outcomes

## Unbiased Succession Planning

To complement our growth and development efforts, we continue to prioritize unbiased succession planning as a means of ensuring that leadership opportunities are equitably distributed. We have continued a succession planning process that is free from bias, giving every employee a fair chance to be considered for leadership roles based on their merit and potential.

This process includes holding talent reviews, where we assess a broad range of candidates from different backgrounds, ensuring that all individuals, even those from underrepresented groups are identified and considered for future leadership positions.

By eliminating bias from our succession planning, we help ensure that our leadership

team reflects the vastness of our workforce and fosters a culture of cohesion at all levels.



## Promotion Rates

Promotion rates continue to be a critical metric in assessing the growth and advancement opportunities available to our employees. Solenis has worked to ensure

that all employees, regardless of gender, race, or background, are given equal opportunity for advancement. Our promotion process is transparent, based on clear performance metrics, and designed to mitigate bias.

In 2024, we have promoted 1227 employees globally. We are committed to ensuring equity in our promotion rates, providing all employees with clear pathways to leadership roles.

We recognize the value in strong leadership and strive to ensure that promotion opportunities reflect the wide range of talent within our organization.



# Empowering Growth: Compliance in Learning Offerings

## Required Harassment Training

In support of a respectful and compliant workplace, Solenis mandates regular harassment training for all employees. This training is designed to raise awareness about workplace harassment, promote respectful behaviors, and equip employees with the tools to address and prevent harassment.

All employees are enrolled in anti-harassment training modules designed for employees and managers: 92% have completed these modules during the last training cycle. We are committed to fostering a safe and people-first work environment, and this training plays a key role in upholding our standards of behavior and compliance.

## LEAD Highlights for Training

The LEAD (Leadership, Education, and Development) program at Solenis plays a key role in advancing our strategic initiatives for leadership.

In 2024, the program continued to integrate additional competencies into its core offerings, with a notable session on Neurodiversity titled *The Neurodiverse Workplace: Thinking Differently*. This session explored how embracing neuroatypical cognitive styles, such as those of introverts, extroverts, individuals with ADHD, and those on the autism spectrum, can enhance team dynamics and performance. Topics included fostering patience, curiosity and respect within teams, tips for managers on accommodating neurodivergent employees, and how understanding different ways of

learning and thinking can enrich collaboration.

Additionally, we expanded LEAD's reach by launching a series of training sessions in Asia, offering four sessions throughout the year tailored to the time zone of our colleagues in the region.

To further support our global workforce, we introduced Mandarin-language training modules, ensuring that employees Mandarin-speaking areas could access training in their native language.

This expansion reflects our commitment to making training accessible to all employees, regardless of location, time zone or language, reinforcing our global strategy.



**“Creating an environment where people can develop, thrive, and reach their full potential is essential for meaningful growth, which is driven by intentional planning and action.”**

**Paula Lima**

*Associate Director, Global Talent, L&D*

**“Ethics and compliance trainings are vital for fostering integrity, accountability, and trust across our organization.”**

**Debora Calbucci**

*Legal Specialist*



At Solenis, our commitment to learning culture is reflected in the continuous development of programs that promote the growth, advancement, and well-being of all our employees.

From performance development reviews to mandatory harassment training and the expansion of LEAD programs globally, we strive to create a workplace where every individual has the opportunity to succeed. Through these initiatives, we are not only fostering a considerate culture but also positioning ourselves as leaders in driving positive change within our industry and communities.

# Our Workforce

## Metrics and Demographic Breakouts



# A Global Look at Our Workforce

With operations spanning 6 continents, we are proud that our employee population is multicultural, multilingual, multi-generational and multifaith. We are diverse racially, ethnically, in abilities and in gender identification.

Below are additional statistics regarding the workforce composition of our merged organization:



*\*Refers to the percentage of employees covered by a collective bargaining agreement.*

# Our Workforce Representation by Gender

In striving for a workplace that fosters equality and promotes representation, our expanded representation initiatives stand as a cornerstone of our sustainability efforts. This section delves into the current landscape of gender representation within our organization.

29.1%

Total Women in Workforce

22%

Women in Top Leadership\*

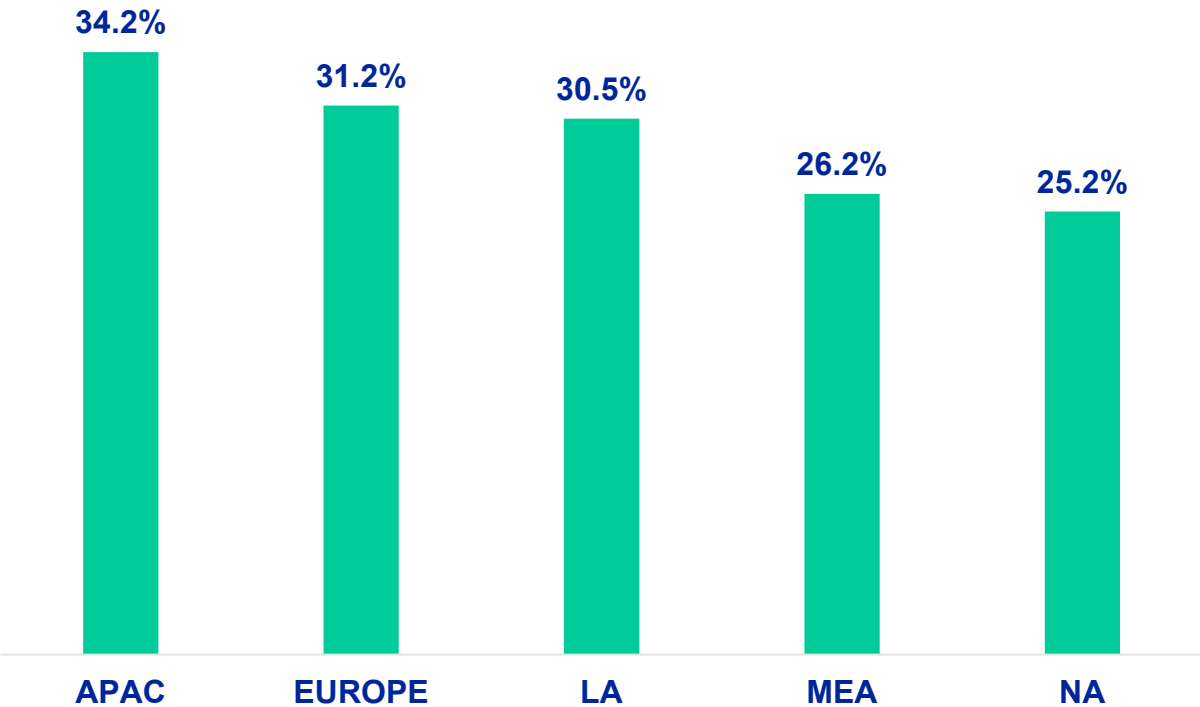
20.0%

Women in STEM

18%

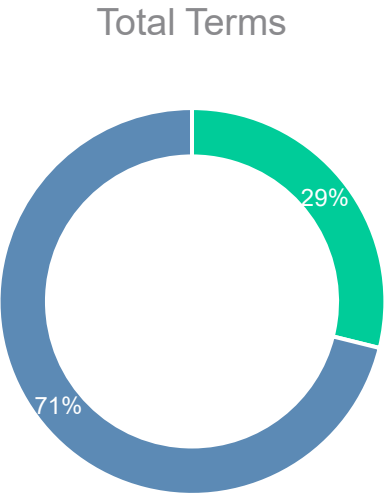
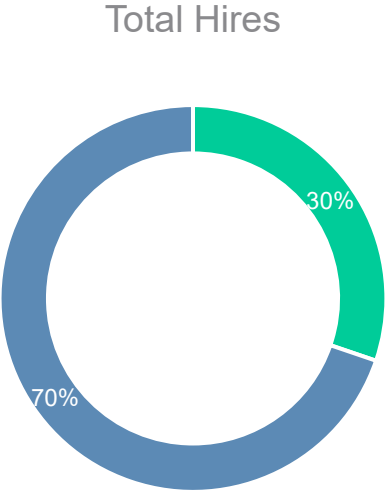
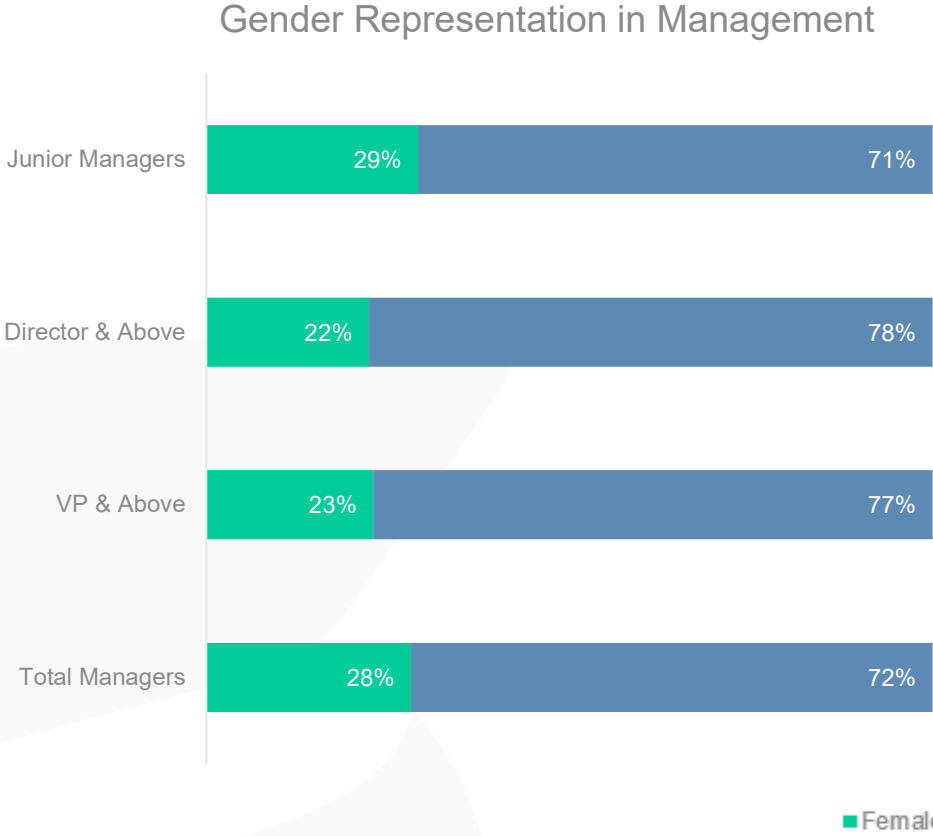
Women in Sales Management  
(Revenue Generating Fields)

Women in the Workforce 2024



\*If our year-over-year trend continues, we will achieve 28% women in top leadership within the next 5 years

# Representation by Gender





## Pay Equity

Pay equity is a cornerstone of our commitment to fairness and is regularly assessed to ensure parity across roles, genders, and other demographics. By evaluating our compensation practices, we strive to create a workplace where every individual is rewarded equitably for their contributions.

To foster a thriving workforce for all, it's crucial to pinpoint areas for improvement concerning disparities within our organization. One key aspect we scrutinize for equity is compensation. We prioritize fair and impartial compensation practices, ensuring that employees in similar roles receive comparable pay regardless of their demographic. We uphold the principles of dignity and respect for all employees, while also considering factors such as job location, tenure, or performance that may justify pay discrepancies where applicable.

Moreover, all employees are remunerated in alignment with market standards. We routinely conduct salary benchmarking exercises to ensure our compensation packages remain competitive in the job market. These assessments involve reviewing market data to establish annual salary increase budgets per country, factoring in variables such as inflation, unemployment rates, Gross Domestic Product (GDP) growth, among others.



# Advancing Gender Pay Equity: Progress and Opportunities

## Pay Equity

We review global gender pay equity annually for all full-time, regular employees. Currently, our global median gender pay gap is 19%, and our global mean gender pay gap is 13%. Those differences in median and mean bonus gap are 28% and 29%, respectively.

Gender pay parity for mid-career to senior roles has been achieved in Europe (EU), North America (NA), and Middle East & Africa (MEA), where gender pay ratios are 1:1.03, 1:0.94, and 1:1.01 respectively. Solenis has also achieved gender pay parity for entry-level roles in MEA (1:1.06), LA (1:1.12), and NA (1:0.96). While we have made improvements in these areas, work is needed to achieve and maintain the same or better results in entry-level disparities in

Europe (1:0.80). Solenis continues to focus on equalizing pay at the junior/entry level to mid-management level roles and increasing female representation in higher graded roles.

When comparing the annual compensation of our Chief Executive Officer (\$2.75 million) to that of all other employees, the ratio is 1:44 based on the mean and 1:57 based on the median.

In FY24, on average women in MEA were paid 4% more than their male counterparts, and women in Latin America (LA) were paid 12% more. This reflects a significant improvement from FY23, indicating that the gender pay gaps in MEA and LA have been closed. The median gender pay gap is closing and has remained consistent in North America although we have more



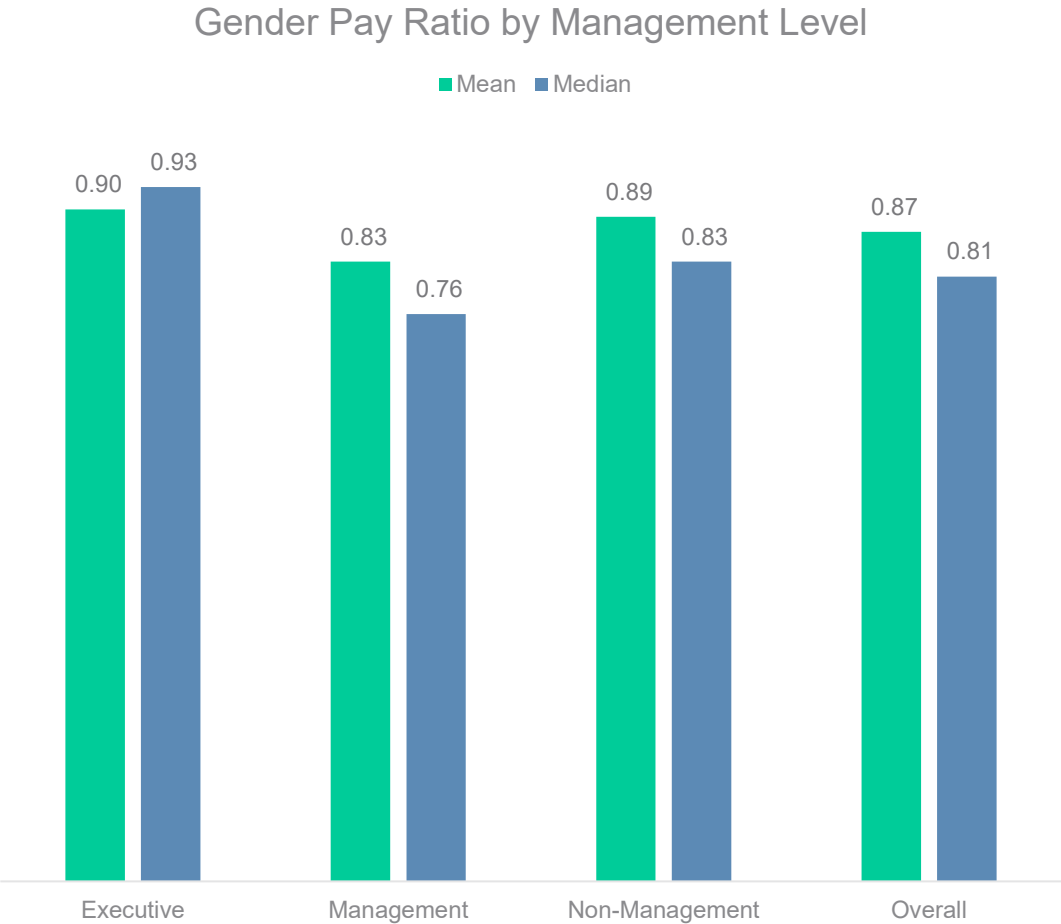
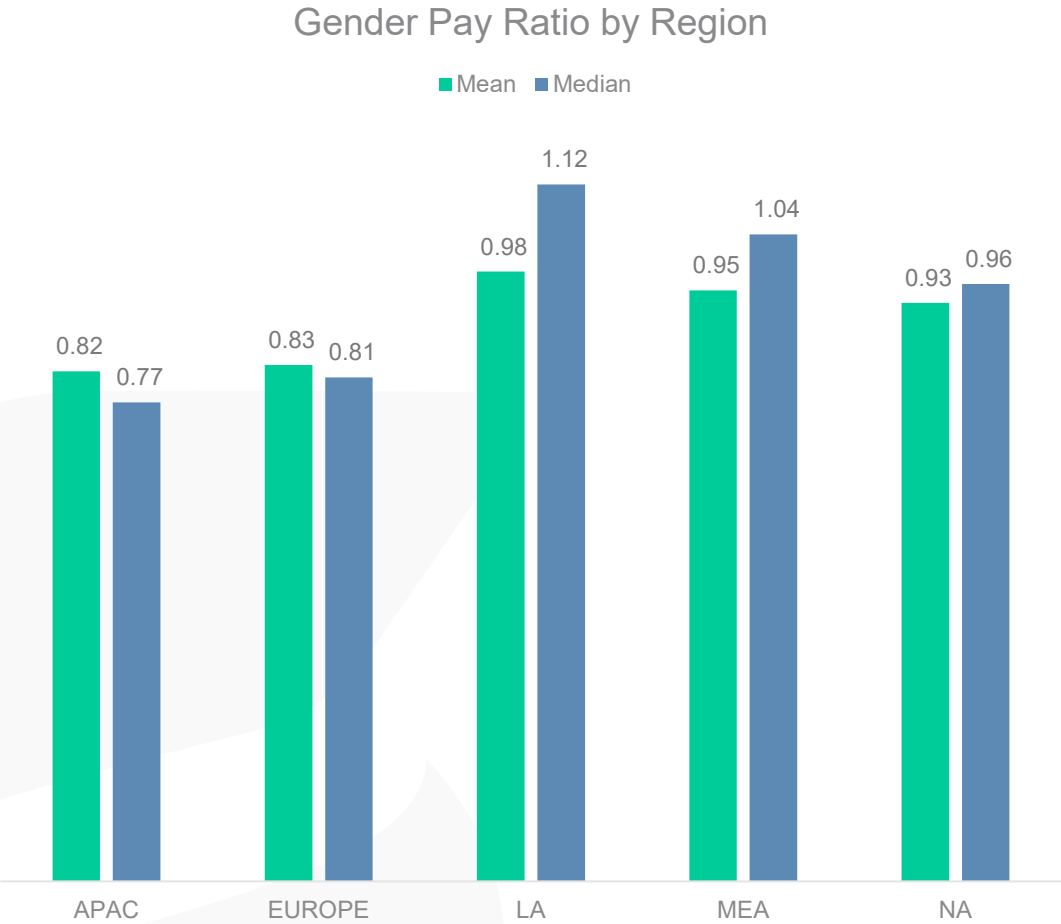
**Elena Kaganovich**

*Vice President, Global Total Rewards*

**“We have a thoughtful and vital strategy to achieve and maintain pay fairness and equity consistently across regions and functions by embedding best practices in our pay structures and policies, to ensure pay transparency and monitor progress toward pay equity goals.”**

improvements to make in Europe and Asia Pacific (APAC) regions. Solenis will continue to focus on gender pay equity and will determine actions necessary to close the gap.

# Gender Pay Equity by Region and Management Level



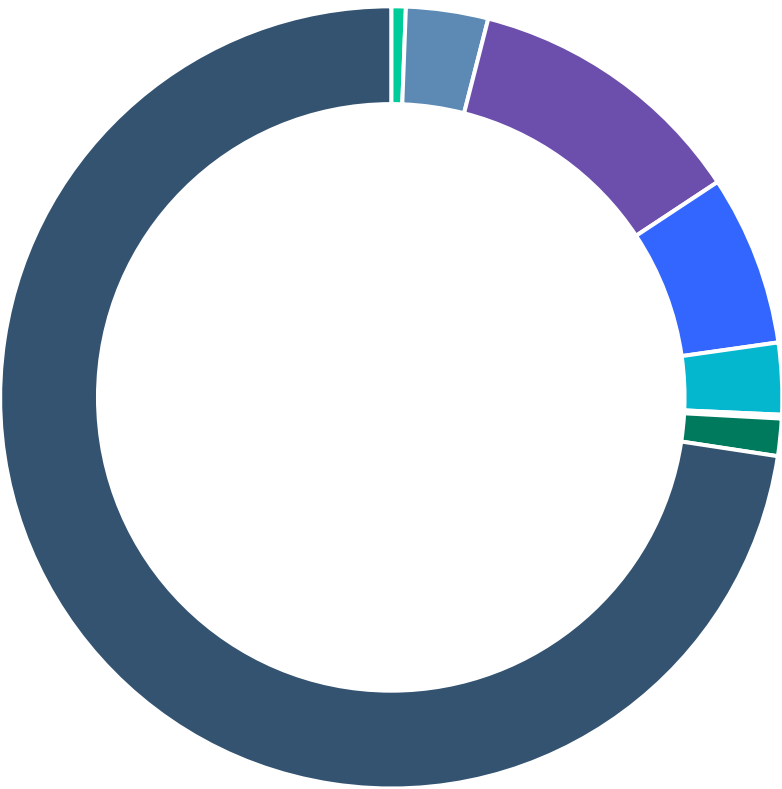


# U.S. Race & Ethnicity Representation

As we evolve within our journey through expanding our understanding of organizational dynamics, we share race and ethnic representation within our workforce.

This section marks a pivotal step in our commitment to fostering an environment that celebrates the rich tapestry of backgrounds and cultures within our company by examining our current landscape of race/ethnic representation within our organization.

By shedding light on the current state, we hope to lay the foundation for meaningful action and progress towards creating a workplace that is non-discriminatory with an openness to all races and/or ethnicities.



- American Indian or Alaska Native, 0.6%
- Asian, 3.4%
- Black or African American, 11.7%
- Hispanic or Latino, 7%
- Not Disclosed, 3%
- Native Hawaiian or Other Pacific Islander, 0.2%
- Two or More Races, 1.5%
- White, 72.6%

# Representation by Race & Ethnicity

## United States

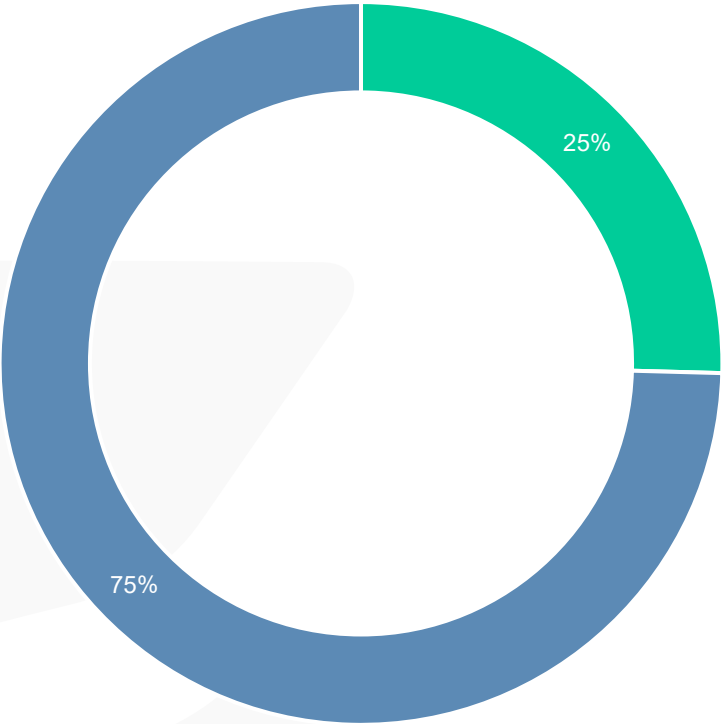
Race/Ethnic Representation in Management



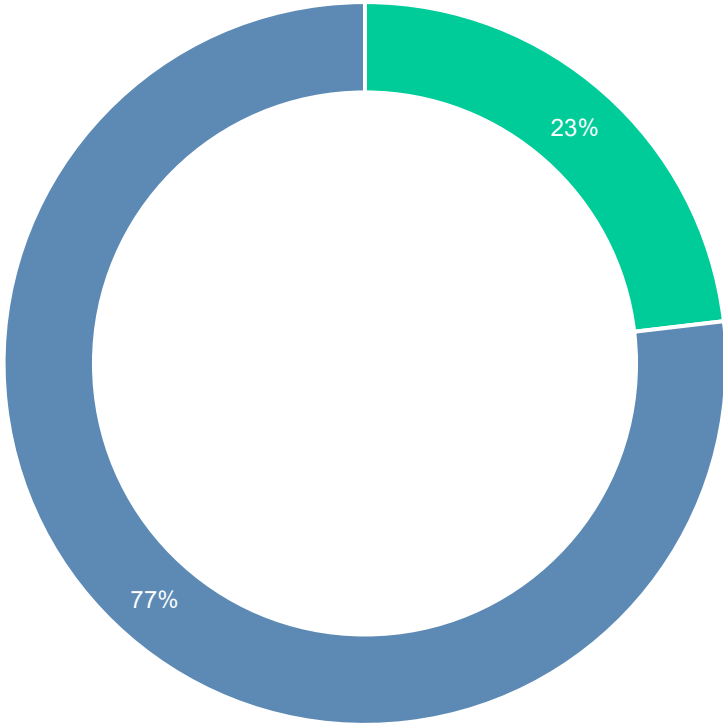
# Representation by Race & Ethnicity

## United States

Total Hires



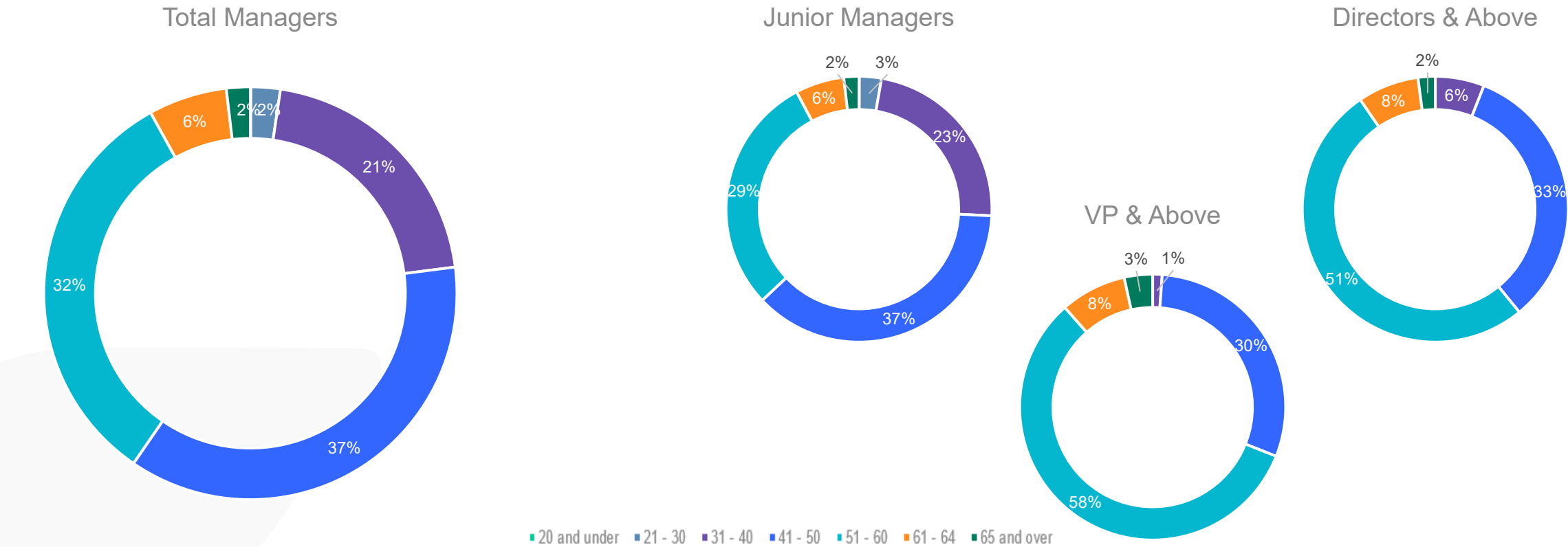
Total Terminations





# Representation by Generational Differences

In today's rapidly evolving workplace landscape, embracing generational differences are paramount to ensuring the vitality and longevity of our organization. This section explores our current landscape of generational representation within our organization.



By embracing and appreciating our multigenerational workforce and by harnessing the collective wisdom and innovative thinking across generations, we can cultivate a resilient workforce poised to address sustainability challenges with holistic and forward-thinking solutions.



## Stronger Together

Our commitment to fostering a **multi-dimensional workforce** remains unwavering as we strive to nurture a consistent environment that **supports and develops employees irrespective of their differences**.

By continually exploring **the myriad of populations** within our organization, we reaffirm our dedication to driving positive and constructive change throughout the entire organization.

As we challenge conventional notions and expand our understanding of our workforce demographics, we pave the way for a more resilient and thriving workforce, poised to achieve our collective goals with **unity and purpose**.