



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.

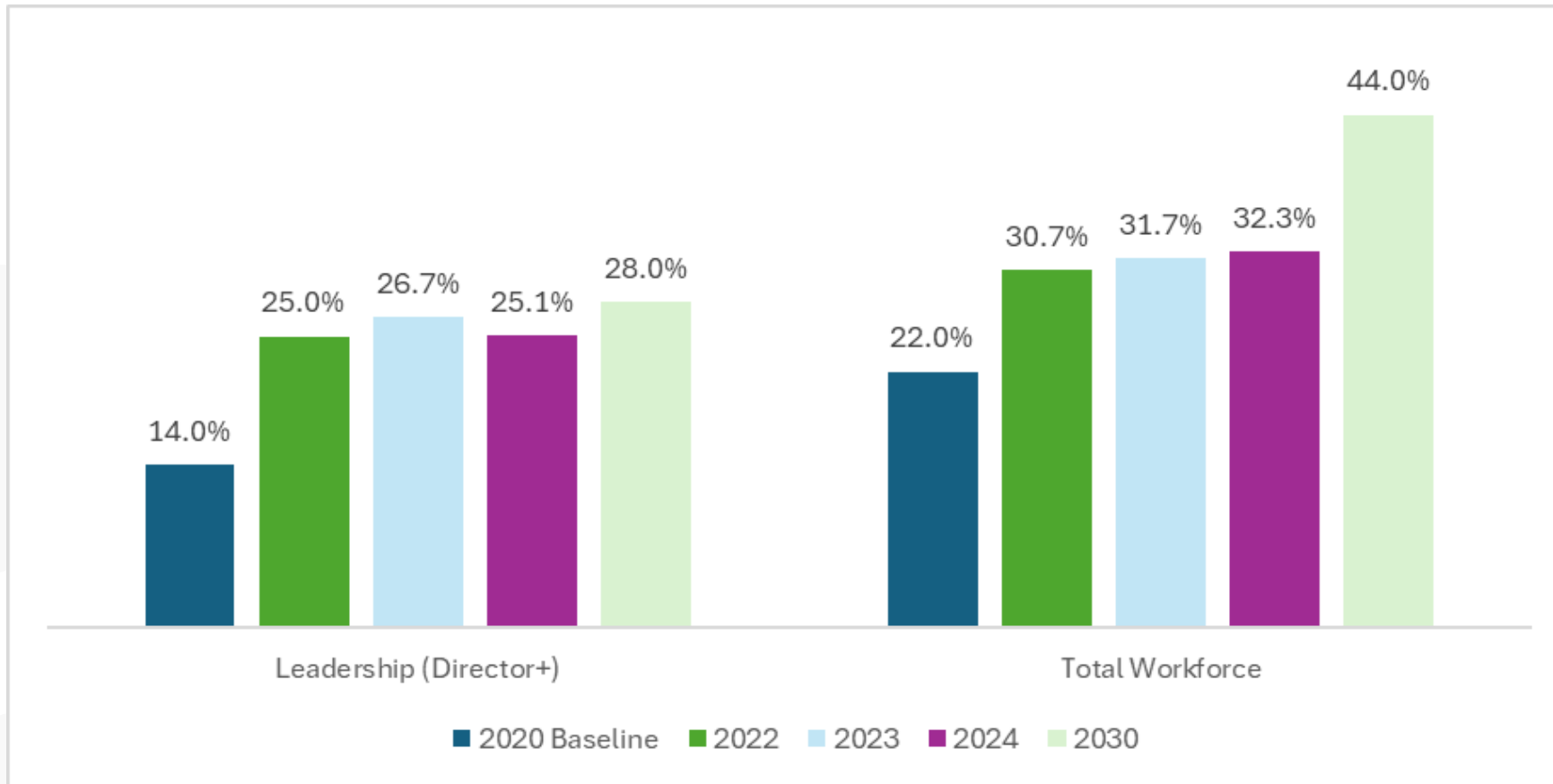
Together, we will build a future where **everyone feels they belong, everyone has a voice, and everyone can succeed**.



Christy Notigan
VP, Chief Talent Management And DE&I Officer

Our Ongoing Commitment to an Inclusive Workforce

In 2020, we revamped and reaffirmed our commitment to fostering a more representative workforce. This commitment, championed by leaders at all levels, reflects our ongoing efforts to create a workplace where all employees can thrive. If our year-over-year progress continues, we will achieve 44% overall workforce diversity and 28% diversity representation in senior leadership by 2030, reinforcing our dedication to building a dynamic and inclusive organization.



Fostering a Workplace for All

By embedding DE&I into the fabric of our culture, we have strengthened our ability to innovate, drive profitability, and fuel sustainable growth. Our workforce reflects a rich tapestry of backgrounds, encompassing a wide range of demographics—including age, gender, race, ethnicity, Indigenous identity, sexual orientation, gender identity, disability status, and neurodiversity.

Women represent a growing portion of our team, and our focus on gender equity is evident through our initiatives and programs. Similarly, our dedication to **racial, ethnic, and Indigenous** diversity strengthens collaboration and inclusion across the organization. By embracing and supporting employees of all **sexual orientations and abilities**, we foster an inclusive workplace 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.



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 richness of the communities we serve and the global nature of our business.

Diversity is about embracing the unique perspectives, backgrounds, and identities of individuals inside and outside our organization. By fostering a culture that values diversity, we aim to attract exceptional talent from all walks of life. Our efforts include building meaningful partnerships with diverse organizations, implementing inclusive hiring practices, and creating programs such as internships and apprenticeships that open pathways for underrepresented groups.

Equity ensures that every employee has access to the tools, resources, and opportunities they need to succeed while providing fair opportunities for all employees to grow and thrive. Through targeted development initiatives, we provide equal opportunities for growth, including professional training, mentorship programs, and fair performance reviews. By addressing systemic barriers and promoting fairness in pay and advancement, we empower all employees to reach their full potential.

Inclusion ensures that every individual feels respected, valued, and empowered to contribute their best. By cultivating a workplace culture of belonging through Employee Business Resource Groups (EBRGs), leadership accountability, feedback mechanisms, and pulse surveys allow us to take actionable steps to improve the workplace experience. Our culture of inclusion ensures that all team members feel supported and motivated to stay and grow with us.



A Solenis Company



Diversity
Equity
Inclusion

Attracting Top Talent

Building a Workforce For the Future

Ready to make
AN IMPACT

GROWTH CULTURE



PEOPLE | PERFORMANCE | RESULTS

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

Recognizing that a diverse 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 targeted programs to identify and cultivate emerging talent.



Derek Studer

Global Director Talent Acquisition

“By strengthening partnerships, implementing region-specific hiring, and launching targeted programs, we’re building a diverse and skilled workforce for the future.”



Diverse Hiring: Building a Stronger Workforce

Diversity in hiring is a cornerstone 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, inclusivity, 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 Inclusive Hiring:

- **Inclusive Job Postings:** We utilize a specialized tool to review all job descriptions, replacing gendered language with more inclusive 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:

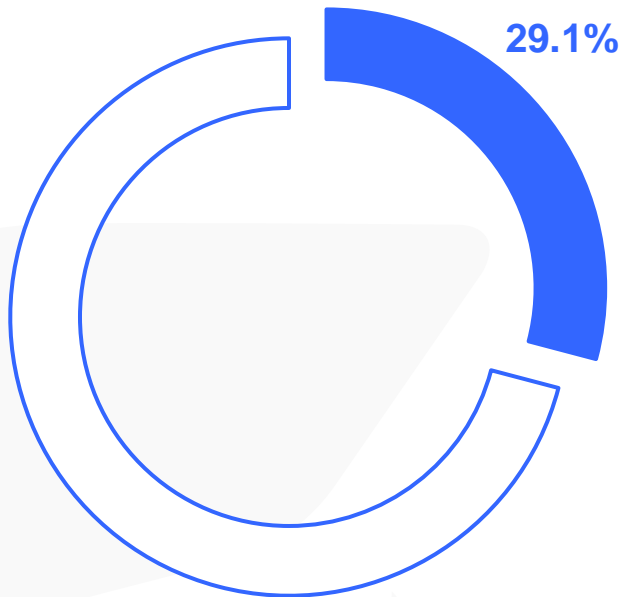
- **11,559 new employees** onboarded, including **9,521 from acquisitions.**
- **32.9% of new hires** came from underrepresented groups

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

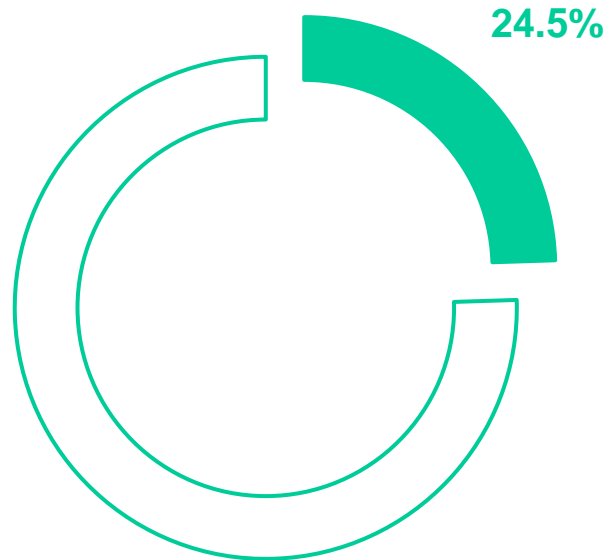


2024 Workforce Composition

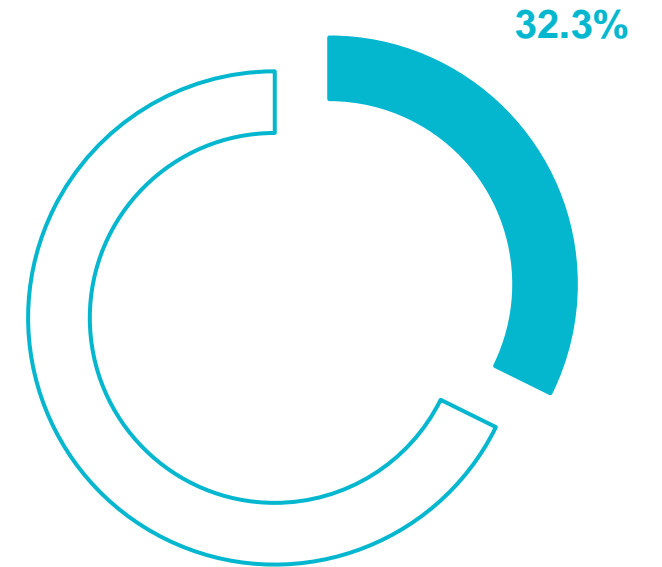
As a result of these hiring efforts, in 2024, we achieved a workforce composition of...



Women and Non-binary individuals



Underrepresented racial and ethnic groups



Combined diversity employees

Upholding Fairness and Excellence in Hiring Practices

Equal Opportunity Employer and Non-Discrimination Practices

We uphold the highest standards of fairness and equity 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, 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, equitable approach worldwide.

Diverse Slate and Panel Policies

To operationalize our commitment to diversity, we have implemented policies that integrate inclusion into the recruitment process:

- **Double Diverse Slate Requirement:** For all open positions, hiring teams are required to include at least two qualified candidates from underrepresented groups in the interview pool. This ensures greater representation and opportunity for talent.
- **Diverse Interview Panels:** Candidate evaluations are conducted by diverse panels, incorporating multiple perspectives to promote fair and 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 enhancing diversity 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 diverse 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.

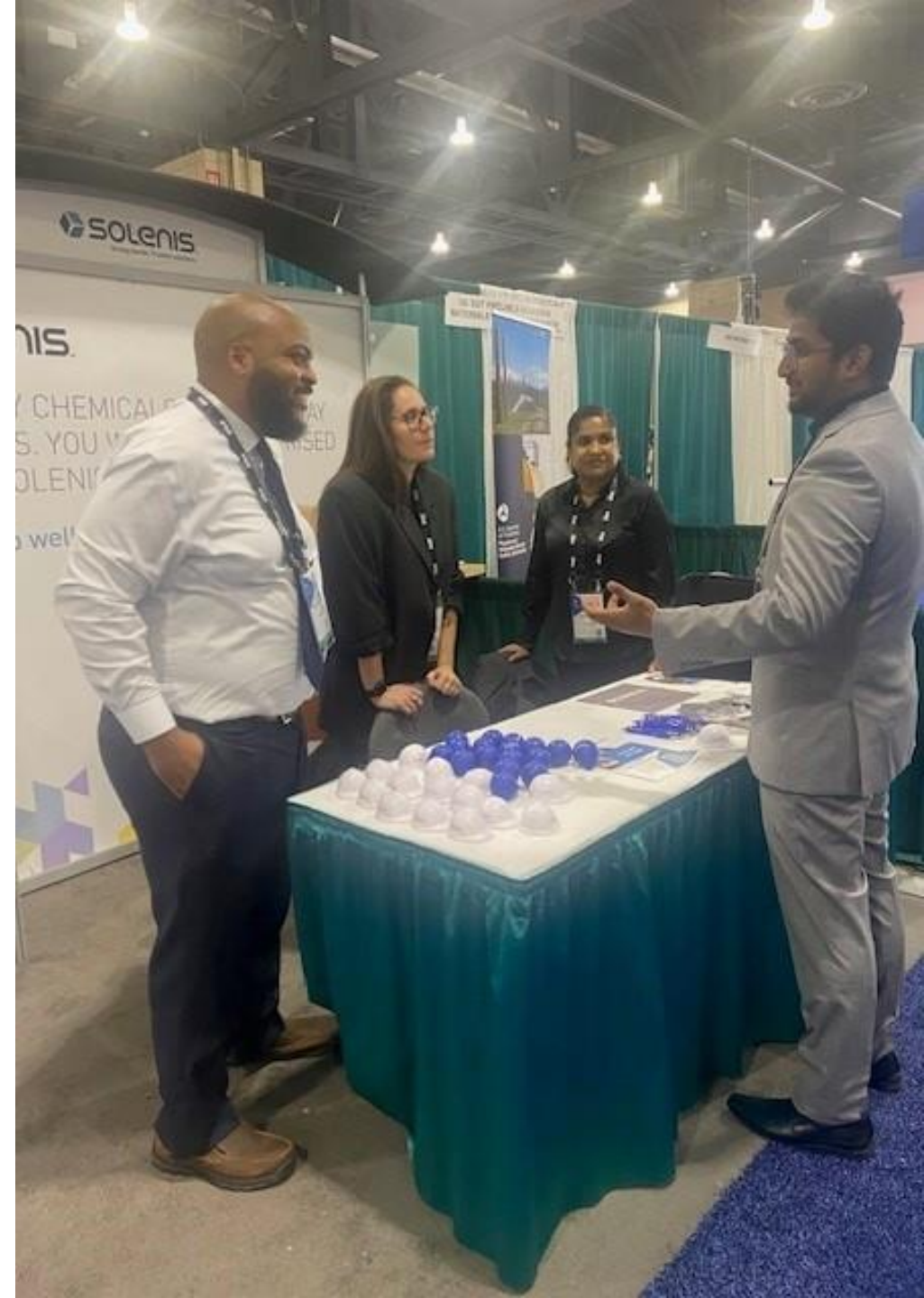
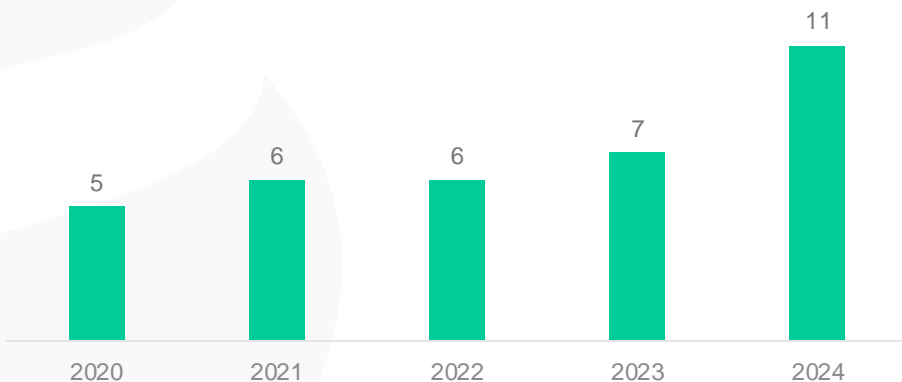


MBA Internship Program and University Partnerships

At our headquarters in Wilmington, DE, USA, we partner with several universities and organizations, including school-facilitated career fairs and diversity-centered conferences like National Black MBA Association, to source experienced and diverse 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. Nearly all of our 2024 intern class (91%) came from diverse backgrounds. 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, to hire 46 interns into our summer intern class, of which 87% represented diverse backgrounds. We anticipate up to 60 commercial interns in 2025 as we incorporate legacy Diversy 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.

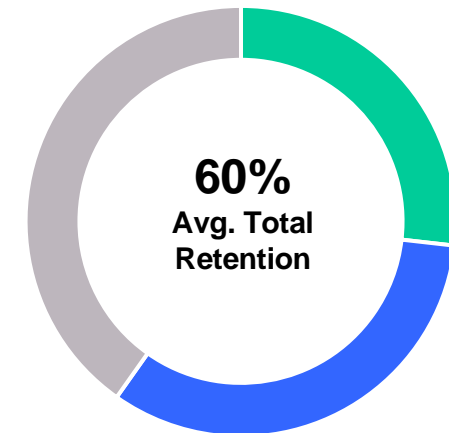
Our Commercial interns get hired into key areas of our business, including our [Sales Technology Application Rotation \(STAR\)](#) program. The STAR program consists of two to three dozen employees each year who work with a mentor and gain competency through rotations in different areas of the commercial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

In 2024, 69% of interns that transitioned into STAR or other full-time positions represented diverse backgrounds.

Interns attending a Historically Black College or University (HBCU) who are offered permanent placement at Solenis upon graduation are also eligible to receive a scholarship. Learn more about our diversity scholarships [here](#).



■ 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 is 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.

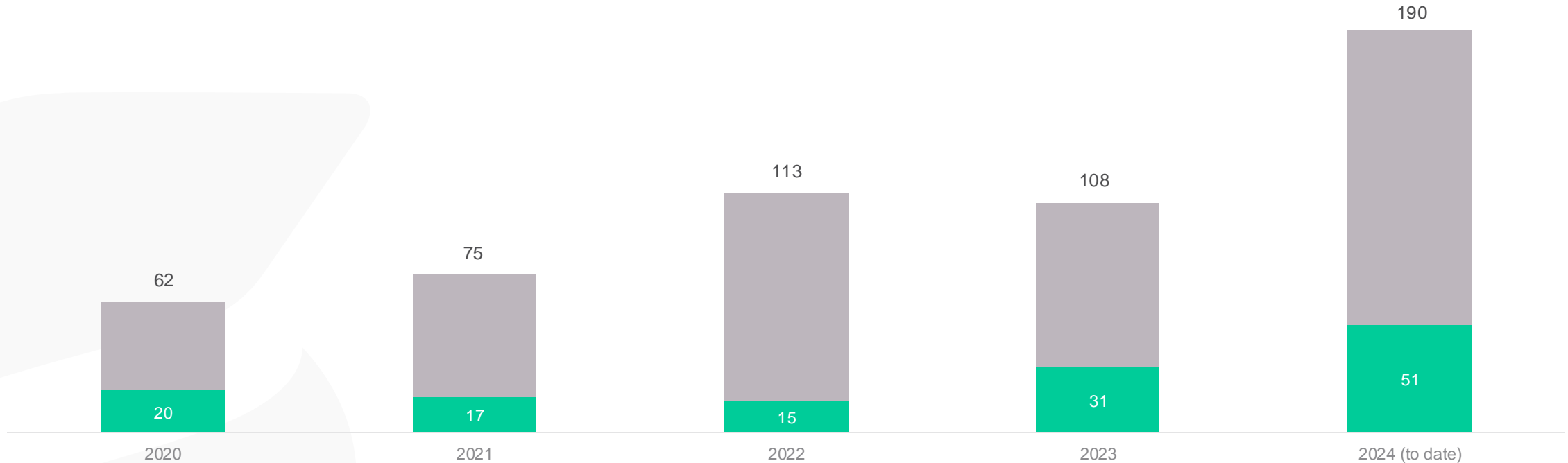


Empowering Early Careers: Global Internships and Apprenticeship Programs

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 Women's Careers Through Returnships, Mentorship, and Industry Networks

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

The **Solenis Reboot** is a returnship program for women who had taken career breaks and provided a 6-12 month returnship program around reskilling and deploying women in roles across the organization. 2024 was the pilot year for the program where we welcomed 12 women in commercial and partner roles. 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 women talent to accelerate their career journeys and 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 female 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 targeted initiatives not only attract and develop talent but also foster an equitable workplace culture that supports inclusion and collaboration globally.

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 Inclusion and Opportunity Across the Americas

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

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, diversity, inclusion, and 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, which is why we introduced 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 inclusivity across Latin America. Sessions have seen strong employee engagement, averaging 190 participants per session in Brazil and 150–160 in Spanish-speaking regions. 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 Workforce Diversity and Leadership Development in the Americas

In North America, we piloted a Supply Chain diversity program in the eastern U.S., establishing diverse hiring teams at two plants and building partnerships with 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 inclusivity 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.

We also expanded outreach at diversity career fairs, including TAPPICON, SWE, and the National Black MBA Association, with plans to engage further with HBCUs, NSBE, and SHPE.

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



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

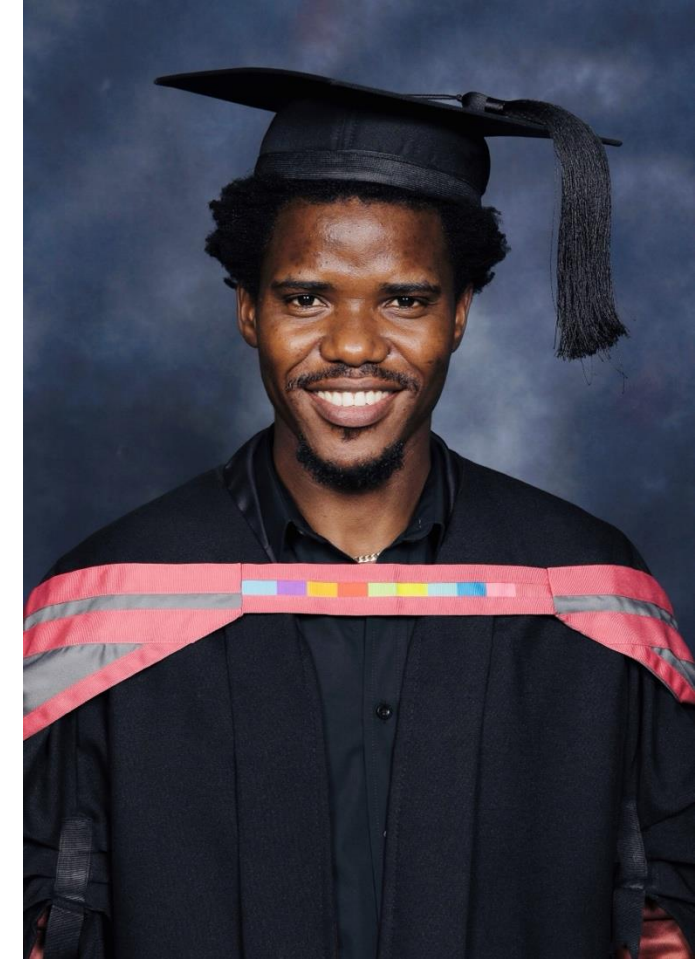


At Solenis, we believe in the power of education to drive sustainable growth and opportunity. In South Africa, we are proud to support 14 bursary recipients, including children of employees, current employees, and external candidates, as they pursue higher education across a diverse range of disciplines. 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. Our targeted external recipients are Black females in science disciplines, reinforcing our focus on diversity, equity, and empowering underrepresented groups in STEM fields.

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 and inclusive future.



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, 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

In Kenya, as part of the Stories for Smiles Initiative which is a campaign 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 them 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 Inclusion, 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. Diverse teams, representing all groups within the organization, have been engaged to ensure inclusivity at every level.

Additionally, the **European EBRG Minds Matter** has focused on mental health and wellbeing by organizing webinars, 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 work on 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 for women in the workplace.

Additionally, our **Bradford and Grimsby sites** continued **Project RAPIDS** (Recruitment & Attraction, Apprenticeships, Planning, Inclusion & Diversity, Development, & Succession), a DE&I initiative designed to attract, recruit and retain a diverse 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 focusing on Women, Young People, Men's Health and Neurodiversity, as well as holding a weeklong event related to PRIDE.

Promoting Inclusion, Wellbeing, and Career Development Across Asia Pacific

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

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.

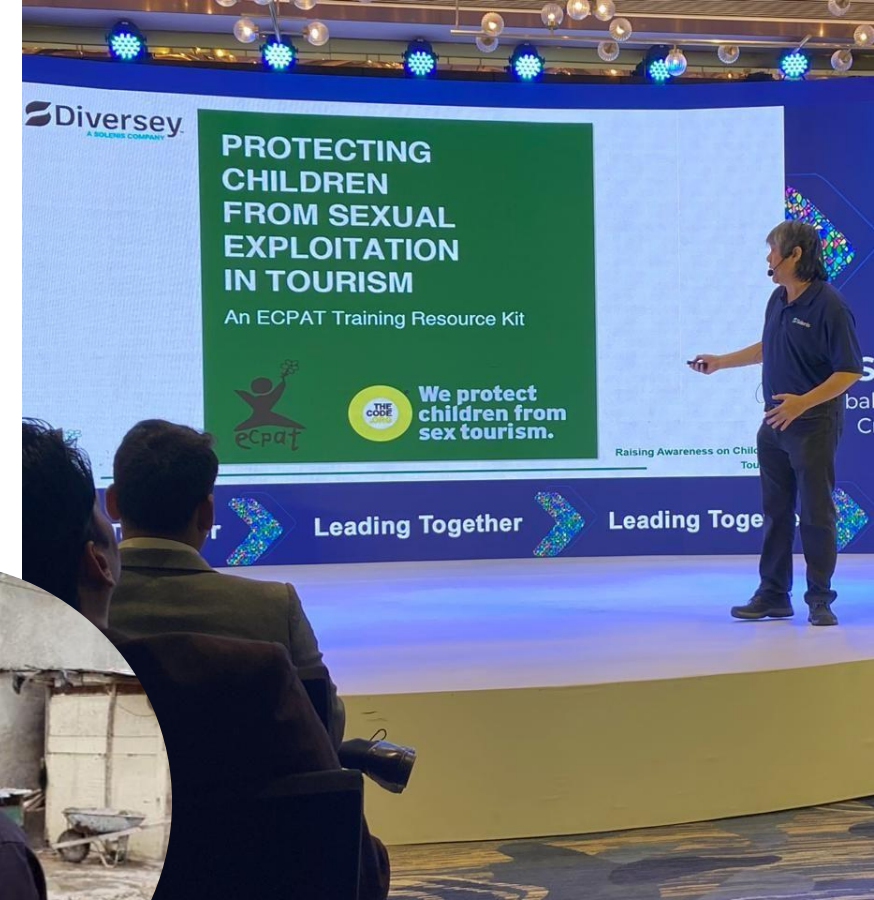


Child Protection in Hospitality

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



Stefan Phang, DBA

Global Director, Sustainability & Creating Shared Value

“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.”





Recognizing Excellence in Employee Experience and Diversity



We are proud to have received multiple accolades across regions, reflecting our commitment to creating inclusive, equitable, and supportive workplaces.

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 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.



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 honouring 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 in 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: Building an Inclusive and Equitable Future

These initiatives not only enable us to attract top talent but also ensure that every candidate has a fair and equitable 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 Belonging

Stop. Think. Act.



 Solenis™

Customer Access.
Full Control. No Frills.

Retention is a critical component of fostering a thriving and inclusive 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.

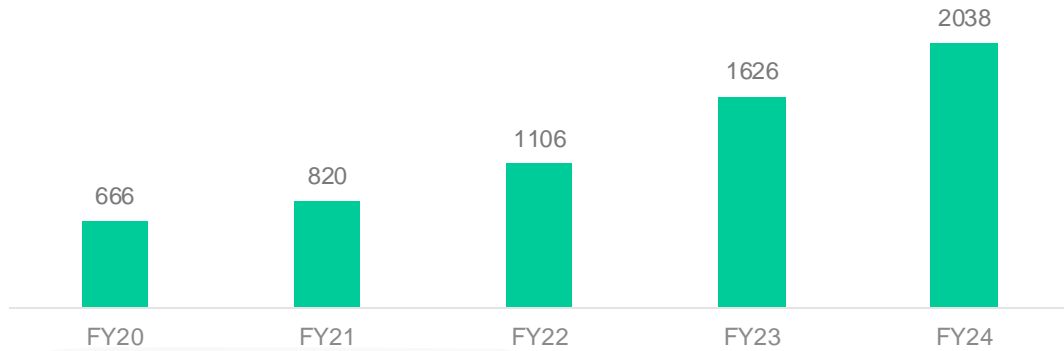
At Solenis, we continuously monitor turnover data to identify trends and implement targeted strategies aimed at enhancing employee satisfaction and retention. Our focus is on providing **career growth opportunities, fostering a positive workplace culture, and addressing concerns to support long-term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

Despite our robust efforts to maintain a maximum turnover rate of 6%, turnover within the organization persists, accounting for 12.7% total turnover encompassing 100% of our employee base.

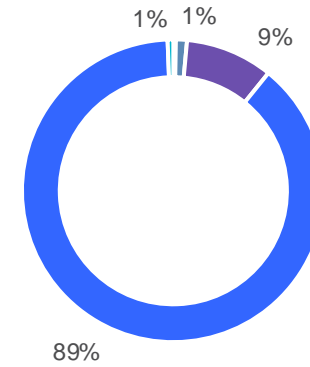


Workforce Trends: Turnover and Hiring Insights

New Hires

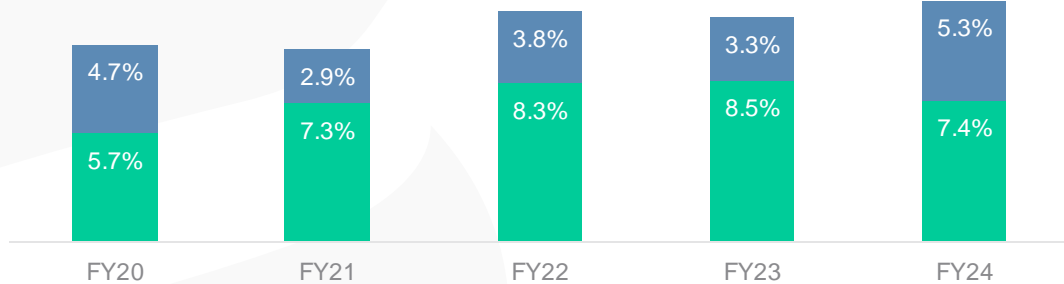


Hires by Management Level

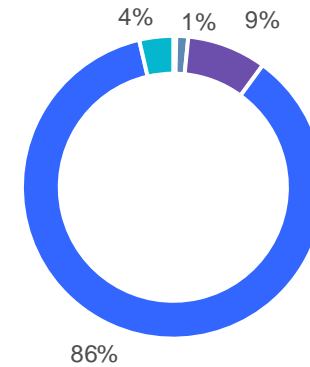


Turnover

■ Voluntary ■ Involuntary



Terminations by Management Level



- VP & Above
- Director
- Junior Manager
- Individual Contributor
- Other

For additional insights, refer to our **Diversity in Hiring** section for more on hiring metrics.

Fostering Pay Equity and Building a Culture of Feedback

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 inequities 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 gender, race, ethnicity, or other demographics. 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.

Enabling 360 Feedback

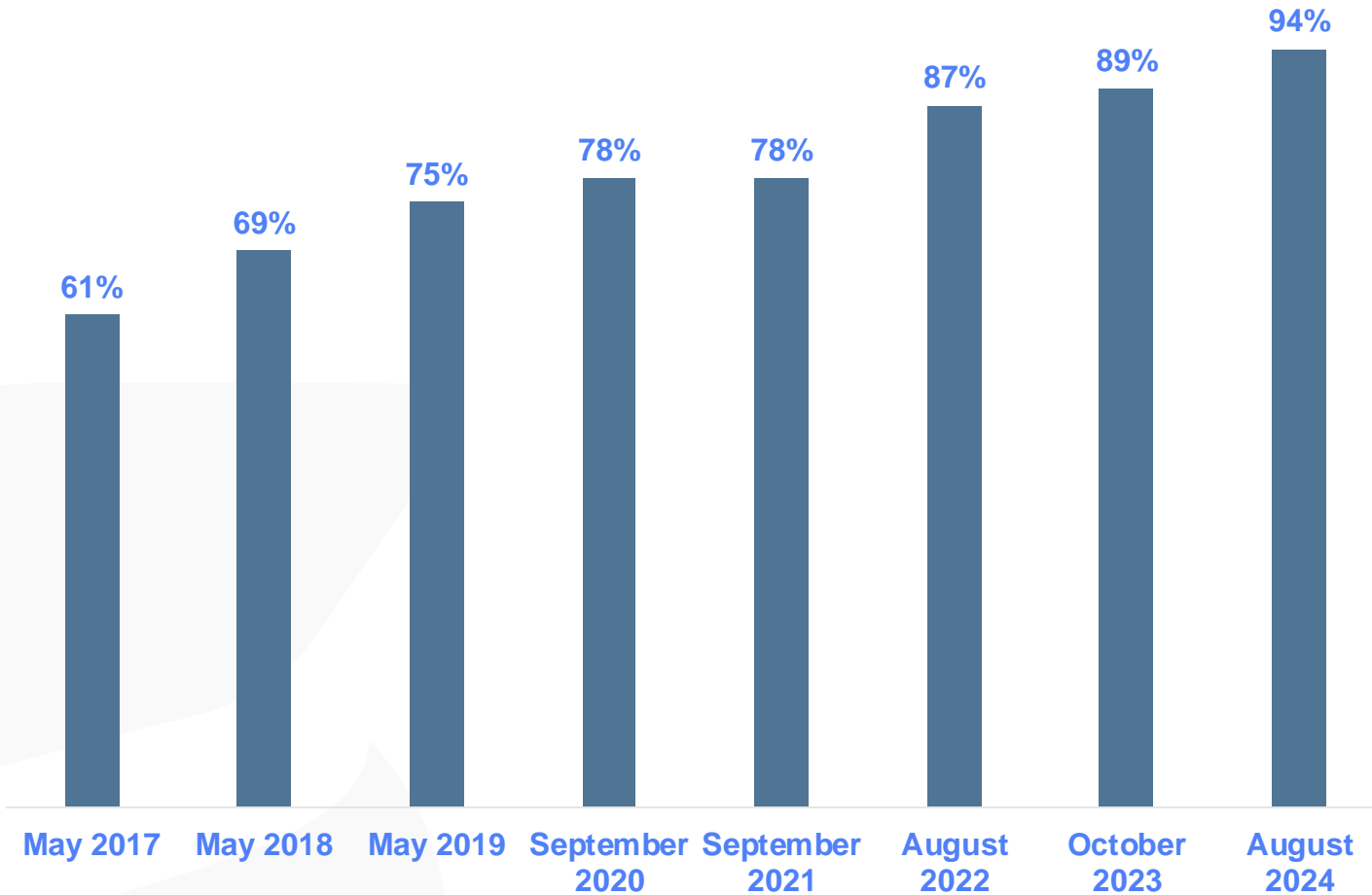
In 2024, our annual culture survey saw a record 94% participation rate, up from 89% the previous year, reflecting the dedication of our employees to shaping an inclusive and supportive workplace. This year, we

among others introduced a new wellbeing category that emphasizes mental health and holistic support, maintaining an overall satisfaction rate of 78%, with minimal year-over-year variation across gender demographics. 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 teamwork, manager relationships, and DE&I.

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

2024 Culture Survey Results

Survey Participation



78%

Overall Satisfaction

91.3%

Teamwork

81.6%

DE&I

86.6%

Manager Relationship

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 show up for and 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, belonging, and support among our employees. These groups provide platforms for diverse voices, offer mentorship opportunities, and lead initiatives that enhance inclusivity throughout the organization. We are proud to support **15 EBRGs and counting!**

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



WINS – Women’s International Network of Solenis	WINS is an inclusive global network developing a company culture that attracts, retains and develops talented women and supports Solenis’ focus on collaboration, growth of the business and personal development.
MCN – Multi-Cultural Network	MCN is a network supporting our rich multiculturalism at Solenis. Its mission is to educate and enlighten people’s perspectives on multicultural issues within the company and society. MCN is comprised of sub-employee resource networks, including Black professionals, veterans and global multicultural groups.
SEL – Solenis Emerging Leaders	The mission of 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.
PRIDE	Pride is the employee resource group for LGBTQ+ colleagues and allies. Pride works to promote and encourage progressive and respectful discussions around LGBTQ+ inclusion at Solenis.
WISER (Women in Solenis East Region) and WOWS (Women of Water Solenis)	WISER and WOWS aim to support, develop and uplift rising professional talent in the sales function in North America. WISER is for the Consumer Solutions business and WOWS is for the Industrial Solutions business.
Caregivers	This group is dedicated to supporting and providing solace to caregivers and their allies by providing encouragement, education, and resources.
V.E.T.S – Veteran Employee Team at Solenis	The VETS EBRG provides resources and mentorship to past and current military personnel to ensure their successful transition to and growth within the civilian workforce, and advocates for veterans' issues.
A.B.L.E. – Ability By Limitless Engagement	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.

Lead Network	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.
BPN – Black Professionals Network	BPN serves as a resource for Black employees in terms of networking, mentorship, and career advancement while also promoting cultural understanding and inclusivity that recognizes the unique experiences of Black professionals in the company.
Unidos	This group supports the professional development and growth of individuals from Hispanic and Latino backgrounds with a focus on mentoring and education. Unidos provides opportunities for career advancement while enhancing cultural awareness of the Latino culture.
Solenis Asian Professionals of North America (SAPNA)	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 for their career advancement.
Minds Matter	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.
Men's Health Group - UK	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.
DiverShe and Fly High (MEA)	The DiverShe and Fly High programs support and empower female colleagues 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 in a focus on 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.

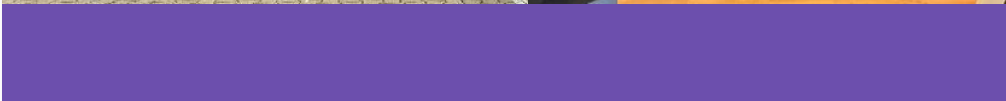
In Brazil, employees celebrated **Dia de Consciencia Negra** in November by gathering and sharing stories from employees that highlighted diversity and pride in heritage, blending with Brazilian history.

Dia de Consciencia Negra





Happy International Women's Day!



International Women's Day

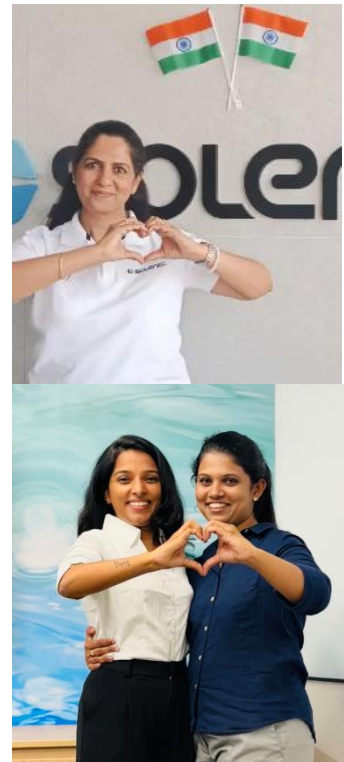
On March 8, Solenis celebrated **International Women's Day** with a global panel discussion on **Active Allyship**, uniting employees worldwide through watch parties held in offices and plants across the US, Latin America, Europe, India, and China.

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 women shared positive mentorship stories, later showcased on internal platforms and LinkedIn.

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

Throughout the month, Solenis supported the **Dress for Success** campaign, 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 male 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 inclusivity 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 over 150 female 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.

A **photo campaign** was also launched globally to collect pictures of people in pink showing their support for friends, family, and colleagues.



Empowering Women, Driving Inclusion

As a company, we are committed to creating an inclusive workplace where everyone feels they belong and can reach their full potential. Our office in India had the pleasure of hosting Christy Notigan, VP, Chief Talent & DEI Officer, for a Reverse Mentoring session with our women colleagues.

This inspiring exchange allowed Christy to hear firsthand about their experiences and insights on fostering an equitable workplace. The stories and perspectives shared by our emerging women leaders will play a pivotal role in furthering our journey toward inclusivity 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 Fridays 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 celebrated the theme of visibility to honor the LGBTQ+ community's journey toward equality and inclusion with events hosted by our global Pride Alliance EBRG.

The month began with a powerful video compilation, **Why Visibility is Important**, followed by the **Maersk Container events in Wilmington, Utrecht, São Paulo, and Bradford**. This 40-foot rainbow freight container symbolized diversity and inclusion, 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** 2024, celebrated from September 15 to October 15, UNIDOS organized a series of events to honor the rich cultural contributions of the Hispanic 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 and inclusion.

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 diverse 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 communicated 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'. A key highlight was when our people participated in skits where they spoke in their local dialect to someone of a different heritage which brought out the similarities between distinct cultures in Africa. The day was an important opportunity for people to build community, highlighting the strength of our diversity, and the beautiful ways of inclusivity. Through these activities, we found out many interesting facts about each other such as most tribes in Kenya had twin tribes in Cameroon, where they spoke similar languages, engaged in similar economic activities, and had 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 on diversity and inclusion.



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 inclusive 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.

Another significant moment during the month was when our **CEO, John Panichella, signed the Lead Network CEO Gender Equity Pledge**. This pledge underscores Solenis' commitment to advancing gender diversity in the CPG and Retail industry, with a focus on improving the Gender Diversity Scorecard.

"As CEO, I am fully committed to advancing diversity, equity, and inclusion within our company.

By signing this pledge, I am affirming that these principles are not just words; but that we take tangible actions to achieve our vision."

John E. Panichella
CEO of Solenis



The LEAD Network (Leading Executives Advancing Diversity) is a non-profit, volunteer-led organization dedicated to attracting, retaining, and advancing women in Europe's consumer goods and retail sectors. With over 22,000 members across 13 countries, LEAD Network collaborates with more than 65 corporate partners to promote gender diversity and inclusion. The organization offers educational programs, networking opportunities, and resources to support professional development and drive industry-wide change

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 diverse paths 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, including talks from local cancer charities, particularly on prostate cancer, with a live broadcast of the session via Teams. Additional highlights included a raffle benefiting Yorkshire Cancer Community, gym inductions, and a coffee and cake service from a local business.

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

On a global scale, Ryan Farmer, or Black Professional's Network leader interviewed Quinton Aaron who delivered a powerful keynote sharing his personal journey of overcoming adversity, from his breakthrough role in *The Blind Side* to his 97-pound weight loss and 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 disabilities face daily, fostering a deeper understanding of these invisible barriers.

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



Supporting
**International Day
of People with Disabilities**

WISER/WOWS Book Club and Remote Employee Outreach

Two grassroots organizations, **WISER and WOWs**, are championing women 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 female interns with top women 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

Senior Key Account Manager
SC, USA



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 women in STEM reflects her dedication to fostering talent and creating meaningful impact. We are proud to have her on our team.



Fostering a Culture of Growth and Inclusivity

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 our employees in shaping our culture, we are proud to foster an environment that prioritizes connection, inclusivity, 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 inclusivity and mutual respect.”



Kelly Midwood
Human Capital Project Manager



Fostering Growth & Development

Advancing DE&I Through Opportunities and Training



Empowering Growth: Advancing Careers Through Development and Inclusion

At Solenis, we recognize that diversity, equity, and inclusion are integral to the growth and success of our workforce. In 2024, we have taken important strides in fostering an environment where all employees have the opportunity to thrive, develop their skills, and advance in their careers. Next you will find key initiatives related to employee growth, development, and DE&I training, including performance development reviews (PDRs), promotion rates, mandatory training, and LEAD program highlights, with an emphasis on expanding our reach to new regions and addressing diverse 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 targeted development programs that promote both skill-building and leadership growth. These programs are aligned with our DE&I objectives, ensuring that employees from all backgrounds have access to resources that support their career progression. To further this commitment, Solenis introduced the [Grow with Solenis](#) document, a comprehensive guide outlining the various learning opportunities available to employees. This document details programs tailored for all employees, with specific focus on opportunities designed to support our diverse populations, ensuring that everyone has access to the tools and resources needed for career growth.

Performance Development Review (PDR) and Talent Reviews

Performance Development Reviews (PDRs) are a cornerstone of our employee growth initiatives. PD&R 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, and year-end performance reviews. To ensure clarity, the approach to goal setting begins with team-based objectives within each business unit that directly correlate 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 PDR process to ensure that it is aligned with our DE&I goals, providing employees with clear feedback and constructive guidance to achieve their potential. As always, we incorporated a DE&I goal into all employees' accountabilities for enhanced focus and action. People managers have an additional accountability to cultivate a culture of

learning, inclusion and development, measured by an overall culture score improvement from 78% to 80% favorability, 2% improvement in the diversity of our workforce year over year, and ensuring that all team members have a professional development plan.

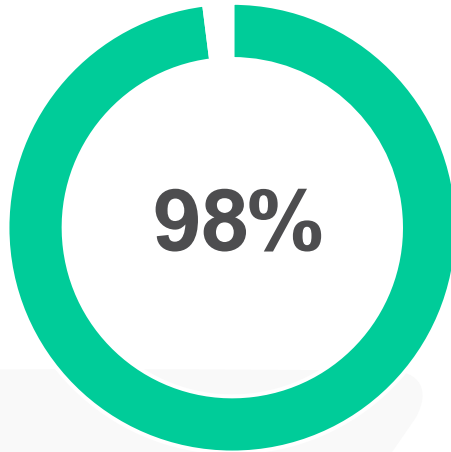
This year, our PDR process continued to encourage personalized development plans and regular check-ins, enabling managers to have meaningful conversations with their team members about their career aspirations and professional growth. Additionally, the process included a focus on leadership development and the cultivation of skills that align with Solenis' DE&I objectives, ensuring that performance reviews are inclusive and equitable across all employee demographics.

Ultimately, our PD&R program serves as a foundation for nurturing employee growth and driving organizational success.

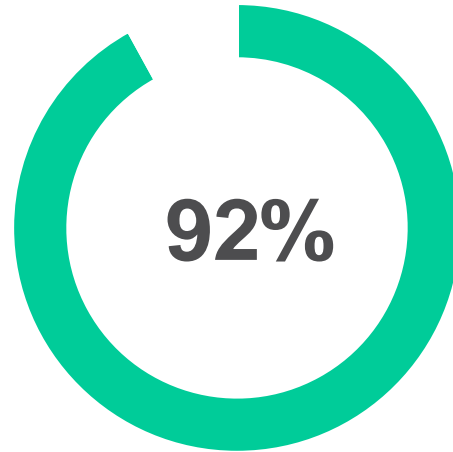
Moreover, we conduct talent reviews, which focus on assessing and identifying top talent from all backgrounds while also considering those diverse individuals. These reviews ensure that we are not only recognizing high performers but also fostering an environment where diverse talent is given equal opportunities to grow, progress, and advance within the organization.

Performance Review Completion Rates: Insights by Management Level and Gender

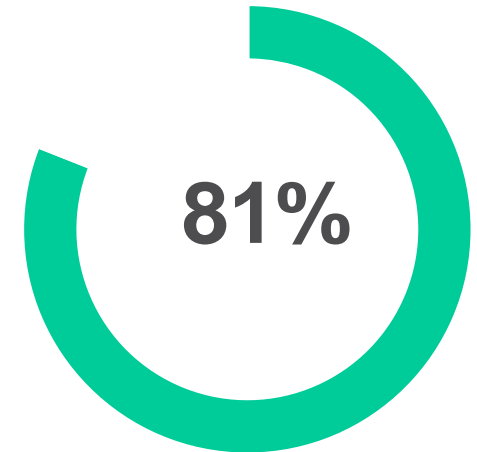
Managers & Above



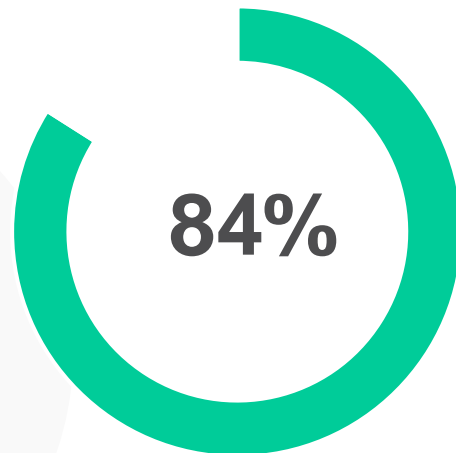
Supervisors



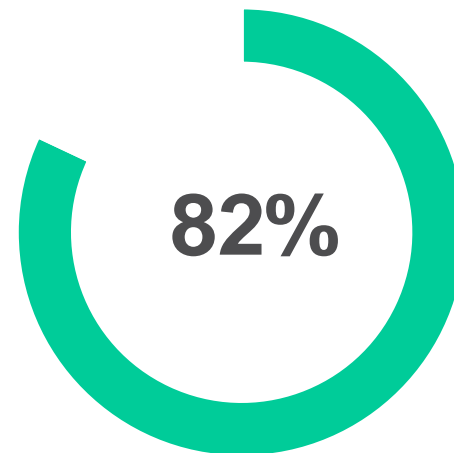
Individual Contributors



Male



Female

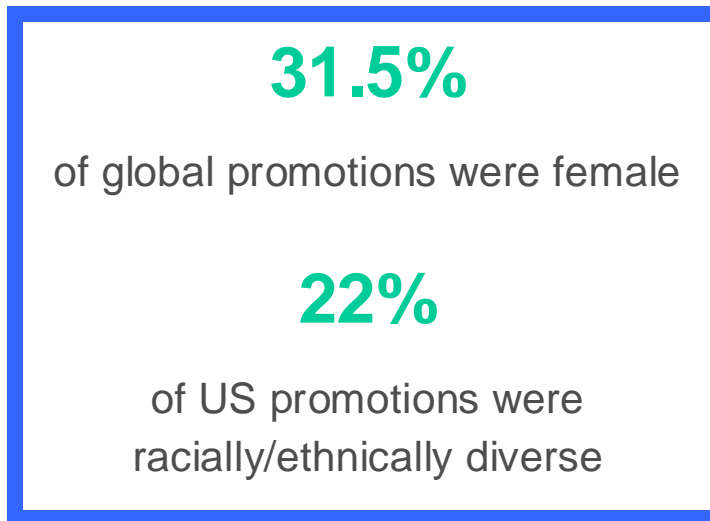


Equitable Advancement: Succession Planning and Promotion Outcomes

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 diverse talent reviews, where we assess a broad range of candidates from different backgrounds, ensuring that individuals 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 diversity of our workforce and fosters a culture of equity 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, of which 35% were diverse. We are committed to ensuring equity in our promotion rates, providing all employees with clear pathways to leadership roles. We recognize the value of diversity in leadership and strive to ensure that promotion opportunities reflect the wide range of talent within our organization. As we compare ourselves to our competition, we have a renewed focus on women in leadership positions.

More demographic data can be found below in the Diversity by Gender section.

Empowering Growth: Advancing Careers Through Development and Inclusion

Required Harassment Training

In support of a respectful and inclusive 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 inclusive work environment, and this training plays a key role in upholding our standards of behavior and reinforcing our commitment to DE&I.

LEAD Highlights for DE&I Training

The LEAD (Leadership, Education, and Development) program at Solenis plays a key role in advancing our DE&I initiatives. In 2024, the program continued to integrate DE&I topics into its core offerings, with a notable session on Neurodiversity titled *The Neurodiverse Workplace: Thinking Differently*. This session explored how embracing diverse 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 diverse 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 our colleagues in the region. To further support our global workforce, we introduced Mandarin-language training modules, ensuring that employees in China and other Mandarin-speaking areas could access DE&I training in their native language. This expansion reflects Solenis' commitment to making DE&I training accessible to all employees, regardless of location or language, reinforcing our global DE&I 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 diversity, equity, and inclusion 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 an inclusive 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.*

Diversity in Gender

In striving for a workplace that fosters equality and inclusivity, our gender diversity 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

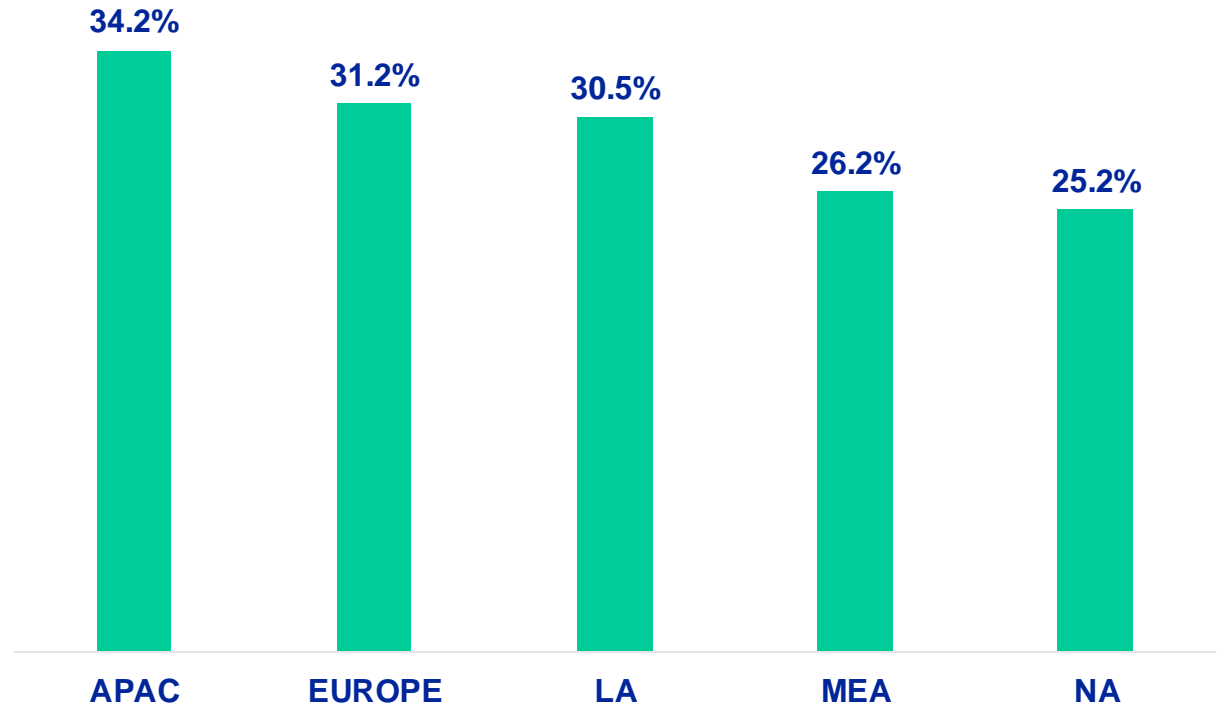
20.0%

Women in STEM

21.1%

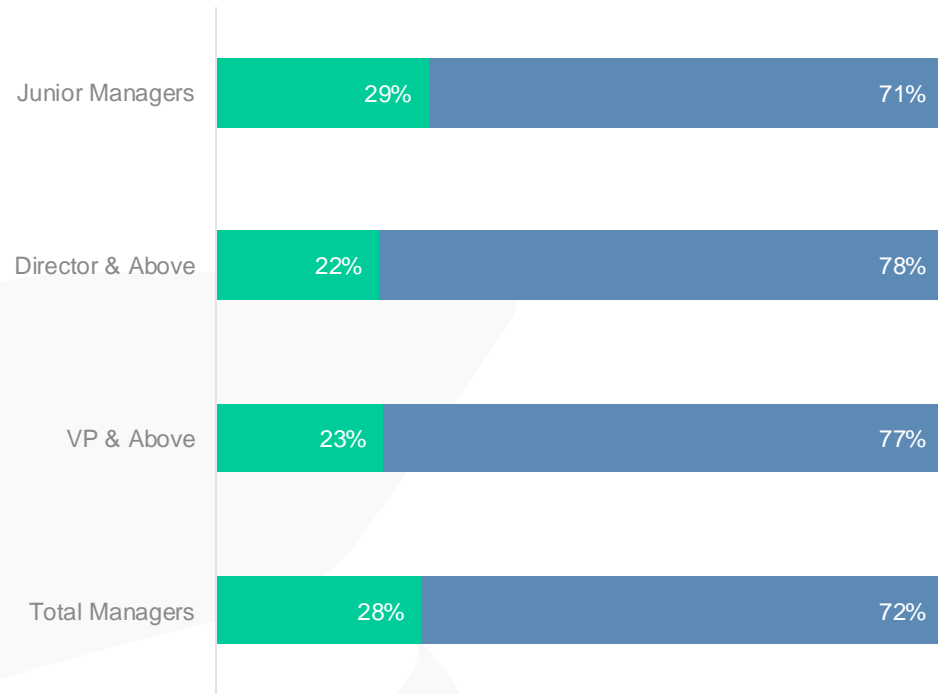
Women in Sales
(Revenue Generating Fields)

Women in the Workforce 2024

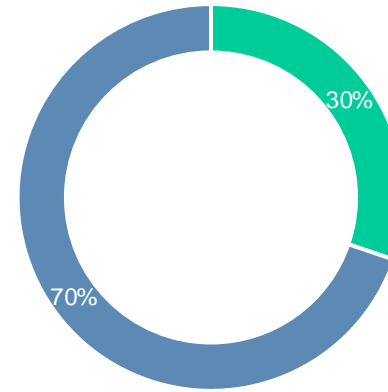


Diversity in Gender

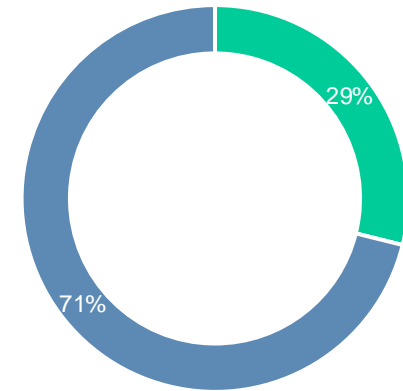
Gender Representation in Management



Total Hires



Total Terms



■ Female & Non-Binary ■ Male & Undeclared

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%, meaning that for every dollar a man earns, a woman earns \$0.19 or \$0.13 less, 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.

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 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.



Elena Kaganovich

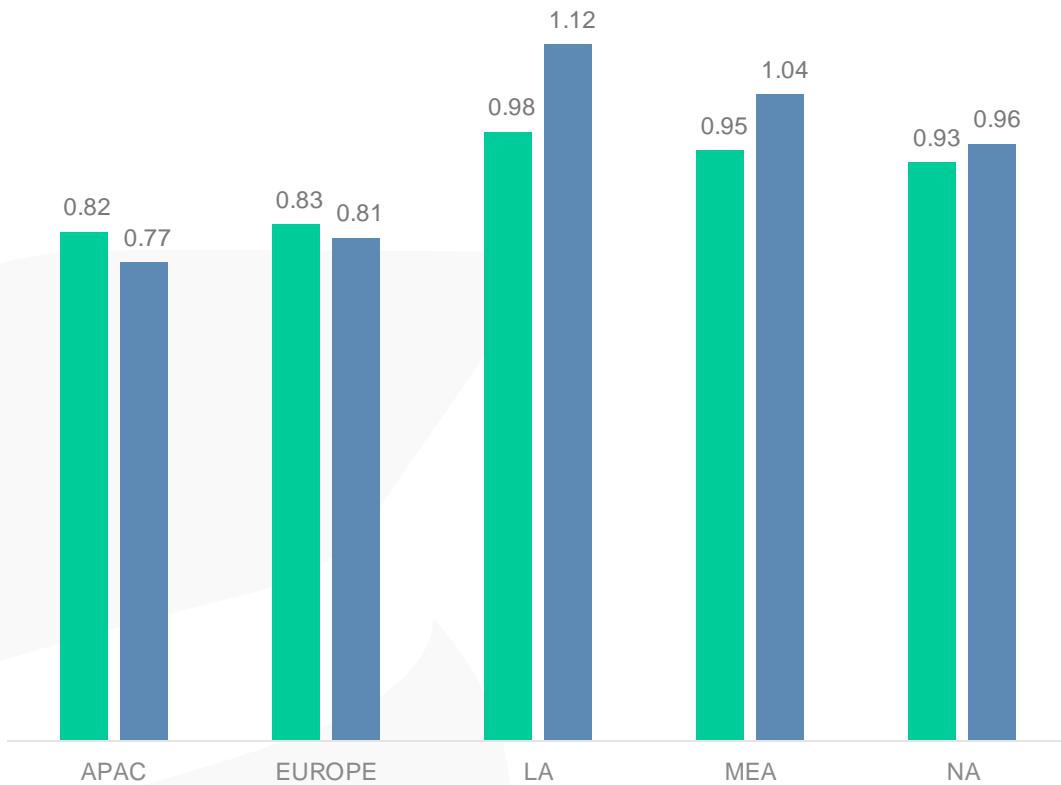
Vice President, Global Total Rewards

“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.”

Advancing Gender Pay Equity: Progress and Opportunities

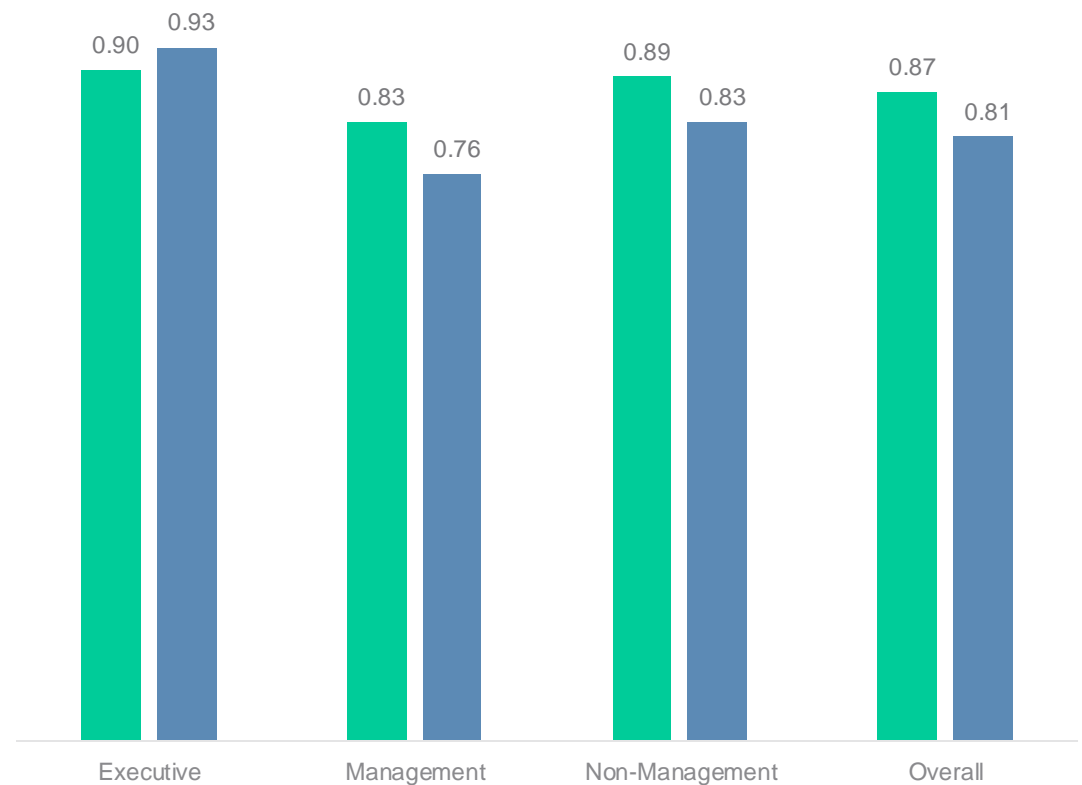
Gender Pay Ratio by Region

■ Mean ■ Median



Gender Pay Ratio by Management Level

■ Mean ■ Median

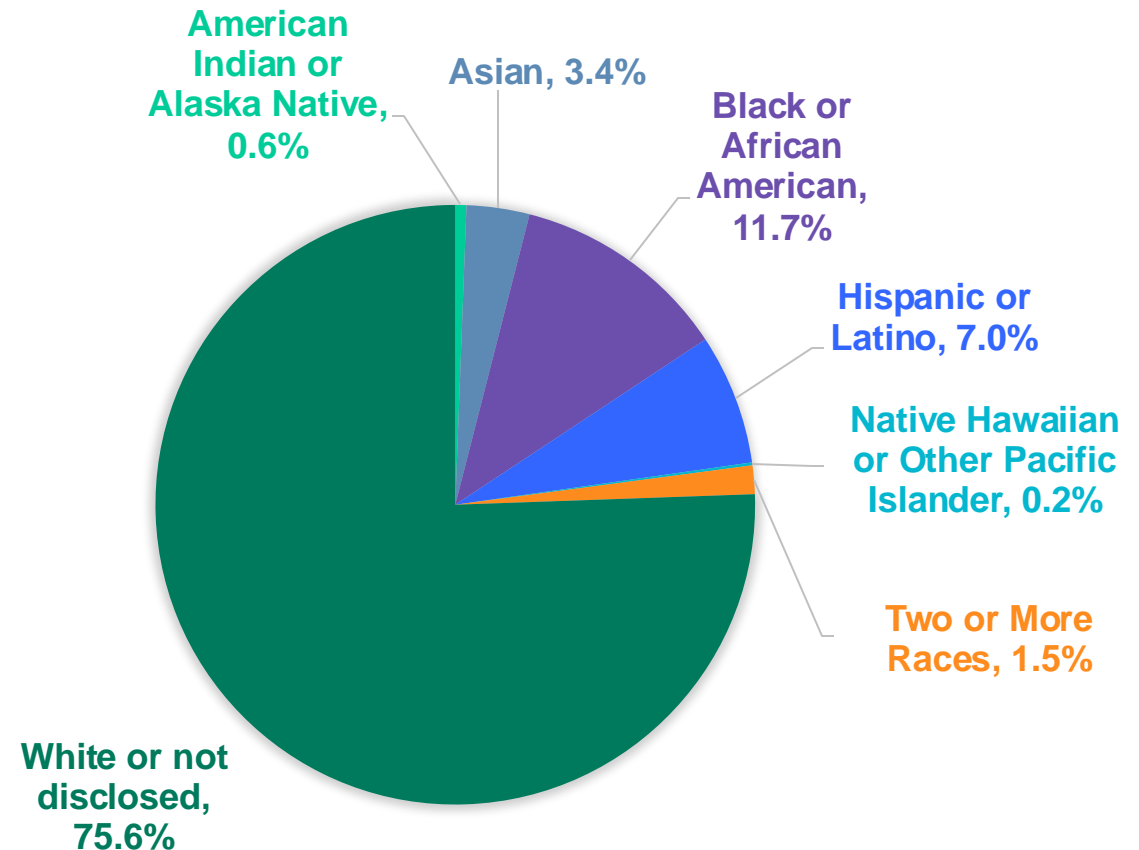


Diversity in U.S. Race & Ethnicity

As we evolve within our diversity journey by redefining and expanding our understanding of organizational diversity, we turn our focus towards examining race and ethnic representation within our workforce. This section marks a pivotal step in our commitment to fostering an inclusive 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.

We endeavor to increase ethnic and racial representation of the US workforce at all levels of our industry.

By shedding light on the current state of racial and ethnic diversity, we aim to lay the foundation for meaningful action and progress towards creating a workplace that truly reflects the diversity of the world around us.



Diversity in Race & Ethnicity

United States

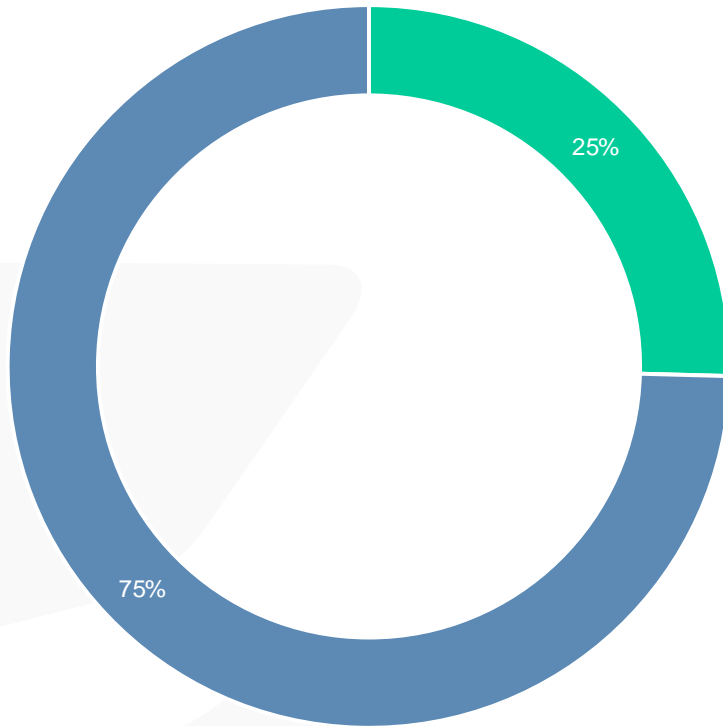
Race/Ethnic Representation in Management



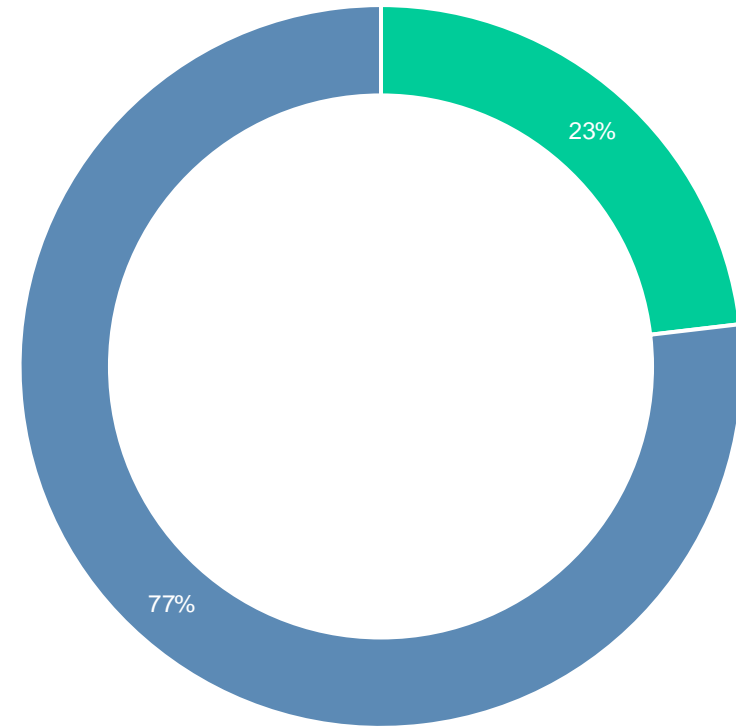
Diversity in Race & Ethnicity

United States

Total Hires

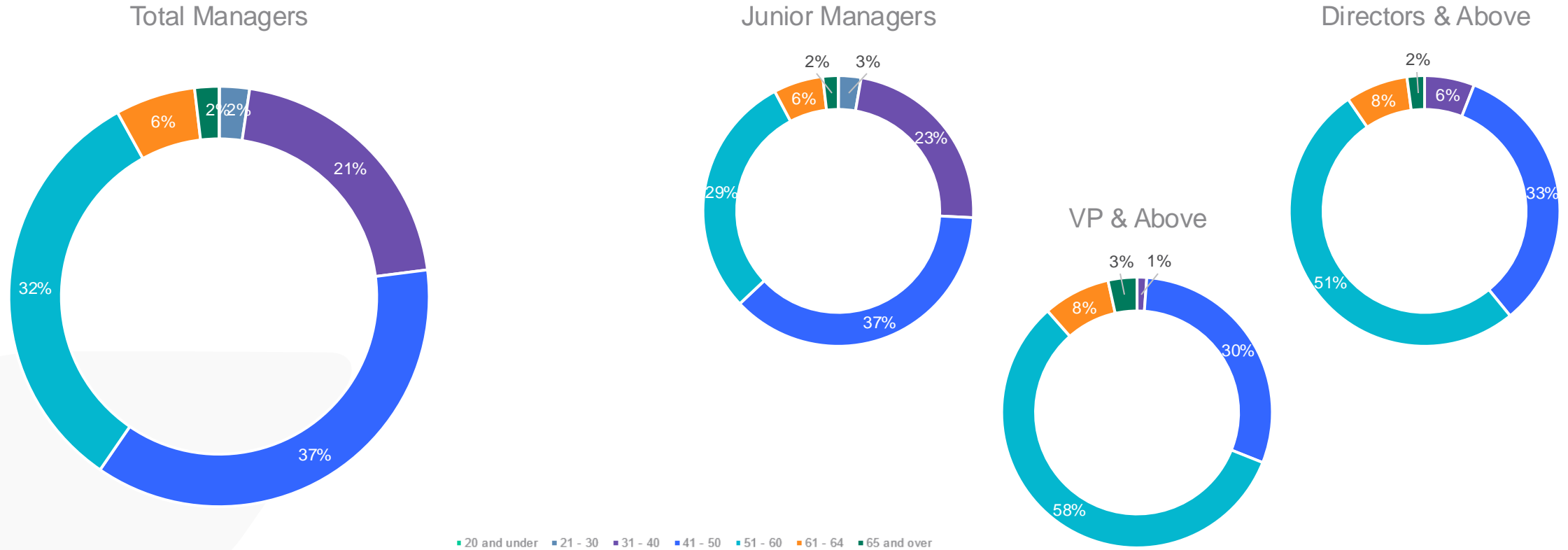


Total Terminations

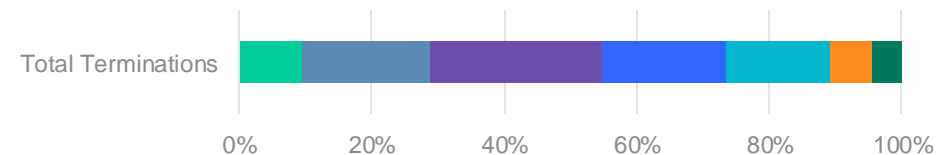
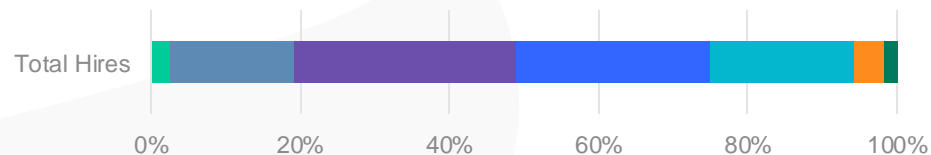


Diversity in Generations

In today's rapidly evolving workplace landscape, embracing generational diversity is paramount to ensuring the vitality and longevity of our organization. This section explores our current landscape of generational representation with 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-demographic workforce** remains unwavering as we strive to nurture an inclusive 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.**