



Transforming water to
build a better future for all

We are Culligan.

Since 1936, our mission has been to give people easier access to clean, safe, better-tasting water through our unparalleled expertise in sustainability, science and service.

We believe in empowering individuals, businesses and communities with innovative and sustainable water solutions to enhance wellness, safeguard investments and protect our planet. Because when we take better care of our water, it takes better care of us – our bodies, our families and our world.



About this report

This is Culligan's annual Environmental, Social and Governance (ESG) Report. Published in June 2024, it covers the calendar year from January 1 to December 31, 2023, unless stated otherwise. The report contains no restatements of information. We welcome this opportunity to outline our purpose and values, our approach and strategy, and our ESG performance, as well as the risks, opportunities and challenges we've faced.

We have reported the information included in the Global Reporting Initiative ([GRI](#)) Index for the period January 1 to December 31, 2023, with reference to the GRI Standards. We have also used reporting guidance from the International Financial Reporting Standards ([IFRS](#)), Sustainability Accounting Standards Board ([SASB](#)) and the Task Force on Climate-Related Financial Disclosures ([TCFD](#)) to further inform our reporting, where relevant. If you have questions or would like more information about this report, our performance or our approach, contact us at: ESG@Culligan.com.

This report may include certain forward-looking statements, estimates and/or projections. These "forward-looking statements" can be identified by the use of terms such as "may," "intend," "might," "will," "should," "could," "would," "expect," "believe," "estimate," "anticipate," "predict," "project," "plan," "target," "contemplate," "potential" and similar expressions, or the negative of these terms. You can also identify forward-looking statements by discussions of strategy, plans or intentions. All statements other than statements of historical fact that are made by representatives of the company (including, but without limitation, statements regarding the company's future financial position, business strategy, budgets, projected costs and plans or objectives of management) are forward-looking statements and are based on current management. Any such statements, estimates and projections contained herein may be forward-looking in nature and involve significant elements of subjective judgment and analysis, which may or may not be correct. Any such statements, estimates and projections reflect various estimates and assumptions by the company and/or its representatives concerning anticipated results. No representations or warranties are made by the company as to the accuracy of any such statements, estimates or projections. Whether or not any such statements, estimates or projections are in fact achieved will depend upon future events, some of which are not within the control of the company. Accordingly, actual results may vary from the projected results and such variations may be material. Forecasts and estimates regarding the company's industry and end markets are based on third-party sources, and there can be no assurance these forecasts and estimates will prove accurate in whole or in part. This presentation should not be regarded as a representation by the company that the projected results will be achieved. In addition, such forward-looking statements, estimates and projections were not prepared with a view to public disclosure or compliance with published guidelines of the U.S. Securities and Exchange Commission, the guidelines established by the American Institute of Certified Public Accountants or U.S. generally accepted accounting principles.

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A letter from our CEO

Nearly 90 years ago, our founder, Emmett J. Culligan, put his heart and ambition into what he believed is our most precious and powerful resource: water.

At Culligan, we transform water. And we strive to do so in ways that impact lives and protect our planet. It's our heritage and our responsibility.

Effecting deep change depends upon the establishment of zealous goals and making meaningful, measurable progress in their pursuit. The act of setting science-based targets, as we've done in 2023, and publishing them in this report marks a significant milestone in our commitment to sustainability. Our targets align with the United Nations Sustainable Development Goals and are supported by a robust program of initiatives that will define our future performance.

Core to our Culligan mission is providing our more than 155 million consumers water they love at home, work or on the go while reducing reliance on single-use plastic bottles, far too many of which are never recycled. In 2023, Culligan products and services delivered 30 billion liters of filtered water, replacing 40 billion single-use plastic bottles.

Daily headlines about issues affecting water quality are putting microplastics, pharmaceuticals, lead and PFAS increasingly on consumers' minds. At Culligan, we take a leader approach to innovation and technology, with new products such as the Selfizz Neo bottleless cooler that uses ultraviolet light to eliminate harmful pathogens. We continue, as we long have, to proactively secure certifications and exceed regulatory requirements in the removal of contaminants. Ensuring people trust their water drives every team at Culligan, from our laboratory scientists to our frontline representatives and technicians.

In addition to providing consumers, businesses and institutions with a broad range of sustainable solutions that address ever-evolving water needs, we made substantive inroads in 2023 in improving the sustainability of our own operations. We increased the efficiency of our packaging, electrified a portion of our fleets, and better aligned our supplier roster with our values. And we strengthened our water stewardship through our investment and participation in undertakings such as the Water Council's Water Stewardship Verified (WAVE) program. These achievements involve the strong interconnectedness of our teams in areas such as procurement, innovation, design and finance as well as our relationships with our suppliers and with the communities we serve and operate in.

Our commitment to people includes boosting our inclusion and diversity efforts through leadership development programs and frequent pulse surveys. In 2023, we instituted a global employee communication platform to improve the sharing of our culture and to keep an open dialogue on the things that matter most to our 17,000 colleagues.

This report illustrates who we are – a resilient, purpose-driven company – and how we operate as we address the challenges of our world. We succeed when we provide healthy, sustainable options to those we serve; when we operate in a just and equitable manner; and when we deliver on our sustainability strategies as we maintain our revenue growth.

Backed by a legacy of water expertise and fortified with a vision for a more sustainable future, we are steadfast in translating commitments into results.



Scott Clawson
Chairman and CEO



About Culligan

Founded in 1936, Culligan International has grown from a local business in Northbrook, Illinois, into a leading global brand. Our service-oriented, purpose-driven organization gives consumers instant access to cleaner, safer water with a best-in-class portfolio of solutions and services. Backed by more than eight decades of research and innovation, we transform the world's most precious resource and protect the planet by reducing reliance on single-use plastic.

As water is increasingly challenged globally, providing instant access to clean, safe, better-tasting water is even more relevant and important. And accordingly, Culligan has expanded to meet growing consumer demands, needs and wants around the world. Today, Culligan serves more than 155 million consumers in over 90 countries. Since 2016, our reach and capabilities have expanded by more than 600%, growing revenue organically and through acquisitions.

Creating the best water requires the best people. Our 17,000 employees are recognized as leading experts who listen to and partner with consumers to simplify the complicated with leading water filtration and softening technologies. Rooted in over 80 years of expertise and innovation, our family of brands includes Culligan, Zip Water, Culligan Quench, Culligan ZeroWater, Purezza, Vero, Waterlogic, Harvey, Acquacell and Blupura.

For more information, visit culliganinternational.com ↗

How it all began

Culligan's story began the day Emmett Culligan's daughter was born in 1921, sparked by a chance conversation in a hospital boiler room. Intrigued by the superintendent's use of zeolite to soften the water and reflecting on his growing family, Emmett wanted to have the highest water quality in his home, and so he saw an opportunity to bring a solution to homes in his community.

He began selling water softeners door-to-door to improve people's daily lives with better water. As his innovative solutions gained widespread recognition, the Culligan brand was born in 1936.

The Culligan Zeolite company was quickly known for quality water treatment products and commitment to service – and these remain the foundation of the business today. Emmett's vision expanded as consumers' water needs and technology evolved around the world.

Today, Culligan carries forward Emmett's vision, marrying innovation with a commitment to community and a desire to improve people's lives with better water.

See how far we've come since then with [our history of Culligan timeline](#) ↗.



Company overview

We're a leading provider of clean water solutions and services across the world.

Employees

~17k

Pro forma revenue

\$3.1B

Recurring revenue

~70%

Exclusive dealers

1k+

Consumers served globally per year

~155M

Total revenue, compound annual growth (CAGR) 2016-2023

+30%

Organic revenue CAGR 2016-2023

+8%

Active installed base

18M

12M household
6M out-of-home

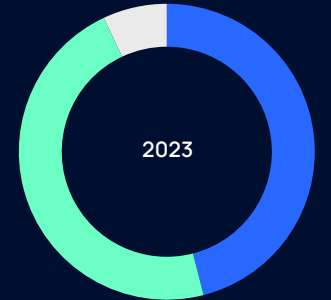


Driving access to a resource as precious as clean, safe water, our ESG strategy is a moral imperative as well as the cornerstone of our success as a business. By embracing our environmental and social responsibilities, we safeguard our planet and communities but also deliver value for all our stakeholders.”

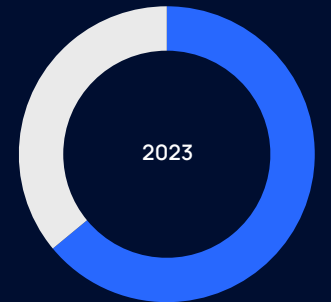


Al Hamood
President and Chief Finance and Administrative Officer

Revenue by geography



Revenue by end market



Where we are

Culligan has the largest active consumer water base in the world.

With products and services that provide clean, safe and sustainable water, our direct operations are in 40 countries and our dealer network spans more than 90 countries across Europe, the Middle East and Africa (EMEA), North America, Latin America and Asia-Pacific (APAC).

40+

Countries with direct operations

Culligan commercial and household

- Direct operations
- Indirect operations



Who we are

We're a purpose-driven, transformational water business that keeps consumer needs and innovation at the heart of our mission. Our passionate teams operate with shared values and a clear vision of a future where everyone can enjoy safe, clean and sustainable water. That's the Culligan way.



Providing people, companies and institutions with clean, safe water – and giving them alternatives to single-use plastic bottles – is a privilege. It's work that matters."



Laurence Bower
President and Chief Operating Officer

Our purpose

We transform water to impact lives and protect the planet for all.

Our mission

Give people instant access to clean, safe, better-tasting water through our unparalleled expertise in sustainability, science and service.

Our values The 5Cs



Consumer comes first.

We transform water for people everywhere. We actively listen to understand consumers' needs and concerns and meet them wherever they are, in every part of their day.



Commitment to innovation.

We develop sustainable, future-forward water solutions and superior experiences by leveraging advanced technology, deep expertise, new ideas and leading consumer insights.



Culligan as one.

We embrace a shared purpose and encourage our teams to bring their knowledge, skills, and unique perspectives together to drive our collective success.



Courage to do the right thing.

We believe that what's right for people is right for companies. We operate with unwavering conviction and ethical standards, valuing diversity, treating all with respect and prioritizing sustainability in everything we do.



Consistently deliver exceptional results.

Everyone deserves clean, great-tasting water. We are committed to creating an atmosphere where people can grow and thrive, operating with drive and accountability to deliver water people love.

Our approach to materiality

Understanding the key issues that impact an organization is essential to driving business success and positive impact in today's increasingly complex business landscape.

In 2021, we conducted a formal materiality assessment to identify and understand the ESG issues most relevant to our business and our stakeholders. This also helped us focus on the topics that enable us to minimize our negative impacts and make a positive difference through our work. The process aligned with [GRI](#) and [AA1000](#) standards.

In addition to informing our ESG strategy topics and targets, we will continue to evaluate risk and opportunity with our ESG program. This includes plans to conduct a double materiality assessment in 2024 to analyze both ESG and financial materiality. This change will help us look more strategically at ESG issues for business success and risk mitigation, and allow us to comply with the EU's Corporate Sustainability Reporting Directive (CSRD) in our future reporting.

Industry landscape

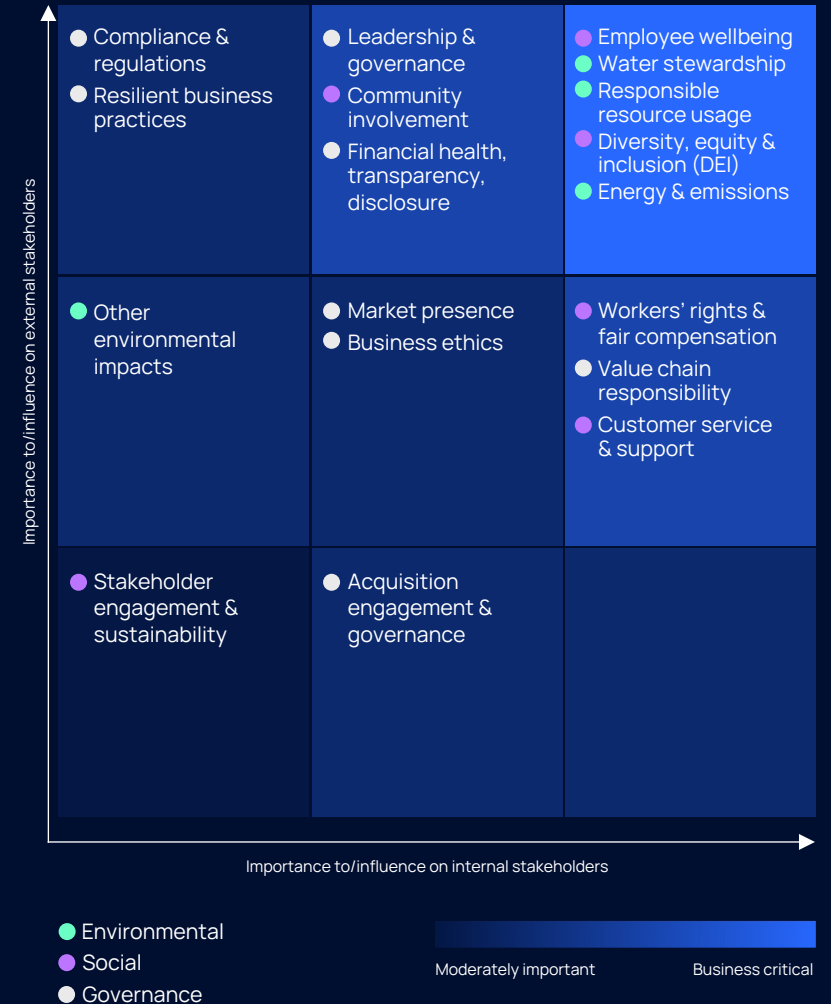
We reviewed global trends, emerging issues and regional highlights, sought insights from external ESG professionals, assessed three industry peers and analyzed ESG reporting frameworks (GRI, UN SDGs, TCFD and SASB).

Thorough stakeholder engagement

As well as undertaking a global employee survey, we interviewed 10 internal and external leaders.

Materiality assessment

We distilled industry trends, peer and competitor activities, stakeholder perspectives and business focus into our top ESG topics, and used those insights to inform our ESG position, strategy and communications.









Our ESG strategy

Driven by our mission, our multiyear strategy to become a sustainability leader upholds our core values, delivering lasting value and benefiting everyone we serve. Our employees join Culligan with passion for our purpose and a desire to work in a collaborative, supportive company. Our customers seek solutions that create better water, health and environmental options. And our stakeholders view Culligan as a strong business that does well by doing good.

To turn this ambition into reality, we have set targets grouped under four pillars to drive growth and positive change. These commitments and goals are inspired by our values and established in accordance with third-party ESG standards and frameworks, including the [Global Reporting Initiative \(GRI\)](#), the [Sustainability Accounting Standards Board \(SASB\)](#), the [Task Force on Climate-related Financial Disclosures \(TCFD\)](#), [CDP](#) and the [United Nations Sustainable Development Goals \(UN SDGs\)](#). Our materiality assessment also helped define four pillars that will guide our efforts.

- Environmental
- Social
- Governance

Our pillars	Focus areas	Public commitments and targets	Progress	UN SDGs
Our planet	<ul style="list-style-type: none"> ● Water stewardship ● Energy and emissions reduction 	<ul style="list-style-type: none"> New Net positive water impact by 2050 through membership of the CEO Water Mandate New Scope 1 and 2 emissions intensity reduced by 40% by 2035 	<ul style="list-style-type: none"> The Water Council's WAVE verification program verification kick-off in 2024 Established carbon reduction target through mitigation modeling 	 
	Our products	<ul style="list-style-type: none"> ● Responsible production and consumption ● Product life cycle and sustainability 	<ul style="list-style-type: none"> New 55B liters of clean, safe water delivered to customers through product use in 2030 New 10B kg of CO2 avoided through product use in 2030 New 1B kg of single-use plastic avoided through product use in 2030 New 65B single-use plastic bottles avoided through product use in 2030 	<ul style="list-style-type: none"> 30B liters of clean, safe water delivered to customers through product use in 2023 5B kg of CO2 avoided through product use in 2023 614M kg of single-use plastic avoided through product use in 2023 40B single-use plastic bottles avoided through product use in 2023
<ul style="list-style-type: none"> 100% of new products will be assessed for ESG criteria by 2030 			<ul style="list-style-type: none"> Launched our life cycle assessment (LCA) calculator in 2023 	
Our people			<ul style="list-style-type: none"> ● Diversity, equity and inclusion ● Social impact 	<ul style="list-style-type: none"> 35% women in leadership by 2030 30% racial/ethnic diversity in leadership by 2030 (U.S.) 7.5M liters of water donated to communities in 2024
	<ul style="list-style-type: none"> New 100% of preferred supplier scorecards to have ESG criteria by 2030 New 100% of preferred suppliers to have an annual review of their full ESG program by 2030 100% of new and preferred suppliers will be assessed for ESG criteria by 2030 100% of preferred suppliers acknowledge Supplier Code of Conduct by 2030 Annual communication on progress through ESG report 	<ul style="list-style-type: none"> Launched our new Supplier Code of Conduct in 2023 Updated our supplier scorecard process to include mandatory ESG criteria for preferred suppliers Published our second ESG report 		 
Our practices	<ul style="list-style-type: none"> ● Responsible and ethical supply network ● Compliance and reporting 	<ul style="list-style-type: none"> New 100% of preferred supplier scorecards to have ESG criteria by 2030 New 100% of preferred suppliers to have an annual review of their full ESG program by 2030 100% of new and preferred suppliers will be assessed for ESG criteria by 2030 100% of preferred suppliers acknowledge Supplier Code of Conduct by 2030 Annual communication on progress through ESG report 	<ul style="list-style-type: none"> Launched our new Supplier Code of Conduct in 2023 Updated our supplier scorecard process to include mandatory ESG criteria for preferred suppliers Published our second ESG report 	 

Our 2023 ESG highlights

Planet



Kicked off the Water Council's WAVE verification program in 2024 to advance water stewardship through our operations globally

Culligan Germany and Zip Australia were awarded EcoVadis' Gold Sustainability rating for their ESG progress

Established a carbon reduction target using mitigation models that identify key opportunities for environmental progress and risk mitigation

Products



Began developing a product sustainability program framework to assess all new products for ESG-related criteria with a focus on low-carbon materials and greater product circularity

Released the Selfizz Neo bottleless cooler, featuring eco-conscious materials and Waterlogic's patented and world's most certified purification technology, Firewall®

Launched seven online tools to assess the life cycle impacts of our main product offerings

Introduced new streamlined packaging for our Aquasential® Smart High Efficiency (HE) water softeners and optimized our shipping processes for FilterPro filters

People



Launched several leadership development programs globally to invest and strengthen current Culligan talent

Formed our DEI Working Group to advance our commitment to creating a more diverse, equitable and inclusive workplace

Through employee-driven community initiatives, impactful partnerships and a new investment in Mexico, we've worked to reduce land pollution and ocean plastics globally

Practices



Rolled out a global Supplier Code of Conduct to hold our suppliers to our high standards of ethics, sustainability and equity

Enhanced supplier engagement program to include mandatory ESG criteria for preferred suppliers to be scored against

Creating value

At Culligan, our focus on ESG enhances our brand, drives product innovation, reduces operating costs and accelerates business success. With Culligan solutions for everyone, every day, everywhere, our growth extends our ability to serve people and planet in a positive way.

We deliver value by integrating sustainable practices into our core operations. Through our ongoing commitment to sustainability and the initiation of our ESG program in 2021, we have developed more energy-efficient products with fewer emissions, removed more contaminants from domestic and commercial water services, and empowered millions of consumers to avoid single-use plastic bottles. As well as delivering for consumers, our approach resonates with our employees, who support Culligan by living our values every day.

The water market is influenced by many factors and trends. Our business is a transformative force for good, and increasing access to clean, safe water is helping drive our exceptional financial results.

Global need for clean, safe drinking water



~155M

Consumers served by Culligan's clean water solutions every day

Increasing consumer focus on health and wellness



>30B

Liters of water filtered by Culligan products annually, replacing sugary alternatives

Rise in contaminants in drinking water



>90

Certified contaminants reduced by Culligan's best-in-class reverse osmosis (RO) technology

Shift away from single-use plastics



~40B

Single-use plastic bottles avoided by Culligan products annually

Active installed bases



Consumers



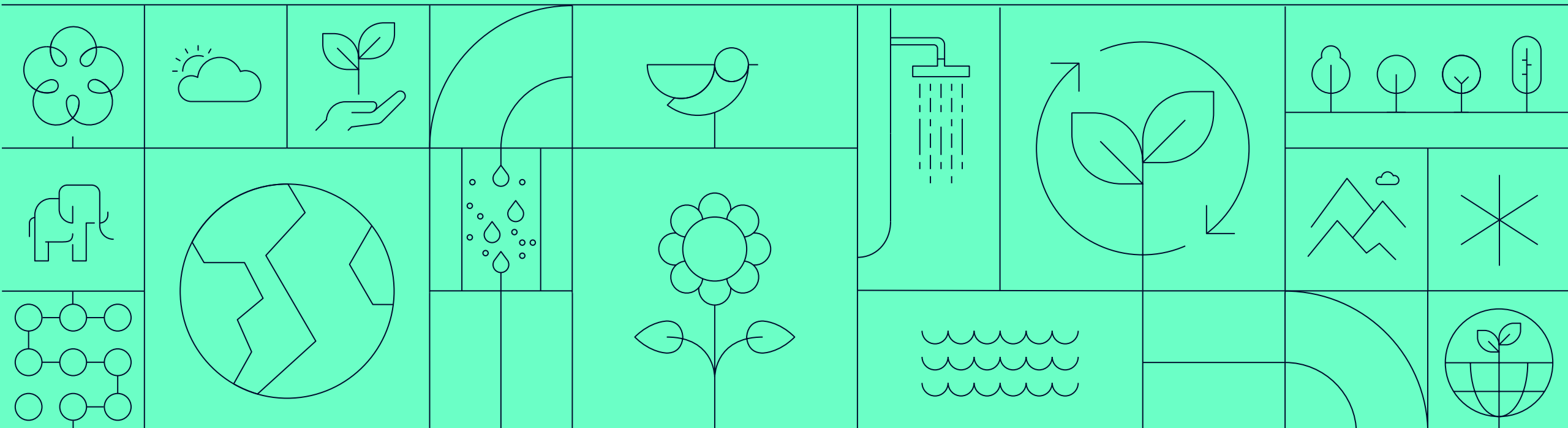
Pro forma revenue



Planet

Every living thing on Earth depends on water, from the tiniest of microbes to the tallest tree. Water shapes our landscapes, supports our food chain and fuels our bodies and our industries. It's more than a resource – it's the lifeblood of our planet, connecting all forms of life in a delicate balance.

That's why we've made it our mission to improve lives and preserve the health of the planet by transforming water. We design our products to help consumers access water they love while making a real, tangible impact on the future of our planet. Every day, we help people reduce plastic waste, track their water usage and lower their energy consumption. We know there's more work to be done for our planet and are resolved to take action together with consumers worldwide.



Taking action for a sustainable future

Water is life. Right now, more than 2 billion people lack access to safe water;¹200 million metric tons of plastic waste are polluting our oceans, and greenhouse gas (GHG) emissions have hit record highs.² Living this way is not viable and we have a responsibility as water leaders to lead and enable behavior changes that can be impactful.

We're dedicated to making a real difference for people and for our planet. Culligan solutions provide millions access to cleaner water while reducing reliance on single-use plastics that end up in our oceans. But we're not stopping there. We're committed to tracking and managing our own environmental impact, setting ambitious ESG targets for effective water stewardship and lowering the emissions intensity of our operations.

Our ESG team drives our global strategy, but the passion to create a better, more sustainable world is evident in everything we do, every day.

Measuring and minimizing our impact

To help manage and reduce the impact our business has on the environment, we regularly monitor energy consumption, water use and waste generation across our organization.

Locally, our ESG Champions Network conducts data collection and analysis with standardized compliance. This work is done at business unit facilities around the world to help us understand the unique challenges each site faces, which in turn guides our continuous improvement projects. These measurements also allow us to set accurate targets and monitor progress.

This year, we took our commitments to the next level by enhancing our public goals on water stewardship third-party verification and reducing Scope 1 and 2 emissions.

Commitments and targets



Water stewardship

Focus areas



New Net positive water impact by 2050 through membership of the CEO Water Mandate

2023 progress



New The Water Council's WAVE verification program verification kick-off in 2024

Energy and emissions reduction

Scope 1 and 2 emissions intensity reduced by 40% by 2035

Established carbon reduction target through mitigation modeling

Reducing our carbon footprint

Our products and operations play a critical role in addressing climate change as they give consumers means to tangibly reduce their energy use and GHG emissions from single-use plastic.

The collective impact is remarkable but we know our commitment to sustainability must start internally to be authentic leaders. We continually seek new ways to lessen our carbon footprint and environmental impact as a company, ensuring Culligan meaningfully contributes to a healthier planet for future generations.



Reviewing our carbon emissions annually has been crucial for Culligan. We have pinpointed emission sources, teamed up with experts and crafted a plan to slash emissions by 40%. Exciting times ahead as we hunt for even more ways to decarbonize.”



Martin Murden
ESG Manager, EMEA

Understanding our emissions

Our stated goal is to reduce Scope 1 and 2 emissions intensity by 40% by 2035, but we can't measure improvement without knowing where we are starting. That's why we have conducted comprehensive inventories since 2021, working with industry experts to analyze our direct and indirect carbon emissions. Our 2023 carbon footprint now forms the baseline against which we measure and analyze the annual GHG emissions reductions of each Culligan facility. Our emissions are measured in carbon dioxide equivalents (CO2e), using the [Greenhouse Gas Protocol](#) carbon accounting methodology.

We hold ourselves to a high standard of data quality and work with a trusted third party, [Emitwise](#), to calculate and report our GHG emissions. Emitwise, [CDP](#) gold-accredited partner, combines artificial intelligence technology with a proprietary set of emission factor databases. This gives us confidence that our decision-making and reporting is based on accurate, auditable and actionable results.

Committed to reducing emissions

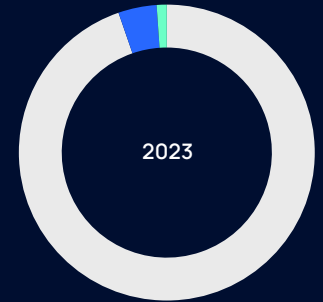
Climate change is a significant challenge and one that every single human contributes to and can help alleviate. We're dedicated to doing our part to reduce emissions to directly contribute to a healthier planet for the communities we live in and serve as well as future generations.

Reflecting three years of data (2021 - 2023), we set a goal to lower our Scope 1 and 2 emissions intensity. We selected emissions intensity – the emissions relative to our company output – because it allows us to account for business growth while tracking our progress in reducing emissions over time. This means we are accountable to operating more efficiently and in a lower carbon way as we continue to grow.

As part of our culture, we are continually learning and optimizing our efforts. As part of our culture, we are continually learning and optimizing our efforts. This flows into our emissions work as we continuously reassess our reduction targets. We are considering how to best address Scope 3 emissions and reinforce our dedication to a sustainable future

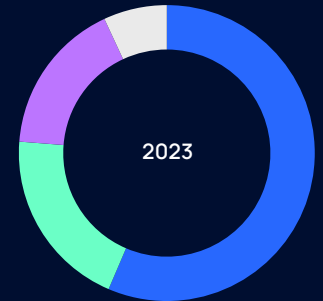
Culligan emissions by scope

- 4% Scope 1
- 1% Scope 2
- 9% Scope 3



Culligan emissions by region

- 57% U.S./CAN
- 20% EMEA
- 17% APAC
- 7% LATAM



Our carbon reduction efforts

With data from 2021 and 2022, we partnered with experts to forecast future emissions and pinpoint areas where we can make the most significant reductions. We're starting with Scope 1 and 2 emissions from our facilities and vehicles, as these are within our direct control.

Our decarbonization strategy focuses on projects that reduce emissions and fuel efficiency for our business – a true win-win approach. For example, we're implementing energy management systems and recycling programs, installing LED lighting and transitioning fleets to electric vehicles. Such initiatives will shrink our carbon footprint and improve our operational efforts.

To validate our projections, we will incorporate results from facility and vehicle surveys, updating our model as new information becomes available. This thorough approach will ensure we make the most impactful, effective improvements for our business, customers and planet.

Sustainable energy and transport in Austria

Culligan Austria, located in the heart of the Alps, has designed and modified operations to reduce energy use and emissions, with all eight company sites powered by renewable electricity. The photovoltaic panels at its production facility generate roughly 200 MWh of solar energy annually, enough to power our bottle-cleaning processes without emissions and save roughly 36,000 units of heating oil each year.

This location is transforming its transportation to be more sustainable. Currently, 40% of the fleet consists of electric vehicles; the goal is to reach 80% by the end of 2025. They've also introduced 45 e-scooters for employees, use an electric trike for hygiene services and are trialing Austria's first 40-ton electric water-delivery truck.

We installed photovoltaic cells to reduce the need for electricity from utilities at our bottling plant in Albarracin, Spain. Next, we will install LED lighting and incorporate energy management systems at the facility.



Championing effective water stewardship

Providing cleaner, safer water to people around the world is what we exist to do. Culligan products and services provide around 28 billion liters of filtered water each year, delivering peace of mind to approximately 155 million people and adding to our water stewardship efforts.

With the same rigor we bring to serving those 150 million consumers, we are committed to increasing water stewardship across our operations. We work with a number of industry councils to set a goal of achieving a net positive water impact by 2050 as a member of the [CEO Water Mandate](#).

To further advance water stewardship across our operations, we are investing time and resources to the [Water Council's Water Stewardship Verified \(WAVE\) program](#). This will inform our understanding of good corporate water stewardship practices and provide independent verification of the actions we take to improve our performance in this space.

Partnering with industry councils

When leaders come together, the possibilities expand, and we know promoting water quality and sustainability cannot be done alone. Culligan participates in water stewardship groups to forge relationships, to learn from and work with other experts who share the desire to bring about meaningful change. Additionally, collaborating with such groups provides access to research, best practices and a network of like-minded individuals.

Culligan is a leading member of [The Water Council](#), a nonprofit organization dedicated to solving critical global water challenges by advancing stewardship. The company is also a member of the [Water Quality Association \(WQA\)](#), a nonprofit association that works with more than 2,500 organizations across the residential, commercial and industrial water treatment sector to improve water quality. Our membership and leadership in both offer access to industry information and news, training programs, tools, events and networking opportunities.

2B to 3B

Between 2 and 3 billion people worldwide experience water shortages. These shortages will worsen in the coming decades, especially in cities.¹

Equal to the 2024 population of India and China combined



This year was all about building and executing. We were able to make great strides toward advancing our ESG strategy across the entire organization, including our commitment to water stewardship."



Nickie Cashdollar
Manager, ESG

Recirculating laboratory saves millions of gallons of water

Optimizing water use at our facilities is a key to reducing our environmental impact. Our analytical laboratory in Rosemont, Illinois, plays a crucial role in validating new product designs and ensuring quality control. This lab assesses contaminant reduction capabilities, structural integrity and environmental resistance, using equipment designed to recapture and recirculate all water involved.

In 2023, we installed a new multifunctional test station to handle larger products. This addition drove significant water savings of over 5 million gallons and reduced municipal water costs by \$90,000 in just eight months, further highlighting our commitment to quality, sustainability and innovation. By improving our water practices, we support a sustainable future, aligned with the WAVE program.

Committing to water stewardship with WAVE

With businesses around the world facing increased pressure from investors, customers and stakeholders about water-related performance, the Water Council developed WAVE, a program that helps companies better understand what constitutes good corporate water stewardship, and recognizes and verifies leading efforts. The structured methodology involves understanding water use, impacts and risks, developing a corporate water stewardship policy, prioritizing where water risks can be mitigated and communicating an action plan.

In 2024, Culligan will elevate its water stewardship by committing to the WAVE program. We look forward to demonstrating our commitment to addressing water risks and setting targets to support a more water-resilient supply chain. We have already begun data collection and site selection in preparation for a comprehensive, company-wide audit of water practices across procurement, operations and discharge, with independent, third-party verification provided by [SCS Global Services](#).



Our certified facilities

Our dedication to sustainability has been recognized and validated by [EcoVadis](#), a respected global provider of business sustainability ratings. Our facilities in key locations, including Germany, Italy, France and Australia, have been certified by EcoVadis, underscoring our sustainable operations across four critical areas.

In 2023, Culligan Germany was awarded EcoVadis' Gold sustainability rating, reflecting the excellence demonstrated in training employees on climate action, using renewable energy, integrating eco-design principles, assessing the carbon footprint of key products and setting KPIs for energy, emissions, water, waste, materials and chemicals.

By the end of the year, Zip Australia had also achieved Gold status for the second consecutive year. In both instances, this prestigious accolade reinforces our teams' commitment to doing what's right for our planet despite the criteria becoming more stringent.

Beyond meeting standards, we are driven to make real impact and improve lives globally. We are proud to continue our journey toward a more sustainable future together with consumers.



EcoVadis sustainability criteria



Environment

Implementing eco-friendly practices, reducing our environmental footprint



Ethics

Upholding the highest standards of business integrity, ethical conduct



Labor and human rights

Ensuring fair treatment, safety and well-being of all employees



Sustainable procurement

Promoting responsible sourcing and supply chain practices



Reducing waste

A future with less plastic waste can only become a reality when we change behaviors and embrace innovative solutions.

By focusing on helping the world reduce single-use plastics and enhance sustainability, we can improve the environment and offer greater peace of mind to people globally. Together, our teams are proud to take steps forward that protect our planet for future generations.

Our solution to plastic pollution

If current trends continue, 12 billion metric tons of plastic will have been buried in landfills by 2050¹ and it will take more than 450 years for items like plastic bottles to biodegrade.² The world is producing twice as much plastic waste as it did two decades ago, with the bulk of it ending in landfill, incinerated or leaking into the environment; only 9% is successfully recycled.³

Culligan provides solutions to the plastic problem in hopes of a better, more sustainable world. The very nature of our business – supplying sustainable water systems to homes and businesses – supports the reduction of single-use plastic. These products already help avoid more than 40 billion single-use plastic bottles going into landfill every year.

Addressing waste in our own operations

Around the world, our businesses and subsidiaries take action to minimize our collective waste footprint through recycling programs and management systems that keep waste out of landfills.

Waterlogic China recycling

Waterlogic China's Qingdao manufacturing center successfully diverted more than 39,000 kg of waste from landfills in 2023 through a program to recycle expanded polystyrene (EPS) packaging. This was later extended to include electronic components and hazardous waste in pursuit of ISO 14002 certification. The company also redesigned its packaging, replacing EPS with more sustainable alternatives such as paper.

Committed to zero waste to landfill in Poland

Oasis Poland, a Culligan subsidiary, committed to achieving zero waste to landfill, which resulted in 95.8% of its operational waste being recycled in 2023, while the remaining 4.2% underwent alternate processing methods. The company's efforts to optimize waste management included electronic waste recycling, repairing pallets, replacing bubble wrap with cardboard filler and collaborating with suppliers to implement returnable packaging. Today, plans are underway to replace polystyrene with packaging made from paper pulp.



Our Culligan Austria facility provides customers with reusable 19-liter bottles. Each bottle can be refilled up to 80 times and remains in circulation for about 10 years, replacing up to 1,500 single-use 1-liter bottles over its lifetime. The bottles are now certified with the Austrian Ecolabel from the Federal Ministry of Environment.

Local forests play a critical role in filtering the natural spring water used by Culligan Austria. Accordingly, the company has committed to plant 10,000 trees by 2025. The trees are expected to absorb the equivalent of 48 tons of CO₂ each year.

Biodiversity and nature

Caring deeply about the natural world is a fundamental part of our purpose. Our holistic approach to environmental management includes finding ways to positively impact biodiversity and nature.

We are focused on carbon reduction and water stewardship, with targets and programs in place to launch key collaborations and initiatives that will protect nature, preserve biodiversity and restore natural ecosystems, both at our facilities and in the communities where we operate.

We also plan to align our efforts with the [Taskforce on Nature-related Financial Disclosures \(TNFD\)](#)⁴, which provides guidance on integrating biodiversity into decision-making to drive nature-positive outcomes.

Más Pura Ocean Alliance

Going beyond providing alternative solutions to bottled water products, the headquarters of Más Pura – a Culligan company based in Costa Rica – held employee volunteer days dedicated to removing plastics from the environment. Más Pura Ocean Alliance's ThinkGreenSaveBlue volunteer program involves half-day sessions twice a year for employees to address plastic pollution in locations like beaches and forests. The program inspires greater responsibility and passion for the environment.

Safe and sustainable water

We know there's no one-size-fits-all solution when it comes to water. That's why we continuously evolve and expand how to transform water. From a single glass of water to whole-office solutions, we offer hundreds of solutions and services to serve 155 million consumers annually.

Sustainability and water quality are core to product innovation across our entire portfolio – not because it's what we should do but because as industry leaders, we believe it's what our world needs. With extensive research and development, our comprehensive review processes evaluate and minimize our products' environmental impact to ensure Culligan solutions are environmentally responsible from production to disposal.

[Read more about our products and services ↗](#)

Commitments and targets



Responsible production and consumption

Focus areas



- New** 55B liters of clean, safe water delivered to customers through product use in 2030
- New** 10B kg of CO2 avoided through product use in 2030
- New** 1B kg of single-use plastic avoided through product use in 2030
- New** 65B single-use plastic bottles avoided through product use in 2030

Product life cycle and sustainability

100% of new products will be assessed for ESG criteria by 2030

2023 progress



- 30B liters of clean, safe water delivered to customers through product use in 2023
- 5B kg of CO2 avoided through product use in 2023
- 614M kg of single-use plastic avoided through product use in 2023
- 40B single-use plastic bottles avoided through product use in 2023

Launched our life cycle assessment (LCA) calculator in 2023

Our impact

As we set our targets for 2023 and beyond, we grounded ourselves in critical global challenges we believe must be addressed as we plan for the future.

- Globally, approximately one in four people do not have access to safe, clean drinking water¹
- In the U.S., waterborne diseases cost over \$3 billion annually², while 43% of schools have higher levels of lead in their drinking water systems³
- 77% of European rivers contain harmful substances that can be dangerous for human consumption⁴
- The enormous challenge of plastic pollution continues to grow with nearly 10 million metric tons of plastic entering our oceans every year⁵

These pressing realities are the driving force behind our commitments and targets, motivating us to innovate and implement solutions that can pave the way for a sustainable future for all. Our trusted brand empowers people to make better, healthier water choices for themselves, their loved ones and our world. Whether using our products at home, work or on the go, Culligan customers are making a real, positive difference.

18M



Active installed bases

12M home 6M out-of-home

40B



Reduction in single-use plastic annually

We help avoid enough plastic water bottles to circle the Earth **200 times**

>30B



Liters of water filtered annually

Equal to **>125B** glasses of water

155M



Consumers served annually

Equal to the population of **Germany and the United Kingdom** combined

>600M kg



Plastic avoided annually

Equal to the weight of **>280,000 cars**

>5B



CO2 emissions saved annually

Equal to the emissions created by **>500,000 U.S. homes**

Out-of-home solutions

As a global leader in commercial water treatment solutions with over 6 million installations worldwide, we partner with businesses to support their sustainability journeys.

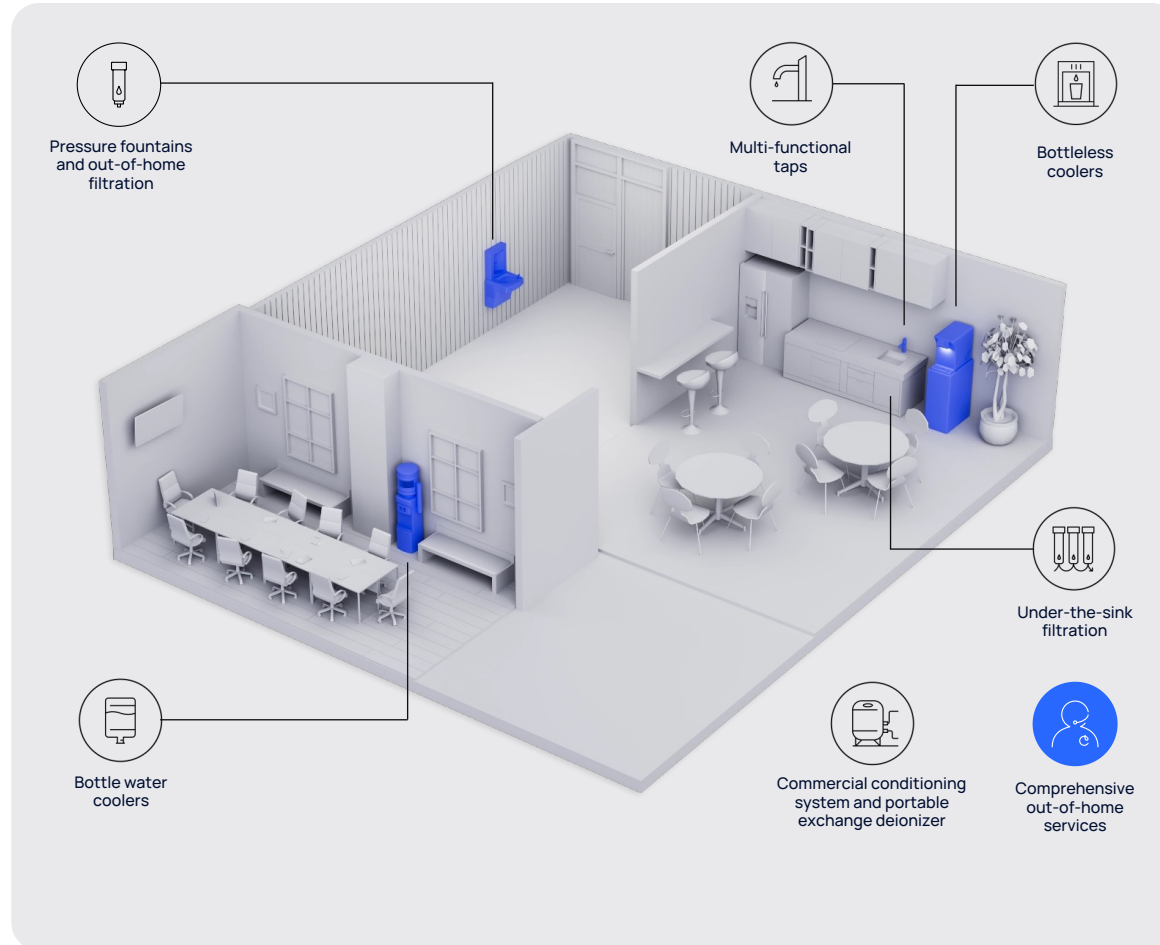
Increasing access to clean water in offices, airports, hotels, restaurants is achieved with Culligan water coolers, taps, filtration systems and dispensing solutions. Culligan out-of-home solutions enhance our impact and improve water quality for thousands of people.



Our solutions are vast and world-class, offering innovative and sustainable technologies to meet diverse needs. I am excited to bring our sustainable solutions worldwide, ensuring global communities benefit from our expertise and commitment to a sustainable future.”



Chris Quatrochi,
Chief Product Technology Officer



Bottleless coolers

Dispenser of filtered water plumbed to the water supply providing filtered, hot, chilled, carbonated and/or flavored/mineralized water

Multi-functional taps

Taps providing boiling, chilled and carbonated water

Water softening

Point-of-entry systems that provide cleaner, fresher, soft water at every tap in the home

Under-the-sink filtration

Under-sink point-of-use water treatment systems, with filtration technologies such as reverse osmosis (RO) and activated carbon

Bottle water coolers

Water dispensers using bulk water bottle on top of or inside the system

Pressure fountains and out-of-home filtration

Fountains for public spaces and filters for specialized units

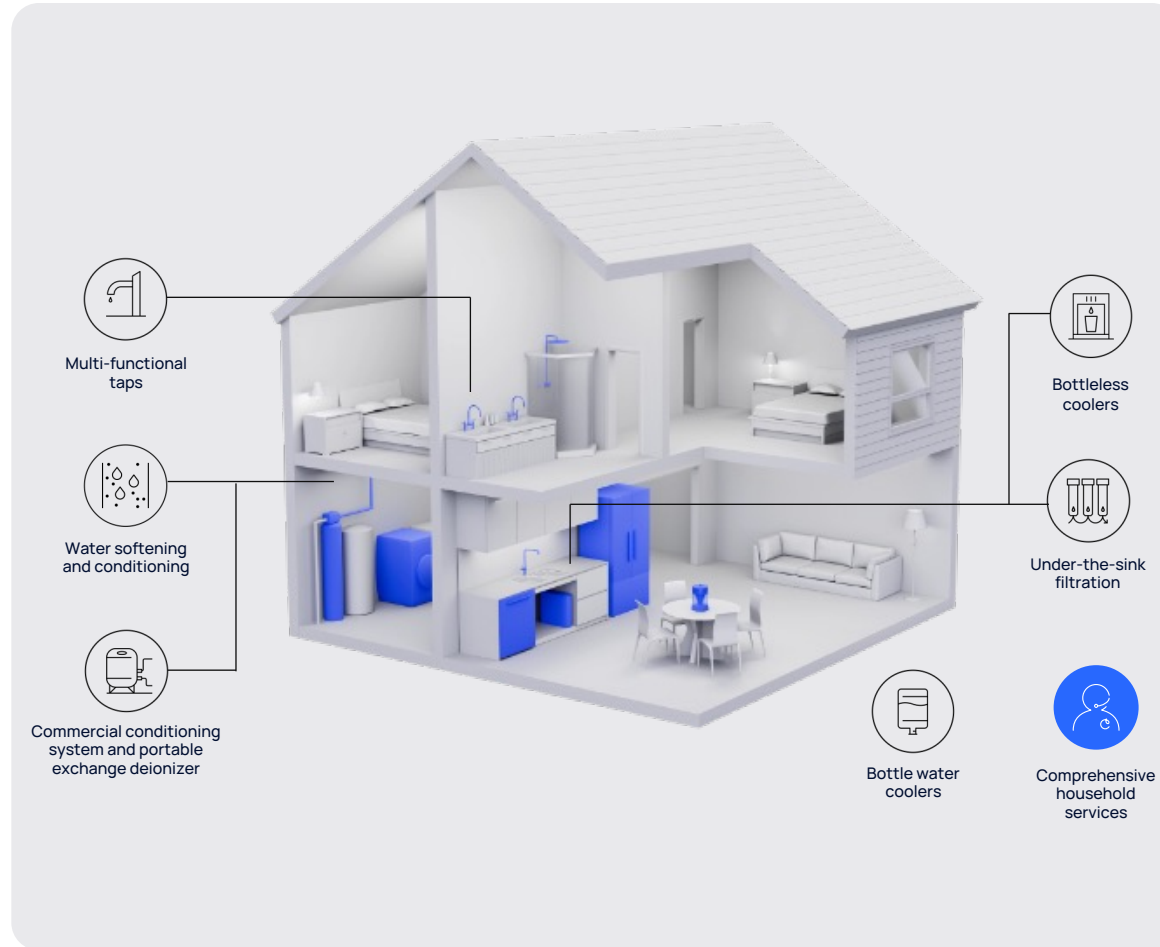
Comprehensive out-of-home services

We offer a comprehensive set of services across the entire consumer water journey

Household solutions

The Culligan brand is trusted to deliver safe water solutions in more than 12 million homes worldwide, enhancing daily lives with our bottleless water coolers, water softeners, multi-functional taps and effective filtration systems.

Consumers come to Culligan with personal needs knowing they will find best-in-class solutions backed by more than eight decades of research, innovation and expertise in sustainability, science and service. We take great pride in meeting or exceeding industry certification requirements to provide even greater confidence when serving water to family and friends in homes around the world.



Bottleless coolers

Dispenser of filtered water plumbed to the water supply providing filtered, hot, chilled, carbonated, flavored or mineralized water

Multi-functional tap

Taps providing boiling, chilled and carbonated water

Water softening and conditioning

Removing scale from water to improve appliances' energy efficiency and give consumers softer hair and skin

Under-the-sink filtration

Under-sink point-of-use water treatment systems, with filtration technologies such as reverse osmosis (RO) and activated carbon

Bottle water coolers

Water dispensers using bulk water bottle on top of or inside the system

Consumer water products

Refrigerator pitchers, tap-mounted filters, shower filters, soda-makers and filtering or chilling bottles

Filters

Specialty filters for refrigerators

Comprehensive services systems

We offer a comprehensive set of services across the entire consumer water journey

Exceptional service as standard

Water is essential, complex and personal. It permeates our daily activities and covers 70% of our planet.¹ It is daunting and mysterious, yet all around us.

professionally-trained technicians – experts in testing and servicing systems, water and salt deliveries, repairs and replacements – are critical to our success. They build our brand's trust by creating consumer connections and delivering water people love. Culligan experts bring unparalleled skills and knowledge about water transformation to understand consumer concerns, inform viable recommendations and offer incredible value. Above and beyond regular maintenance and service visits, we listen, learn and build long-term relationships that enhance the consumer experience, reduce environmental impacts and provide peace of mind.

For example, in early 2023, a French technician called in sick, and their customers were frustrated about canceled appointments. To tackle this, our customer relations manager immediately sent proactive text messages with an apology and a promise to reschedule. This effective strategy, implemented nationwide by late 2023, markedly improved customer satisfaction and operational efficiencies.



Honoring our team's dedication

Eddie Combs is Culligan's longest-serving service technician and a remarkable individual. He joined a Culligan dealership in Mount Pulaski, Illinois, in March 1960 when he was 19 years old. Since then, he has been devoted to serving the company's customers, embodying the expertise and reliability that define our business. Eddie has countless stories and has touched many lives, earning him admiration within the dealership and local communities.



Improving the customer experience

Putting the customer first is a core Culligan value that permeates all aspects of our business. Cross-functional customer feedback is a continual source of actionable insights for teams across marketing, manufacturing, IT, legal, customer care and sales. Our businesses around the world gather and share feedback monthly to review consumer concerns and identify root causes to prioritize and resolve together. Collaboration, transparency and a shared goal to deliver water people love unlocks limitless possibilities for greater efficiency and effectiveness, which in turn further builds our brand trust.

To identify areas of friction, we send consumers a short survey after each interaction to learn how their Culligan experience as gone. We analyze that information to determine where we can adapt processes to better meet and exceed consumer expectations. We leverage net promoter scores (NPS) to measure customer loyalty, satisfaction and likelihood of them recommending Culligan to others. Monitoring these scores helps identify and solve emerging issues as well.

Designing for sustainability

People around the world make daily lifestyle choices to reduce their environmental impact, including purchasing products they believe are better for the planet. Continually improving the sustainability of our solutions aligns with what we know consumers seek.

Culligan products embody sustainability – they are optimized for water and energy efficiency, and built using recyclable and other low-impact materials where possible to leave a smaller footprint on the planet. We set out to address consumers’ water concerns while eliminating their instinct to reach for plastic water bottles. Our goal is to avoid 10 billion tons of CO2 and 65 billion single-use plastic bottles with our products by 2030.

We innovate to enhance efficiency and integrate advanced technologies. We design for the most optimal product impact. Our LCAs are part of product development from the onset of the design phase. This focus elevates water quality, minimizes service visit needs and reduces our environmental impact.



The Zip HydroTap

Offering instant, filtered boiling, chilled and sparkling water, the Zip HydroTap exemplifies energy efficiency and sustainability in water dispensing. With three energy-saving modes and patented PowerPulse™ technology, the HydroTap uses the minimum energy required to maintain a precise water temperature. Its air-cooled system makes it more efficient by removing the heat generated by the refrigeration process, while special filters improve water quality by removing impurities larger than 0.2 microns. The HydroTap emits 90% less carbon than single-use plastic bottles in commercial settings and 33% less than a kettle.

Creating products with a focus on sustainability

Culligan uses best-in-class, sustainable product design frameworks to limit carbon and plastic emissions. In 2023, using innovative design strategies and responsible materials to sharpen our sustainability focus, we avoided the use of 5 billion kg of CO2 as compared to single-use plastic water bottles.

To assess all new products against ESG-related criteria by 2030, we are currently developing a framework for product sustainability with third-party experts. The framework will formalize and improve the sustainability of our products, building on our progress and reinforcing our position as a brand that does what’s right for people and the planet.

The first step is developing and implementing a product sustainability process within the new product work streams. This process will ensure sustainability considerations such as material choice, recyclability, product life cycle, packaging, energy usage and end-of-life design are taken into account across all new product designs. A series of workshops, product lead feedback and ongoing education inform continued optimizations. Ultimately, the process will enable increased sustainable features across the Culligan portfolio, keeping the Culligan brand, people and products at the forefront of consumer demand to decrease personal environmental footprints and protect our world.



Our AI-powered chatbot

Our AI-powered chatbot, Cullie, is available 24/7 to provide advice, assistance and confidence regarding our solutions. Cullie uses ChatGPT capabilities to enhance customer experiences with educational support and improved online interactions. Since launching in fall 2023, the chatbot has engaged nearly 15,000 consumers. [Chat with Cullie to discover more about Culligan’s products and services ↗](#)

Sustainable packaging

We recognize that reducing our environmental impact goes beyond products and services.

Our sustainability practices and internal expectations to lead through a sustainable lens extend to the transportation of goods. We strive to minimize the amount of packaging materials used, switching to more sustainable materials with greater recycled content where possible. Such initiatives result in reduced waste, greater efficiency and financial savings.

New shipping processes in China

In China, FilterPro, part of the Culligan family, recently modified its shipping and packaging processes. FilterPro is the largest exporter of refrigerator filters in the country, sending more than 10 containers each month to a major refrigerator manufacturer. On reviewing its processes, the company worked with the customer to make better use of the available container space. The size of the wooden pallet was adjusted, allowing for 14 cartons rather than six and eliminating the need for an additional board previously needed for stability. The more efficient loading has increased the use of container space by 44% and used 30 fewer containers in the first year. The plastic bag and cardboard used to package each filter have also been removed, allowing an additional 15 filters to fit into each carton.

In the first year of the process modification, 50,000 plastic bags were saved and packaging costs fell by 70%, while unpacking is now quicker and labor costs are lower. FilterPro was also able to cut shipping fees, which reduced the customer's annual transportation costs by 30%. FilterPro is continuously working with suppliers and consumers to develop additional packaging solutions.

Reduced packaging for water softeners

As part of our commitment to environmental responsibility, we streamlined processes to significantly reduce shipping waste and make installation of Aquasential® Smart HE water softeners easier for our dealers.

Previously, the product packaging included five inserts and three boxes, creating unnecessary waste and complicating unpacking and installation. Today, there are three inserts within one box, simplifying installation and significantly reducing cardboard and other packaging materials. Rolled out across North America in October 2023, the new packaging is expected to save more than 40,000 pounds of cardboard per year. We plan to replicate this across Europe in 2024 and adopt it for our commercial line of Culligan top-mount softeners and filters. While largely an unseen consumer process, the results reinforce the value of recycling to protect our environment for all.



Our lean manufacturing activities drive down transportation costs and enable us to operate more sustainably. By finding opportunities to redesign and eliminate excess supplier-side packaging materials, we are more efficient and have reduced our carbon footprint. It creates value for Culligan and for our customers. It's a win-win situation."



Fara Feng
Supply Chain Director, FilterPro

Reducing single-use plastics

Single-use plastic bottles are a reality of our modern world, with around 1 million bought every minute.

The convenience they offer comes at a significant environmental cost as production of single-use plastics requires a significant amount of energy, plastic and water.¹

Despite best intentions, most single-use plastic isn't recycled. According to the UN, more than 400 million metric tons of plastic is produced every year, half of which is designed to be used only once.² Every minute, the equivalent of a garbage truck of plastic is dumped into our oceans, rivers and lakes globally. Without action, that rate will quadruple by 2050.³

No one person or company can tackle this issue alone. We believe education, paired with tangible solutions and accountability create the best paths for consumers to be empowered to make meaningful behavioral change. We offer sustainable alternatives to single-use plastic for every hydration need and we can calculate the impact our solutions have on the planet, further arming our customers with knowledge.



Blupura's new taps take off

We understand the importance of meeting consumers where they are to demonstrate the power of our products. Our team at Blupura, a Culligan company, leveraged new and existing technology to reduce water and plastic waste in San Francisco International Airport (SFO). The innovative, hands-free Blupura tap offers a modern, hygienic design that's highly automated thanks to AI. Its sensors determine when and how much water to use, and they only dispense when they detect a bottle to discourage travelers from washing hands or other items.

To maximize efficiency, the flow of water and the grate below the tap are designed to reduce splashing. Partnering to install these taps, Culligan and SFO demonstrably eliminated single-use plastics throughout the airport while engaging with millions of travelers; we estimate the tap saves 32,775 kg of plastic and avoids 111,435 kg of CO2 emissions every year.

Championing sustainable hydration in soccer

The English Football League club Forest Green Rovers, named "the world's greenest football club" by [FIFA](#),⁴ partnered with Culligan to reduce the use of single-use plastic bottles while improving hydration solutions for supporters, players and visitors at the New Lawn Stadium in Gloucestershire. As a part of this project, boiling and chilled filtered water taps were installed in the changing rooms, a chilled and sparkling water dispenser was set in the refurbished hospitality area and bottle-filling stations were placed throughout the stadium. Our winning solutions created a holistic upgrade to the club's water facilities, increased access to great-tasting, clean water for millions of annual visitors and significantly reduced single-plastic water bottle use annually.



This application was designed for airports but it can also be used in amusement parks, train stations, universities... anywhere there is a huge flow of people and you want to provide safe water."



Debora Screpanti
Marketing Manager, Blupura

1M

Around the world, 1 million plastic bottles are purchased every minute.¹

1.1M

Global production of primary plastic is forecasted to reach 1,100 million metric tons by 2050.¹

25M

An estimated 25 million tons of plastic enter the oceans every year. That's the equivalent of one garbage truck load each minute.³

40B

Culligan products reduce single-use plastic by 40 billion bottles per year.

Life cycle tools

Culligan, like many leading companies, uses data and tools such as LCAs to quantify sustainability credentials and potential overall product and service impact. These assessments span the entire lifetime of a product, from design, sourcing materials, manufacturing and transport to product use and end-of-life disposal.

LCA tools can highlight sustainability “hot spots” in a product’s life cycle and inform future product developments with reduced emissions, lower energy consumption and more efficient resources used. In 2023, we used these tools to assess products for packaging reduction, reduce our environmental footprint and improve our carbon accounting with specific data.

We created seven proprietary LCA tools to assess our main offerings that enabled us to focus on making our products more sustainable, quantifying and communicating long-term environmental benefits of Culligan solutions so consumers can make better-informed choices.

Our LCA tools tell us one Culligan RO machine enables a consumer to save the equivalent of almost 28,000 single-use plastic water bottles over its lifetime and save nearly \$8,500 compared to purchasing plastic bottles.

Our LCA calculators

With complex measures, sustainability can be challenging to tangibly demonstrate on an individual level. In 2023, we launched our online Culligan LCA calculators to do just that.

The calculators help customers understand the “cradle-to-grave” benefits of our products compared to alternatives such as single-use plastic bottles. They simply input the product, location, expected usage and lifespan to view the overall impacts. People find common, relatable results in measures that include plastic bottle equivalents, plastic saved, carbon emissions avoided, distances driven, hours flown, seedlings grown and even LED lightbulbs saved. An independent panel of third-party industry experts verifies all of the data shared.

The LCA tool also serves as a catalyst for product and packaging design innovation as it provides a baseline against which to measure future improvements. Acting as a “digital twin,” we can identify “hot spots” to address, such as carbon emissions. We can also manipulate different materials to gauge their impact on health, ecosystems and resources, which is incredibly helpful for our product, supply chain and procurement teams when designing and sourcing sustainably.

[Calculate your impact using these tools today ↗.](#)



Our role in reducing contaminants

Globally, more consumers are prioritizing their health and wellness, and in parallel, water is being increasingly challenged by contaminants.

As government agencies and media around the world pay closer attention to contaminants, many people don't know the current quality of their water or understand the harm contaminated water can cause.

Since our beginning, Culligan has taken proactive measures to reduce contaminants, addressing issues well before they reach public attention. We believe it is our responsibility to bring forward solutions to provide consumers with peace of mind and provide cleaner, safer water. By helping reduce risks posed by lead, microplastics and other contaminants, we empower people to have confidence in their water.

Our approach is three-fold:

- 01** Help consumers educate themselves about water quality.
- 02** Test their water with our expert teams to make informed choices.
- 03** Install an industry-certified product at the point of entry or point of use. As an industry leader, we take great pride in ensuring our product claims are backed by credible third-party testing, American National Standards Institute (ANSI) certification and NSF standards.

Culligan cooler features certified purification technology

In 2023, we launched a new Selfizz Neo bottleless cooler that incorporates Firewall®, Waterlogic's purification technology that uses ultraviolet light to destroy pathogens. As the water passes through the machine, it removes 99.9999% of bacteria while retaining all healthy minerals.

The Selfizz Neo is made from eco-conscious materials, such as stainless steel and the refrigeration requires less energy than traditional coolers. As with all Culligan bottleless coolers, it empowers businesses and consumers to reduce their reliance on single-use plastic.

Product certifications

Third-party certifications reinforce and validate our commitment to quality. Culligan products meet the highest water quality and safety standards in each region or country in which they are available. Our products adhere to the NSF standards in the United States, the Ministry of Health's Drinking Water Standards in China, WRAS in the UK, DM174 in Italy and CE across Europe.

Rightfully, certifications are becoming ever-more strict to protect our planet. Beyond Culligan products meeting or exceeding certification standards, our leadership teams lend their expertise to push industry standards forward as active members of global standard-setting organizations such as the [Water Quality Association \(WQA\)](#) and the [Water Quality Research Foundation \(WQRF\)](#).

Combating PFAS

One particular group of contaminants, per- and polyfluoroalkyl substances (PFAS), are becoming more readily recognized as a significant threat to our water systems.

Many Culligan products exceed the minimum regulatory requirements. For example, the Aquasential® Smart reverse osmosis (RO) system is WQA-certified to reduce 90 contaminants, including lead, arsenic, pharmaceuticals, volatile organic compounds and PFAS (PFOA/PFOS), to EPA-compliant levels; the ZeroWater pitcher is also certified to reduce PFOA/PFOS.



What are PFAS?

Used in polishes and waxes, fabrics, food packaging, cleaning products, fire retardants and nonstick surfaces, PFAS make products resistant to oil, grease, stains and water. These chemicals take a long time to break down in the environment and in our bodies – hence their nickname, “forever chemicals.” PFAS are associated with health issues including cancer, obesity, low fertility, liver damage and high cholesterol.¹

What is happening now?

In April 2024, the U.S. government finalized EPA-proposed legislation to set new limits for the level of PFAS in municipal drinking water.

The limit was reduced from 20 parts per trillion to just four. Countries around the world are keeping a close eye on PFAS and their regulations will continue to evolve.

How can people address PFAS?

Today, the lowest level technology can detect is two parts per trillion. Notably, most municipal treatment plants are not equipped to meet this new requirement. Culligan filtration products are certified to reduce contaminants to well below the EPA requirements to help address this issue and provide consumers greater peace of mind regarding their water quality.

Removing microplastics

Water quality, on its largest scale, requires a closer look at our oceans. To enjoy clean, safe and great-tasting water, we must all care for and respect our water sources around the world,

According to Earth.org, more than 8 million metric tons of plastic finds its way into our oceans every year.² Much of this comes in the form of microplastics – tiny fragments of broken-down plastic that are typically less than 5 millimeters in diameter stemming from items such as water bottles, personal care products and synthetic textile fibers. Research estimates there are 24.4 trillion pieces of microplastics in our oceans, equivalent to roughly 30 billion standard plastic water bottles.³

As experts in treating water and designing products, we push technology to remove potentially harmful contaminants without adding to the plastic pollution in our oceans. Our certified products integrate RO filter membrane technology and advanced particulate filtration to reduce microplastics and ensure consumers receive cleaner, safer water.

Committed to our people

Our people – a team of approximately 17,000 employees across 40 countries – are the backbone of Culligan’s success. Our engaged teams and winning culture are driven by respect, inclusivity and a shared commitment to sustainability. We believe that respect is a fundamental principle that guides our actions and engenders authentic trust. Inclusivity as a driving force globally unlocks diversity of thought, innovative solutions and deep connectivity with the communities we serve. And a shared commitment to sustainability holds us accountable to our consumers and our mission every day.

Our talent practices

Our organization consists of dedicated, skilled individuals who help shape our identity as a brand. The more we support and develop their talents, the more we increase our ability to improve lives and the planet. Our human resources (HR) community is globally connected and prioritizes talent management and development as one Culligan community.

Our recruiting processes are designed to identify and attract people who understand, support and are inspired by the importance of our mission, values and culture. We seek out collaborative, entrepreneurial people who want to enhance lives by transforming water. We prioritize a candidate-centric approach, fostering diversity and inclusion, leveraging innovative sourcing techniques as we continue building our diverse, high-performing team.

Commitments and targets



Diversity, equity and inclusion

Social impact

Focus areas



35% women in leadership by 2030

30% racial/ethnic diversity in leadership by 2030 (U.S.)

New

7.5M liters of water donated to communities in 2024

2023 progress



Crafted DEI survey for North American employees for 2024 deployment

Relaunched Women’s Resource Group

Donated 70,000+ servings of water through Culligan Cares in 2023

Leadership development

Just as water is integral to life, healthy work environments are necessary for success. We focus on empathy, growth, collaboration and respect to help individuals and the larger Culligan community grow. By investing in learning and development, we empower our teams to grow as individuals and as teams.

Growth Leadership Program

Our Growth Leadership Program nurtures development for promising leaders across North America, setting them up to confidently embrace new leadership roles and opportunities. Participants reflect on their abilities, share knowledge and tackle assignments tailored to their growth, ultimately enhancing their capacity to serve our mission.

This three-year program offers an Emerging Leader track for new leaders and a Progressive Leader track for those with over two years of management experience. Each participant creates an individual development plan to guide career progression using tools like DISC and 360 assessments. In 2023, the Progressive Leader track included an in-person event focused on advanced leadership concepts and networking, workshops, interactive sessions and opportunities to personally connect with senior leaders. We proudly celebrated our first cohort of graduates, 10 Progressive Leaders and eight Emerging Leaders, whose journeys reflect our commitment to growth and community impact.

Preparing leaders with our Scale Insurgency Program

When embracing rapid growth, companies can risk losing their essence, agility and innovative spirit. To avoid such a fate, Culligan takes proactive steps to strongly preserve a Founder's Mentality that's characterized by being consumer-centric in all we do, bringing a solution-oriented mindset to every challenge and operating with agility, all in the service of earning trust.

To maintain this culture, we launched the Scale Insurgency Program, a nine-month leadership development effort for 400 top leaders across our global organization. This program, crafted in collaboration with Bain & Company and FranklinCovey, integrates in-person and online components to support individual growth and group dynamics. The program emphasizes a customer-centric approach and reinforces our core values, ensuring our leaders act both decisively and empathetically.

Alongside our robust HR efforts, this program further strengthens our confidence in our leaders' ability to navigate the complexities of growth while remaining true to our foundational brand principles.

Advent Leadership Academy

Each year, we select two outstanding leaders to attend the Advent Leadership Academy (ALA), a 15-week program developed by Advent International and Harvard Business School. This program is highly competitive, given Advent's multi-billion-dollar portfolio and offers a specialized business curriculum focused on leadership, communication, team building and influence.

In June 2023, Stefanie, Vice President of Human Resources at Quench USA, and Fabiano, Chief Operating Officer of Oasis International in Mexico, were selected to participate, reflecting their leadership strengths, growth potential and dedication to our mission. Stefanie and Fabiano connect with peers from various industries and learn from top educators as well as fellow leaders. They grew as leaders, managers and mentors, ultimately benefiting our larger teams with new insights and opportunities to drive our mission forward.

Engaging and empowering employees

At Culligan, we value our employees' opinions and input, regularly seeking feedback and taking suggestions seriously to ensure we live up to our values.

Hey Culligan, a global internal communication platform, launched in 2023 to build upon our connected culture around the world. This interactive platform helps us share knowledge, successes and experiences by connecting co-workers across borders, delivering company news and stories and providing easy access to everyday resources. By the end of 2023, Hey Culligan reached around 75% of our employees.

Additionally, we regularly communicate with teams to share information and to gain important internal insights. Such surveys attract an 81% engagement on average, reinforcing our culture of belonging. Our quarterly ESG newsletter highlights our continued global progress with employees.

Many Culligan business units perform shorter, more frequent "pulse" surveys to assess employee sentiment on important topics. While bespoke to regions of the world, the input and insights from such efforts inform targeted action plans to continuously improve the things that matter most to our employees.

Supporting mental health

Mental well-being at work is important as it can affect an employee's overall health and ability to contribute to their personal and professional lives. We aim to create a supportive environment that provides resources in support of mental health to enhance employee satisfaction, fuel productivity and improve overall performance.

In the U.S., Culligan employees can access an employee assistance program (EAP) to engage a third party for counseling, financial support or other guidance. Additionally, volunteer Mental Health First Aiders are trained to spot signs and offer colleagues who may be struggling a confidential ally to confide in should they need it.



Our diversity, equity and inclusion journey

We strive to create a respectful, welcoming culture and inclusive workplace that encourages each individual to be their authentic self and to respect and celebrate differences. We welcome all, regardless of culture, race, ethnicity, age, gender, sexual orientation, gender identity or physical capability.

A diverse workforce like ours allows for different backgrounds, experiences, skills and perspectives, which strengthens how we understand and reflect the communities we serve.

To cultivate an environment where all feel valued, empowered and supported, we established and continue to grow our employee resource groups (ERGs). With support from leadership, the ERGs organize events to engage teams, interact with communities and promote awareness and education, develop and share best practices, and provide opportunities for open and honest dialogue. Additionally, we instituted metrics to help measure the effectiveness of our diversity, equity and inclusion (DEI) initiatives over time.



The qualities that unite us as Culligan are powerful because of our differences. Culligan people from every area of the world contribute their knowledge and skills for the greater good.”



Jeremy Ben-David
Chief Executive Officer, Europe,
Middle East and Africa



Reconciliation Action Plan in Australia

In 2022, Zip Water Australia developed a [Reconciliation Action Plan \(RAP\)](#) as part of its commitment and contribution to Australia’s journey of reconciliation. The plan acknowledges the pain, disparity, inequality and injustices that Aboriginal and Torres Strait Islander peoples have endured and continue to face.

Zip implemented the [Reflect RAP](#) in 2023, accredited by Reconciliation Australia, to establish strong relationships with Aboriginal and Torres Strait Islander stakeholders and gain a better understanding of their history and culture. The plan aims to bring Aboriginal and Torres Strait Islander employees together with business and community stakeholders. As part of this initiative, Zip works with the National Rugby League-sponsored School to Work program to attract apprentices from the Aboriginal and Torres Strait Islander community. These programs have strengthened Zip employees’ community connections and directly advanced our mission to transform lives.

Our approach to DEI

We're determined to promote equity across our organization and to curate a workforce that's representative of the communities where we live and work. We announced public goals to increase the presence of women in leadership roles globally to 35% and ethnic/racial diversity in U.S. leadership roles to 30% by 2030. Led by our chief human resources officer, we report the DEI progress to the Board of Directors with plan optimizations carried out annually.

Our inclusive recruitment strategies ensure all managerial roles include at least two women and/or ethnic/racial diversity candidates, and we target a minimum of one female candidate for every open leadership role. We hope to replicate this approach for field service and technical roles in due course.

We promote mutual respect and understanding across our workforce, regardless of an employee's background, as part of our daily operations. Senior leaders and people managers are required to take unconscious bias training, complemented by inclusive leadership and DEI trainings through Culligan University. We regularly deploy communications and organize events throughout the year to raise awareness around different religious festivals such as Eid, Diwali and Ramadan, as well as month-long cultural celebrations including Hispanic Heritage Month, Black History Month and Native American Heritage Month Pride. All of these activities strengthen our inclusive environment, helping us appreciate and respect each other's values and beliefs.

DEI Working Group

In 2023, we formally established a DEI Working Group, comprising of key leaders and executives from a range of business units, to advance our diverse, equitable and inclusive workplace meaningfully. The Working Group leads our efforts in this space, linking executive perceptions about – and support for – DEI with employee perspectives and lived experience.

In 2023, the DEI Working Group prioritized development and deployment of our first annual DEI survey, which was launched in January 2024, to better understand internal gaps and opportunities for growth in this important space for all Culligan employees globally.

Our commitment to inclusive leadership

Women in leadership
(manager level and above)

2022	2023	2030 target
31%	34%	35%

Ethnic/racial diversity in leadership
(in the United States)

2022	2023	2030 target
21%	24%	30%



Diversity is in our DNA. Our recruitment process is free from any bias based on age, gender or education level. Our top priority is to assess people based on their abilities and values.”



Marie-Pierre Vincens
Human Resources Director, France

Our DEI vision

By cultivating a diverse workforce, equitable workplace and inclusive culture, we leverage unique skills and perspectives to drive innovation, better reflect our communities and create positive change within and beyond Culligan.

DEI in action: Quench

In 2023, Quench hosted a speaker series to celebrate cultural history month,s including Black History Month, Women's History Month and Pride Month, in addition to a series on the importance of mental well-being.

In 2024, we'll introduce a four-hour leadership development program called Cultural Competence.

Supporting women at Culligan

To develop and maintain an inclusive, open and equitable culture, we work to accelerate gender equality, within and outside our business.

Many of our key engineers who ensure our products meet the highest standards are women. In February 2023, in support of UN's International Day of Women and Girls in Science, we proudly recognized our all-women team of engineers at the Culligan Water Lab in Rosemont, Illinois, one of the top water-testing facilities in the United States. Maria Mozdzen, Laboratory Senior Manager, leads a team of five women, four of whom emigrated to the U.S. from Bulgaria, India, Poland and Romania.

Valuing the energy, diversity and contributions of our female leaders, we are revitalizing our global Women's ERG in 2024. This group empowers women within the organization and provides opportunities for them to connect with and support each other. They leverage a variety of resources – seminars, networking events, leadership panels, mentoring, volunteerism and philanthropy – to support the professional development, community spirit, health and well-being of Culligan women globally.



Supporting menopause support in the UK
In the UK and Ireland, we offer specialist support for menopause, fertility treatment and parenthood, as well as men's and women's health and well-being for all.

Recognizing menopause is a significant moment in a woman's life, Culligan UK instituted a menopause policy and has trained Menopause Champions since 2021. This training informs and educates managers about the symptoms of menopause with guidance to support team members as they navigate this life moment. The program aims to cultivate an environment where colleagues feel comfortable initiating conversations and asking for reasonable adjustments at work.

Compensation and benefits

Our compensation packages are designed to attract, retain and motivate talented professionals. We understand competitive compensation and benefits are essential to build and maintain a strong, global team. Our compensation philosophy is rooted in fairness, transparency and equity, ensuring all employees are rewarded fairly for their contributions and achievements. In doing so, we attract and retain individuals who are passionate about our mission to transform water and promote a greater good.

We foster employee engagement and retention activities to fuel long-term business success and ultimately, this work enables us to better serve our customers and positively impact communities.



I am truly grateful for the flexibility and understanding provided by Culligan. Whenever I've needed support as a woman in the workplace, whether for personal or professional growth, they've always been accommodating."



Adriana Gauto
Quality Coordinator, Paraguay

Culligan University

With hundreds of development courses – from onboarding programs to manager learning paths and DEI training – the robust Culligan University content supports employees no matter where they are in their professional journey.

Culligan University, our internal knowledge database, supports the development of our global team, fostering a culture of excellence and growth. One of its flagship programs, the Manager Essentials Program, features live webinars to elevate managerial skills and help build cohesive, successful teams. These development sessions cover hundreds of topics, such as effective communication and active listening, enhancing emotional intelligence and coaching for progress. By participating, our managers unlock higher productivity and employee satisfaction, aligned with our mission to provide exceptional service and innovation in water transformation.

Employee-driven community action

As global leaders, we have a responsibility and desire to be good corporate citizens, using our resources to support others.

Corporate social responsibility efforts driven by our teams give our employees opportunities to give back to the community, participate in philanthropic causes and provide positive social value. In 2023, our employees, ERG members and interns volunteered their time and energy to support various causes around the world, from litter picks and river clean-ups to packing meals for food banks.

Culligan offers each North American employee eight hours of paid volunteering time annually, and 16 hours to colleagues in the UK.



Litter picks and beach clean-ups

Employees at Zenith Water, the New Zealand Zip Water brand, celebrated World Water Day on March 22, 2023 by helping remove plastic and other waste out of local rivers, lakes, wetlands and beaches. They spent the morning picking up plastic, litter and other waste from the area surrounding the Zenith office in Auckland.

In July 2023, 65 Culligan employees in Portugal spent an afternoon removing plastic waste from five beaches across the country. With the help of local NGOs, they removed 288 kg of plastic waste. This project was the first of its kind for Culligan Iberia and, based on the successful employee engagement and support to the community, the team hopes to partner with other local associations across Spain and Portugal to help communities keep their beaches, parks and natural surroundings clean and plastic-free.



Quench: Doing good for 9/11 Day

In collaboration with 9/11 Day, Quench volunteers worked with more than 200 organizations across the United States to pack more than 6 million meal packs for food banks all over the country as run by the hunger relief organization Feeding America.

Our Dallas and Philadelphia teams donated their time and energy in a powerful display of unity and compassion. In Philadelphia, almost 1,800 volunteers packed more than half a million meals, while over 870 volunteers packed more than 300,000 meals in Dallas. Together with other organizations across 18 locations, 20,000 volunteers packed 6.7 million meals in one day.



Consumer Products team volunteer day

In July 2023, our Consumer Products team showcased its commitment to social responsibility and community service, bringing together team members for a collective volunteering day. Almost all the activities on the day had an environmental focus and were committed to serving the communities we live and work in, from Los Angeles to Chicago. Nearly 80 individuals dedicated more than 522 hours to various service projects on the day.

Our social impact strategy

As a trusted global water provider, we work with our customers and partners to address community issues through philanthropic efforts. By uplifting communities where we live and work, we elevate ESG programming and impact. We designed an ambitious social impact initiative in 2023 and set the foundation and investment strategy to launch the program in 2024. This robust, comprehensive program will cultivate meaningful connections with our employees, communities and stakeholders to deliver positive outcomes to society in the communities we serve. Our efforts will focus on two key areas where we can make the most significant difference across Western Europe, Latin America, North America and APAC.

Impact pillars

Environmental sustainability



Prioritizing responsible environmental practices and actively engaging with communities to invest in sustainable initiatives that generate positive outcomes for all, mitigate environmental impacts and reduce plastic pollution

Community health and well-being



Bringing clean, safe water to those currently without it, ensuring a healthier and more vibrant future for all and knowing that increasing water security brings healthier outcomes

With a holistic view of social impact, we will engage employees through strategic programs:

- Partnerships for Impact: Harness the strength, expertise and networks of partner organizations to complement our capabilities and amplify our impact
- Culligan Cares: Our long-standing nonprofit arm, led by the North American Culligan dealer network, for impact across communities in North America
- We are building capabilities to empower employees and inspire consumers leveraging these efforts to sponsor small, local initiatives and nonprofits aligned with our purpose.

The success of these programs will be measured in lives impacted, liters of water donated, improved employee engagement and amount of plastic avoided or recycled.



Emphasizing social impact is important to our ESG efforts, sparking transformative change and supporting sustainable practices that blend profitability with our genuine purpose, benefiting communities worldwide."



Christina Beckman
Senior Manager, ESG

Partnerships for impact

To achieve the inclusive, sustainable future we envision, we continue to work alongside governments and charitable organizations in support of remote communities in need. At a corporate level and through individual business units, Culligan is working to remove plastics from the environment, protect ecological habitats and support the provision of clean water and sanitation.



Reducing plastics in the ocean in Mexico

Culligan partnered with [WILD Coast](#) to help restore ocean health and reduce plastic pollution as a part of the [Clean Currents Coalition's Benioff Ocean Science Foundation](#) initiatives.

Between the U.S. and Mexican border, the Tijuana River watershed collects significant plastic pollution annually. To help combat this, Culligan sponsors four waste booms that trap plastic in waterways and prevent them from entering the ocean. WILD Coast is responsible for organizing the extraction, sorting, reuse, recycling and proper disposal of collected debris.

One prototype boom was placed in the river upstream from Camino Verde, two more will be installed in 2024 and we are exploring the feasibility of additional waste booms in the future. Through these traps, made from almost 100% recycled waste, we hope to remove 18,000 kg of plastic waste from critical riverways in Mexico.

In addition to actively removing plastic waste from waterways, we are collaborating with WILD Coast on outreach to educate 1 million Mexican residents on the importance of reducing single-use plastics.

Culligan Cares

Culligan Cares, our U.S.-based 501(c)(3) nonprofit arm, provides cleaner, safer water to communities in need. Our efforts rely on strong relationships with our North American dealers, who raise approximately 99% of the funding for Culligan Cares initiatives.

Many initiatives are carried out in partnership with nonprofit organizations, including Convoy of Hope, American Diabetes Association, Water Well Trust and World Concern, among others. Such collaborations help us reach the communities where we can have the greatest impact when they need it most. In the last three years, we have donated almost 1.3 million liters of water – mostly to those affected by natural disasters and first responders. Since launching Culligan Cares in 2015, we have donated nearly \$450,000 to philanthropic causes.

In 2023, we completed our three-year partnership with World Concern in Laos and continued relief efforts in Ukraine in collaboration with Oasis employees. Our charitable and community work is overseen by the Culligan Cares Committee, a group of dealers and corporate advisors who review requests for assistance and identify appropriate new opportunities where we can engage.

Expanding our commitment to provide safer drinking water

As leaders in global water transformation, we are committed to continuously increasing our impact efforts by leveraging our products and strategic partnerships to donate 7.5 million liters of water over the next year, making a lasting, positive impact on global water access and protecting the planet.

In 2024, we will donate about 7,000 water pitchers in collaboration with [Good360](#). Good360 connects socially responsible companies with a network of diverse nonprofits and distributes essential goods into the hands of individuals, families, and communities in need. Culligan's donations will provide 2.5 million liters of clean water to community health and environmental sustainability organizations.

We are also expanding our reach through a partnership with [GivePower](#). Using solar and battery-powered desalination technology, GivePower's Solar Water Farms provide access to clean drinking water for 1.1 million people around the world. With Culligan's support, 5 million liters of safe water will be donated to schools, medical facilities, orphanages and more inside Kenya's marginalized communities.

Zip Water: transforming water and supporting good causes

In collaboration with Zip Water UK and Blupura, HydroMe is a groundbreaking beverage dispenser transforming how people consume water. Designed to make drinking water a more enjoyable and engaging experience, the dispenser integrates seamlessly with Google and Apple Wallets, allowing users to monitor individual hydration throughout the day.

Every sip contributes to a larger cause, as Culligan donates to nonprofits supporting global clean water initiatives based on water dispensed. This includes GivePower, which develops solar-powered solutions – including water stations – in communities around the world; we donate \$0.10 per liter served to GivePower.

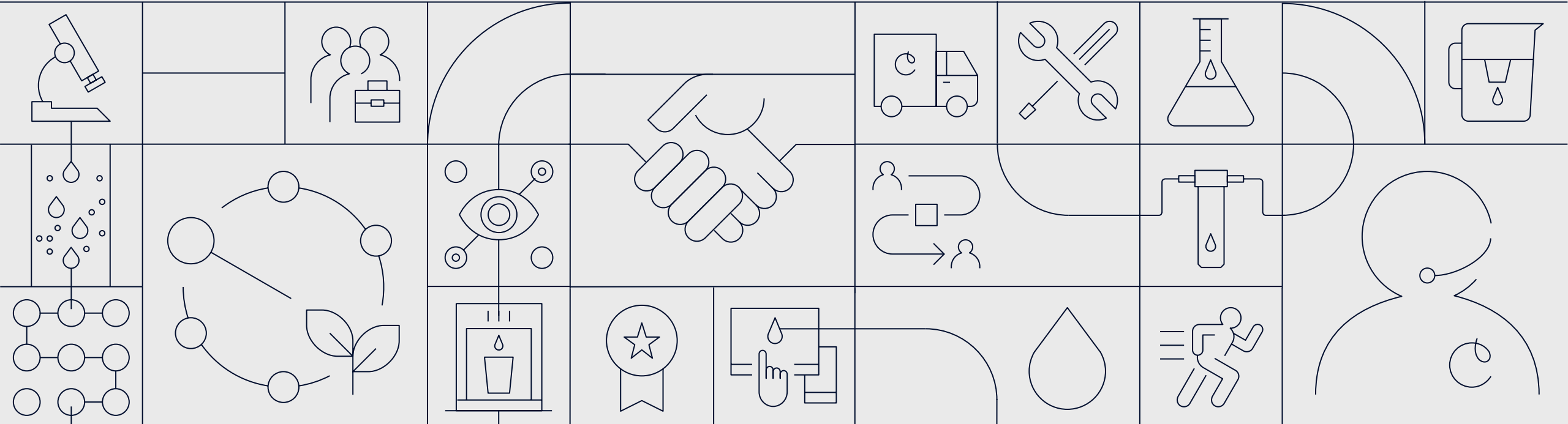
Zip Water is exploring a similar program in Australia, where Zip HydroTap customers can contribute to efforts that provide hydropanels for clean drinking water in rural schools. Our partner Source creates solar-powered panels that capture moisture from the air and transform it into great-tasting water. To date, we have donated 10 panels, each of which creates 5 liters of water a day, to a remote primary school in far northern New South Wales. To complement the new water source, we provided Zip chillers to dispense the water. In addition, Zip Water is exploring how employees can support this effort further.



Practices

We believe how we operate is just as important as what we do. To be a force for good by providing clean, great-tasting water, we lead with responsible business conduct, ethical practices and respectful actions. We understand that true impact comes from consistent and meaningful actions, and our policies and management systems hold everyone at Culligan to the highest standards.

Our mission and values come to life in every decision and action we take. Our practices reflect our unwavering dedication to do what's right – for our customers, employees, partners and the communities we serve. Committing to ethical practices, environmental stewardship and continual improvement ensures we support our mission to transform water and protect the planet for all.



Corporate governance

Driving continual progress requires strategic oversight to be effective and impactful. To seamlessly integrate ESG priorities into existing operations, our leadership is committed to implementing sound governance policies and practices to enable responsible operations that fuel and sustain long-term business success and stakeholder value.

Leadership structure

The Culligan International Board of Directors, the highest decision-making body of the company, oversees our business strategy, safeguards company assets, maintains appropriate financial controls and ensures compliance with all applicable laws and regulations.

To assist in due diligence, certain responsibilities are delegated to committees by the Board:

- The audit Committee assists in fulfilling financial and other oversight responsibilities
- The compensation Committee authorizes and supervises review of compensation and benefits across the company

Commitments and targets



Responsible and ethical supply network

Focus areas



- New** 100% of preferred supplier scorecards to have ESG criteria by 2030
- New** 100% of preferred suppliers to have an annual review of their full ESG program by 2030
- 100% of new and preferred suppliers will be assessed for ESG criteria by 2030
- 100% of preferred suppliers acknowledge Supplier Code of Conduct by 2030

Compliance and reporting

Launched our new Supplier Code of Conduct in 2023

Updated our supplier scorecard to include mandatory ESG measurements in 2023

2023 progress



Annual communication on progress through ESG report

Published our second ESG report

ESG governance

The Board oversees the company’s ESG strategy, targets and overall vision in partnership with our Senior Vice President of Corporate Finance, Treasurer and Investor Relations, who leads the ESG team, as well as the senior manager and three managers of our growing ESG team.

We regularly meet to discuss progress, and plan to establish an ESG steering committee in 2024 in parallel with an ESG leadership council. The aim is to support the company’s ongoing efforts with global representation and cross-functional leaders to ensure diverse perspectives as we make progress against our robust ESG goals.

Our ESG team works across all departments and maintains transparent communications with employees. We believe involving everyone in our ESG journey helps us to achieve our vision. Our ESG governance is designed to enhance our progress and inform an ever-evolving understanding of the ESG landscape. We know real progress comes from working together and we are grateful for the support of our entire Culligan community.

Our annual ESG report showcases our performance and progress and is an important touchpoint of our ESG governance. We are working toward reporting assurance as we recognize the value and reliability of data verified through a third party. In the meantime, we work with [Emitwise](#), a carbon accounting technology company, to verify our calculations.

Risk management

Our leadership teams oversee risk management, identifying and mitigating the most significant risks the Culligan business faces. In part, responsibility is discharged to the Audit Committee, which regularly reports on financial, cybersecurity, legal and regulatory issues. This includes reports on strategic, operational, financial, cybersecurity, legal and regulatory compliance risks – both current and emerging. The committee reports to the Board quarterly.



At Culligan, our commitment to ESG principles drives our value creation and long-term success. By integrating ESG into our core operations, we ensure strong governance, sustainable growth and exceptional value to our stakeholders.”



Andy Kellogg,
Senior Vice President, Corporate Finance,
Treasurer and Investor Relations

ESG Governance



Global supplier stewardship

We actively work to build long-lasting relationships and partnerships with the wide network of suppliers we rely on for our materials, components and services. These relationships are critical to maintain the quality, availability, affordability and sustainability standards we hold our products and services to, internally and externally. These suppliers share in our responsibility to meet or exceed the highest standards of sustainability, ethics and human rights.

Supplier Code of Conduct

Establishing a single Supplier Code of Conduct (the code) ensures accountability to shared high standards across our business units. It addresses legal and business integrity, information and data security, labor conditions and human rights, health and safety, and environmental management. Based on our ESG standards, the Code aligns with international legislation and frameworks, including the [UN Global Compact](#), the [International Labour Standards](#) (ILO) and the [UN Universal Declaration of Human Rights](#).

Our supply chain plays a critical role in advancing our ESG programs, and we were proud to have started this progress in 2023, knowing that this Code is a necessary step toward vetting suppliers relative to shared values and like-minded approaches to ESG pillars in the future. We continue to socialize our Supplier Code of Conduct through our preferred supplier network in 2024 and beyond.

In 2024, we will conduct supplier business reviews and work with preferred suppliers to ensure their operations comply with our Code. We are committed to updating and reissuing the Code annually to ensure our suppliers share our ideals and commitment to sustainability.

Supplier scorecards

At the end of 2023, we updated our supplier scorecard to include a mandatory ESG measurement for all preferred suppliers, reinforcing our efforts to align suppliers with our vision and values. To further socialize this, Culligan will host best practice sessions with our suppliers throughout 2024. All Culligan suppliers will have ESG criteria included in their scorecards by 2028.

We have made progress in introducing scorecards to select suppliers with whom we plan to work closely to identify areas for improvement and areas where further education about data collection and disclosure is needed.

In addition, we conducted an annual review of our preferred suppliers' ESG roadmaps and activities to help drive progress even faster. This allows us to dedicate time to understanding our suppliers' key ESG initiatives and share Culligan's ESG plan and roadmap.

We are adding an external view to our and our preferred suppliers' ESG journeys. In 2024, we plan to obtain [Moody's](#) ratings on each preferred supplier's ESG performance. These ratings will be integrated into the scorecard and annual reviews moving forward.

Supplier engagement

We care about maintaining the highest ethical and sustainability standards throughout our supply chain, and we work closely with suppliers to meet these standards.

We manage our supply chain with a risk-based approach spanning privacy, cybersecurity and human rights regulations and more. This is currently managed at the business unit level and we are working toward a more centralized model to optimize and synchronize responsible sourcing of strategic commodities and mitigate supply chain risks. We have also invested in technology to help us review supply chain spend, consolidate our supplier base and streamline inventory.

Beyond supplier scorecards, we collaborate on education, program development and achievements with these important partners. With our Supplier Code of Conduct in place, we will hold supplier webinars with our preferred and approved suppliers for ESG-rated topics in 2024.

Ethics in our supply chain

We hold regular, in-person site visits and audits of our critical suppliers in high-risk locations. These reviews help us assess conditions and identify red flags such as poor working conditions, environmental negligence or child labor. Before awarding business to a new supplier in a high-risk area, we visit the site, seek testimonials from other customers and conduct a reputation analysis. This rigorous process ensures we can maintain our high standards, protect workers' rights, promote environmental stewardship and responsibly source elements for our products.



We want to do business with suppliers and partners that do the right thing and behave in the right way. We want to make the world a better place. That can't end with Culligan. We've got to extend it to our suppliers, and this is the first step."



Jeff Adams

Chief Manufacturing & Supply Chain Officer

Integrity and ethics

Given our organization's global scale and size, operating with integrity requires collaboration and commitment from every employee. We embody this dedication daily, bringing our purpose, vision and values to life in our actions. To remain a water industry leader, we lead by example, maintain high standards and conduct business openly and ethically.

Addressing modern slavery

Modern slavery, which includes forced labor, child labor and human trafficking, victimizes more than 49 million people globally, many of whom are children, according to the ILO.

We acknowledge that modern slavery risks exist in complex supply chains, particularly where sub-tier suppliers procure raw materials. To identify and mitigate such risks, we frequently audit our key suppliers on issues that include ethics, bribery, modern slavery and human rights. Suppliers must complete detailed questionnaires about their practices and policies, and new potential suppliers are vetted and audited by our supply and quality teams as well.

Some Culligan business units, such as Zip Water, have issued [Modern Slavery Statements](#)¹ outlining their actions and expectations relative to this sensitive global issue.

Anti-discrimination

Discrimination has no place at Culligan. Our "Culligan as one" mentality places the highest value on unique perspectives and lived experiences that employees bring to our practices. We believe in working collaboratively, learning from each other and creating and fostering work environments where everyone feels they belong and are treated with dignity and respect.

Across the organization, we comply with legislation that forbids unlawful employment, discrimination or harassment based on an individual's actual or perceived age, ancestry, citizenship, color, creed, disability, gender identity, marital status, national origin, nationality, parental or familial status, pregnancy, race, religion, sexual orientation, genetic information, veteran status or other characteristics protected by international, federal, state or local law. Our commitment to anti-discrimination is a cornerstone in creating a supportive environment where teamwork and innovation thrive, benefiting our employees and the communities we serve.

Business Code of Conduct

Our Business Code of Conduct outlines the basic standards of behavior such as respecting one another, acting ethically, and speaking openly and honestly – we expect from all employees. The Code increases employees' awareness and understanding of ethical issues and emphasizes our commitment to complying with the applicable laws. The Code also informs employees about how to report known or suspected unethical or illegal behavior without fear of retaliation.

Our commitment to ethics and integrity is not static. As we grow, we continually assess and revise our Business Code of Conduct to ensure it remains relevant and effective. This ongoing process reinforces the value we place on upholding high ethical standards in everything we do.

Policies and training

We conduct annual ethics and anti-bribery trainings across business units and key roles. We also offer anti-corruption training to many employees, specifically those in functions that are susceptible to corruption.

Reporting concerns and violations

Ensuring a safe, equitable and transparent work environment is our top priority.

To make sure we are doing right by all employees, we provide various paths to report any concerns or suspicions of unethical behavior promptly. Employees can leverage via an internal platform, alert their supervisor, directly engage Human Resources, Legal or Health, Safety and Environment (HSE) teams and access EthicsPoint, a confidential reporting tool hosted 24/7 by an independent third party, NAVEX. Given how sensitive these matters can be, we wanted to provide accessibility that reflects varying levels of comfort to encourage reporting and ensure concerns can be flagged and addressed quickly, respectfully and confidentially.

Labor, health and safety

The health, safety and well-being of our employees is embedded in our company values.

Year over year, we improve safety across every Culligan location. Everyone is expected to commit to and deliver on our safety goal – zero accidents, zero injuries and zero violations – every single day. It's of the utmost importance that our employees feel empowered to speak up on workplace health and safety issues.

Forging strong labor relations

Our strong relationships with union partners reflects more than compliance; we deeply value our employees' input and believe in the power of collective decision-making, especially on issues such as safety and quality. We respect every employee's right to form or join a labor union without fear of reprisal, intimidation or harassment. And where employees are represented by a legally recognized labor union, we fulfill our bargaining obligations as defined by the law.

Prioritizing health and safety

We want everyone working at Culligan to return home safely every day. Beyond onsite safety, we now support our team's well-being at home with ergonomic self-assessments as ways to provide continuous care and commitment to their health, wherever they work.

Responsibility for the health and safety of our employees lies with the management teams of each business unit. Some have specific Environment, Health and Safety (EHS) managers or other safety professionals who oversee the health, safety and well-being of everyone who works at and visits their sites.

We comply with global, regional and local standards, laws and regulations, including safety glove and boot distribution where relevant and machine automation for repetitive tasks where we can reduce the risk of cumulative trauma injuries. As a business that manufactures and transports products, we require a range of relevant training courses to keep employees safe while doing their daily work.



EHS in EMEA and China

We are proud of recent efforts to centralize EHS tracking and reporting in EMEA and China. Driving transparency and accountability, our business unit leaders report monthly on metrics such as near misses, recordable injuries and lost time injuries. They also share initiatives to improve EHS.

In 2023, new initiatives included ergonomics and posture courses in Spain, procuring new personal protective equipment in Germany and noise-reducing insulation for welders in China.

Globally, we reference Occupational Safety and Health Administration (OSHA) standards to benchmark progress.

Total recordable incident rate (TRIR)

0.98

U.S. and CAN

Data privacy and cybersecurity

So much of business is done virtually in the modern world. We have implemented policies and processes to manage data and information that protect our employees, customers, suppliers and overall business.

Our approach to data privacy and protection
Culligan's IT Security team works diligently to ensure all systems and applications storing customer and supplier data are equipped with strong authentication mechanisms, including multifactor authentication, to prevent unauthorized access. We have adopted a layered defense with access to data only granted on a need or role basis to reduce our risk of exploitation.

Data security training and audits

We train all global employees on security best practices at least annually, providing guidance to identify and avoid phishing attacks and other common security threats. Our IT Security team also simulates a yearly phishing test to evaluate the trainings' effectiveness. Additional training is given to high-risk users where appropriate.

We conduct regular internal security audits to identify and address any weaknesses or potential areas for improvement in the Information Security Management System that protects our systems and data. Our IT Security team performs quarterly health checks to monitor the effectiveness of security tools and processes, making enhancements and planning replacements where needed. In addition, an independent, yearly tabletop exercise further tests incident response readiness and increases resilience against cyber-attacks. Audits of our most critical, financially significant suppliers help us identify potential vulnerabilities and support suppliers in implementing mitigating controls.

Our data protection officer and Legal teams review Culligan's data privacy practices and continuously enhance and expand the scope of internal tools and external monitoring services. They ensure the policies and tools used to capture and protect data align with all privacy regulations, including the EU's General Data Protection Regulation (GDPR), the California Consumer Privacy Act (CCPA), as well as other regional regulations.



We are confident that our practices are comprehensive and effective across the globe, inclusive of defined guardrails and explicit expectations relative to using AI. Having such controls in place provides reasonable assurances to protect Culligan employees, customers, vendors, suppliers and data against cyber threats.



At Culligan, protecting data is our top priority. By adopting advanced technologies, automation and rigorous training programs, we ensure that our data privacy practices meet the highest standards. Our dedication to cybersecurity not only fortifies our operations but also reinforces the trust placed in us by those we serve.”



Amir Niaz
Vice President, Chief Information Security Officer

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GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Culligan International, Inc. Majority ownership by BDT & MSD Partners Rosemont, IL, USA Who we are Where we are
	2-2 Entities included in the organization’s sustainability reporting	Contents
	2-3 Reporting period, frequency and contact point	Contents
	2-4 Restatements of information	Contents
	2-5 External assurance	External assurance was not prepared for this report. ESG governance
	2-6 Activities, value chain and other business relationships	About Culligan , Company overview , Out-of-home solutions , Household solutions
	2-7 Employees	Index1
	2-9 Governance structure and composition	Corporate governance
	2-11 Chair of the highest governance body	Scott Clawson, Chairman and Chief Executive Officer
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate governance
	2-13 Delegation of responsibility for managing impacts	Corporate governance
	2-14 Role of the highest governance body in sustainability reporting	Corporate governance
	2-16 Communication of critical concerns	Integrity & ethics

GRI index

Culligan has reported the information cited in this GRI content index for the period January 1, 2023-December 31, 2023 with reference to the GRI Standards.

	2-17 Collective knowledge of the highest governance body	Corporate governance
	2-22 Statement on sustainable development strategy	A letter from our CEO Our ESG strategy
	2-23 Policy commitments	ESG Governance, Integrity & ethics
	2-24 Embedding policy commitments	Integrity & ethics
	2-25 Processes to remediate negative impacts	Integrity & ethics
	2-26 Mechanisms for seeking advice and raising concerns	Integrity & ethics
	2-27 Compliance with laws and regulations	No incidences
	2-28 Membership associations	Culligan has membership of various organizations that strategically influence our business operations and ESG Program. Throughout this report, we make reference to some of these organizations including Business for Social Responsibility, United Nations Global Compact, Water Resilience Coalition, CEO Water Mandate and Water Quality Association.
	2-29 Approach to stakeholder engagement	Our approach to materiality
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our approach to materiality
	3-2 List of material topics	Our approach to materiality
	3-3 Management of material topics	Our ESG strategy

GRI index

Culligan has reported the information cited in this GRI content index for the period January 1, 2023-December 31, 2023 with reference to the GRI Standards.

GRI 302: Energy 2016	302-1 Energy consumption within the organization	Index 2 Reducing our carbon footprint
	302-2 Energy consumption outside of the organization	Index 2 Reducing our carbon footprint
	302-3 Energy intensity	Index 2 Reducing our carbon footprint
	302-4 Reduction of energy consumption	Index 2 Reducing our carbon footprint
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Championing effective water stewardship
	303-5 Water consumption	Index 3
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Index 2 Reducing our carbon footprint
	305-2 Energy indirect (Scope 2) GHG emissions	Index 2 Reducing our carbon footprint
	305-3 Other indirect (Scope 3) GHG emissions	Index 2 Reducing our carbon footprint
	305-4 GHG emissions intensity	Index 2 Reducing our carbon footprint
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Reducing waste
	306-2 Management of significant waste-related impacts	Reducing waste
	306-3 Waste generated	Index 3

GRI index

Culligan has reported the information cited in this GRI content index for the period January 1, 2023-December 31, 2023 with reference to the GRI Standards.

GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Index 1
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Compensation and benefits
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Labor, health and safety
	403-2 Hazard identification, risk assessment, and incident investigation	Labor, health and safety
	403-3 Occupational health services	Labor, health and safety
	403-4 Worker participation, consultation, and communication on occupational health and safety	Labor, health and safety
	403-5 Worker training on occupational health and safety	Labor, health and safety
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Index 1
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Integrity and ethics , Global supplier stewardship
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Integrity and ethics , Global supplier stewardship
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	100% of significant product and service categories for which health and safety impact are assessed for improvement
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Zero incidents of non-compliance with regulations concerning health and safety impacts of products and services. Designing for sustainability

SASB index

Based on Chemicals, Household Personal Products, Industrial Machinery Goods, Professional Commercial Services, and Non-alcoholic Beverages

Accounting Metric Explanation	Accounting Metric	Unit of Measure	Code
Water Management			CG-HP-140a
(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Index 3	Thousand cubic meters (m ³)	CG-HP-140a.1
Number of incidents of non-compliance associated with water quality permits, standards and regulations	No incidents	Number	RT-CH-140a.2
Description of water management risks and discussion of strategies and practices to mitigate those risks	Championing effective water stewardship	n/a	CG-HP-140a.2 and RT-CH-140a.3
Energy Management			RT-IG-130a
(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Index 2	GJ, Percentage (%)	RT-IG-130a.1
Greenhouse Gas Emissions			RT-CH-110a
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Index 2	Metric tons (t) CO2e, Percentage (%)	RT-CH-110a.1
Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Reducing our carbon footprint	n/a	RT-CH-110a.2
Employee Health & Safety			RT-IG-320a
(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	(1) 0.98 (2) 0 (3) N/A Data for U.S. and CAN	Rate	RT-IG-320a.1
Workforce Diversity & Engagement			SV-PS-330a
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Index 1	Percentage (%)	SV-PS-330a.1
(1) Voluntary and (2) involuntary turnover rate for employees	Index 1	Rate	SV-PS-330a.2
Community Relations			RT-CH-210a
Discussion of engagement processes to manage risks and opportunities associated with community interests	Our social impact strategy	n/a	RT-CH-210a.1
Data Security			SV-PS-230a
Description of approach to identifying and addressing data security risks	Data privacy and cybersecurity	n/a	SV-PS-230a.1
Description of policies and practices relating to collection, usage, and retention of customer information	Data privacy and cybersecurity	n/a	SV-PS-230a.2

SASB index

Based on Chemicals, Household Personal Products, Industrial Machinery Goods, Professional Commercial Services, and Non-alcoholic Beverages

Activity Metric	Category	Location	Unit of Measure	Code
Number of employees	Quantitative	Index 1	Number	RT-IG-000.B
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	Index 1	Number	SV-PS-000.A

TCFD index

In accordance with TCFD recommendations, we disclose information on four areas (governance, strategy, risk management, metrics and targets) in relation to risks and opportunities from climate change.

Disclosure recommendations	Response
Governance	
Describe the board's oversight of climate-related risks and opportunities.	ESG governance
Describe management's role in assessing and managing climate-related risks and opportunities.	ESG governance
Strategy	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Our approach to materiality , Our ESG strategy
Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Our approach to materiality , Our ESG strategy , Creating value
Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Our ESG strategy , Reducing our carbon footprint
Risk Management	
Describe the organization's processes for identifying and assessing climate-related risks.	We identify risks through a materiality assessment and comprehensive, global collection of our carbon inventory. We use data to understand what is driving our carbon emissions globally and how to improve them through science-based modeling. Additionally, through our LCA tools, we understand the areas where our products provide positive environmental impacts and our product innovation can drastically improve our carbon footprint.
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	ESG governance
Metrics & Targets	
Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Index 2
Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Index 2
Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Our approach to materiality , Our ESG strategy , Reducing our carbon footprint

Index 1 – HR

Employment status by gender										
Disclosure 2-7	LATAM		EMEA		APAC		U.S. and Canada		Global	
Gender	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total number of employees	814	990	3,530	7,569	474	709	1,192	2,610	6,010	11,878
Permanent employees							1,189	2,599		
Temporary employees							3	11		
Full-time employees	806	987	3,016	7,201	417	662	1,178	2,590	5,417	11,440
Part-time employees	8	3	514	368	57	47	11	9	590	427

New hires and turnover by gender										
Disclosure 401-1	LATAM		EMEA		APAC		U.S. and Canada		Global	
Gender	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Total number of new employees hired in 2023	571	570	1,987	4,154	119	142	429	934	3,106	5,800
Total rate of new employees hired in 2023	50 %	50 %	32 %	68 %	46 %	54 %	31 %	68 %	35%	65%
Total number of employee turnover in 2023	366	417	1,459	3,164	299	536	368	813	2,492	4,930
Total rate of employee turnover in 2023	46%	53%	32%	68%	36%	64%	66 %	34 %	34%	66%

New hires and turnover by age																
Disclosure 401-1*	LATAM			EMEA			APAC			U.S. and Canada			Global			
Age	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50	<30	30-50	>50	
Total number of new employees hired in 2023	451	589	103	807	1,815	891	46	155	11	420	693	260	1,724	3,252	1,265	
Total rate of new employees hired in 2023	39 %	52 %	9 %	23 %	52 %	25 %	22 %	73 %	5 %	31 %	50 %	19 %	28%	52%	20%	
Total number of employee turnover in 2023	310	396	77	629	1,711	997	102	475	248	260	585	340	1,301	3,167	1,662	
Total rate of employee turnover in 2023	40%	51%	10%	19%	51%	30%	12%	58%	30%	22%	29%	29%	21%	52%	27%	

*Note that regulations protect an employee's need to report date of birth and therefore portions of the gender data are missing

Percentage of employees by gender										
Disclosure 405-1	LATAM		EMEA		APAC		U.S. and Canada		Global	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Percentage of employees	45 %	55 %	32 %	68 %	40 %	60 %	31 %	69 %	34%	66%

Index 1 – HR

Percentage of employees by diversity																
	LATAM			EMEA			APAC			U.S. and Canada			Global			
	< 30	30-50	>50	< 30	30-50	>50	< 30	30-50	>50	< 30	30-50	> 50	< 30	30-50	>50	
Percentage of employees*	35 %	53 %	12 %	11 %	37 %	17 %	13 %	58 %	22 %	16 %	49 %	35 %	15%	42%	20%	
	U.S. and Canada															
Ethnic/racial diversity	43 %															

*Note that regulations protect an employee's need to report date of birth and therefore portions of the gender data are missing

Management and non-management													
	LATAM			EMEA			APAC			U.S. and Canada			
SASB SV-PS-330a.1	Total Count	Female	Male	Total Count	Female	Male	Total Count	Female	Male	Total Count	Female	Male	Racial/ethnic (minority or vulnerable)
Management	76	26 %	74 %	1009	32 %	68 %	125	38 %	62 %	650	32 %	68 %	24%
Non-management	1001	46 %	54 %	9974	32 %	68 %	1058	40 %	60 %	3133	31 %	69 %	47%

Voluntary and involuntary	
SASB SV-PS-330a.2	U.S. and Canada
Voluntary	66 %
Involuntary	34 %

Index 2 – Energy and Index

Energy consumption (kwh)		
Disclosure 302-1	Region	2023
Scope 1	U.S. and Canada	45,813,401
	EMEA	80,447,462
	APAC	7,072,580
	LATAM	2,362,749
	Total	135,696,192
Scope 2	U.S. and Canada	7,417,951
	EMEA	16,903,215
	APAC	5,678,528
	LATAM	1,701,963
	Total	31,701,658
Disclosure 302-2*		
Scope 3	U.S. and Canada	1,912,042,876
	EMEA	869,949,943
	APAC	358,456,214
	LATAM	570,583,356
	Total	3,711,032,389

Energy intensity (Scope 1, 2 and 3, kwh)	
Disclosure 302-3	
Region	2023
U.S. and Canada	1.465515
EMEA	0.833105
APAC	1.418766
LATAM	6.702608
Total	1.361107

Scope 2 (metric tons)	
Disclosure 305-2	
Region	2023
U.S. and Canada	6,715
EMEA	4,174
APAC	3,509
LATAM	494
Total	14,892

Scope 1 (metric tons)	
Disclosure 305-1	
Region	2023
U.S. and Canada	26,601
EMEA	26,319
APAC	3,028
LATAM	1,884
Total	57,832

Scope 3 (metric tons)	
Disclosure 302-3	
Region	2023
U.S. and Canada	1.465515
EMEA	0.833105
APAC	1.418766
LATAM	6.702608
Total	1.361107

*Data includes all energy consumption where kWh were provided by local business units and consists of downstream leased assets, employee commuting, fuel and energy related services and use of sold products

Index 2 – Energy and Index

GHG emission intensity (Scope 1, 2 and 3)	
Disclosure 305-4	
Region	2023
U.S. and Canada	0.000587
EMEA	0.000236
APAC	0.000883
LATAM	0.001162
Total	0.000488

Index 3 – Water and waste

GHG emission intensity (Scope 1, 2 and 3)	
Disclosure 303-4*	Water consumption/discharge (liters)
Region	2023
U.S. and Canada	352,746,000
EMEA	386,223,000
APAC	18,196,000
LATAM	37,386,000
Total	794,551,000

*Data includes all water consumption where volumes were provided by local business units

GHG emission intensity (Scope 1, 2 and 3)	
Disclosure 306-3	Waste generated (metric tons)
Region	2023
U.S. and Canada	2,317.47
EMEA	7,389.54
APAC	1,556.36
LATAM	111.56
Total	11,374.92

*Data includes all waste generated where weights were provided by local business units

2023 ESG Report Sources

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