



Transforming water through science and service

About this report

This is Culligan’s annual Environmental, Social and Governance (ESG) Report. Published in June 2026, it covers the calendar year from January 1 to December 31, 2025, unless stated otherwise. This report contains no restatements of information. In this report, we outline our mission, purpose and values, our ESG strategy and performance, and the risks, opportunities, and challenges we have faced.

We have reported the information included in the [Global Reporting Initiative Index 2](#) for the period January 1 to December 31, 2025, with reference to the GRI Standards. We have also used reporting guidance from the European Financial Reporting Advisory Group (EFRAG IG 1: Materiality Assessment Implementation Guidance) [Sustainability Accounting Standards Board 2](#) and the [Task Force on Climate-related Financial Disclosures 2](#) 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 including the achievement of ESG and sustainability targets, goals, objectives or commitments. 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. In addition, data, statistics and metrics included in this report relating to our environmental, social and governance (ESG) and sustainability performance are estimates, are not necessarily prepared in accordance with generally accepted accounting principles (GAAP), continue to evolve, and may be based on assumptions believed to be reasonable at the time of preparation. As used in this report, the terms “material” or “materiality” are not intended to convey the meaning those terms have under United States securities laws.

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Introduction

Water is at the center of everything we do. Through science, service and sustainability, we transform water to make it cleaner, safer, and better-tasting for people and the planet.

This report reinforces how our sustainability progress is intrinsically connected to our success. It demonstrates how we operate responsibly, leveraging expert service and industry-leading solutions to make accessing filtered water easier and reduce environmental impact.

Our mission is to give people cleaner,
safer, better-tasting water through our
unmatched expertise in sustainability,
science, and service.



Q&A with our Chairman and CEO

Reflecting on 90 years of transforming water, Culligan Chairman and CEO Scott Clawson shares his thoughts on the role the company plays in helping people around the world access cleaner, safer water.

Looking back at the year, how would you describe 2025 at Culligan?

Cleaner, safer, better. These are the north stars we hold when it comes to transforming water and serving people around the world. They guided our work in 2025 and will continue to drive everything we do, from operations to customer experiences, because that's how we earn and nurture our customers' trust and confidence.

Globally, our teams made great strides in 2025 that would make our founder, Emmett Culligan, proud. The passion he had going door-to-door to improve his neighbors' water is alive today and experienced by 170 million people in over 100 countries today. Serving that many people requires trust and commitment, which is why we prioritize exceptional service experiences with every customer engagement. And, by doing this well, we avoid over 45 billion single-use plastic water bottles.

When our business grows, our impact grows. This year, we found more efficient ways to manufacture, optimize operations, and innovatively address contaminants in water. Culligan services and solutions unlock meaningful environmental impact, proving that doing what's good for the world can be good for business.

How did Culligan advance its environmental commitments in 2025?

Culligan teams ensure growth never comes at the expense of the environment. In 2025, we delivered cleaner, safer water in the most environmentally responsible and ethical ways possible, linking our purpose to our actions around the world.

We strengthened our commitment to water stewardship by returning more water to the environment than we consume. Our commitment to water stewardship is also reinforced with active participation in global coalitions, including the CEO Water Mandate and the Water Resilience Coalition, where we elevate standards and accelerate shared progress as an industry. Inside our own walls, we earned [WAVE certifications](#) at 23 Culligan locations, a significant milestone that shows the power of disciplined operational excellence.

Innovating and adapting with sustainability at the center is a mindset that guides our product development and continual improvement efforts. Throughout 2025, we ran ESG assessments on every solution designed or redesigned.

We recognize environmental impacts are inherent to doing business and we hold ourselves accountable to minimizing impact where possible. Notably, Culligan Australia and Culligan manufacturing teams committed to advancing waste reduction and minimizing landfill impact in 2025. And all our teams are committed to globally reduce carbon emissions within our control.

What inspires me most is seeing how teams bring our purpose to life every day. Across markets and teams, sustainability is not an initiative — it's a mindset that lets us grow responsibly.

How are the ways people think about water changing?

Water is part of our daily lives in so many ways, but many take its quality for granted. Customers often share they assumed their water was fine because it looked, tasted, and smelled fine. Add to that, when people stop trusting their water, they often reach for a plastic bottle.

As news around the world continues to alert us to more contaminants like microplastics and PFAS entering water sources, people want more information and solutions that are not complex or complicated.

Using proven science, Culligan experts help you better understand what's in your water and offer innovative ways to treat it. The impact our expert service and solutions create matter to our world and to those we serve.



How does Culligan ensure its services meet evolving customer needs?

Our commitment to customers has not changed since 1936. But the world has with new contaminant, emerging needs and evolving customer behaviors.

Pairing our industry expertise with rich customer insights helps us serve people in ways that matter at work, at home, and on the go.

We prioritize operational efficiencies and life cycle assessment tools to reduce our environmental impact while helping people around the world pay closer attention to their water quality and plastic consumption.

A 2025 launch that embodies where water is headed is Culligan Purity, a modern, innovative solution to better serve customers in the workplace. Our first global product platform, this is the most advanced commercial drinking water filtration system we've ever built. Beyond an unmistakably Culligan design, it offers our proprietary C-Sense™ Technology which monitors water quality remotely to ensure you always have cleaner, better-tasting water. With every new solution, we start by asking what do customers actually want in form and need in function? Culligan Purity is a perfect example of what that answer looks like.

How does Culligan foster a culture where sustainability is embedded across the organization?

Sustainability grows within everyday actions of our people. Across our business, ESG Champions collaborate with teams to collect data and turn goals into real progress. These efforts showcase our industry leadership and reinforce how doing what's right for people and the planet can be good for business.

Our global momentum is strengthened by local leadership teams who weave ESG into strategy, governance, and business priorities. Consistency like this is designed to ensure we stay accountable to sustainability across every function. This is how progress happens at Culligan.

One of our core values is a commitment to innovation. Whether advancing water stewardship through collective action, driving bespoke volunteer efforts through our Community Impact Fund, or staying agile with evolving regulatory landscapes, our teams continually find better, more sustainable ways to serve our customers.

What drives your ambition for the years ahead?

I expect our momentum to continue in 2026, further strengthening our existing commitments and expanding our ambitions.

In the short term, we want to accelerate progress with water stewardship efforts, emissions reductions, and responsible operations.

Meaningful progress matters — for our customers, our teams, and our planet. Cleaner, safer water makes life better. That belief shapes how we show up for one another, how we collaborate across countries and disciplines, and how we build a future where our best work is still ahead. We will always listen, learn, and move forward with purpose.



Scott Clawson
Chairman and CEO

The world of Culligan

We believe everyone deserves to love their water.

Transforming water means transforming the world. When water tastes better, people drink more of it and live better as a result. When we design solutions with the planet in mind, offices and homes run more efficiently. And when our service experts care for those systems, they empower people to make smarter water choices that reduce plastic waste.

Culligan understands how deeply water shapes daily life and our teams take responsibility for it everywhere people might need it. From workplaces, to schools, to home kitchens, we make water cleaner, safer, and worthy of the people who depend on it.

Our commitment comes to life through expert service and science-based innovations to filter and soften water paired with our focus on sustainability that keeps the future in mind. Our work can influence a future where everyone, everywhere can love their water.

Our services

Water is universal but its quality shifts by location. Our service is local to ensure our expertise can address customer needs where they are. Backed by hundreds of patents and decades of expertise, Culligan teams deliver cleaner, safer, better-tasting water to people across more than 90 countries.

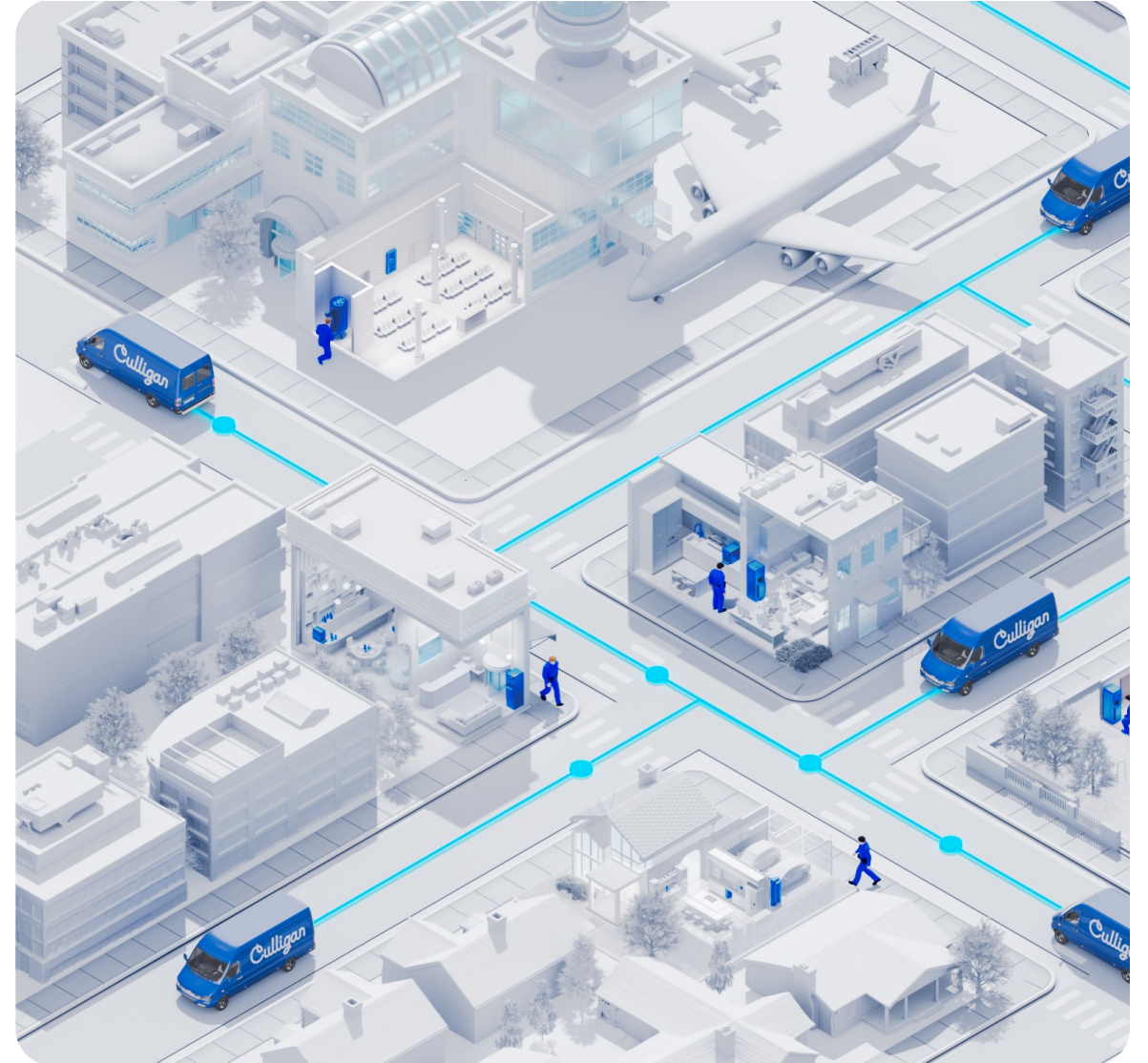
Culligan drinking water services support people at home, at work, and everywhere in between, from bottleless coolers and multi-functional taps to under-the-sink filtration and pitchers and commercial systems that perform at scale.

Purposeful brand

Built on a simple belief that everyone deserves cleaner, safer, better-tasting water, Culligan has provided expert water services for nine decades.

Leveraging proven science, uncompromised quality, and life-enhancing water, we ensure every customer experience empowers people to take control of their water. With Culligan as a trusted partner, people make informed decisions for themselves and the environment while enjoying peace of mind in their water.

We believe this work is more than building a brand; we're building a future where everyone, everywhere can love their water.



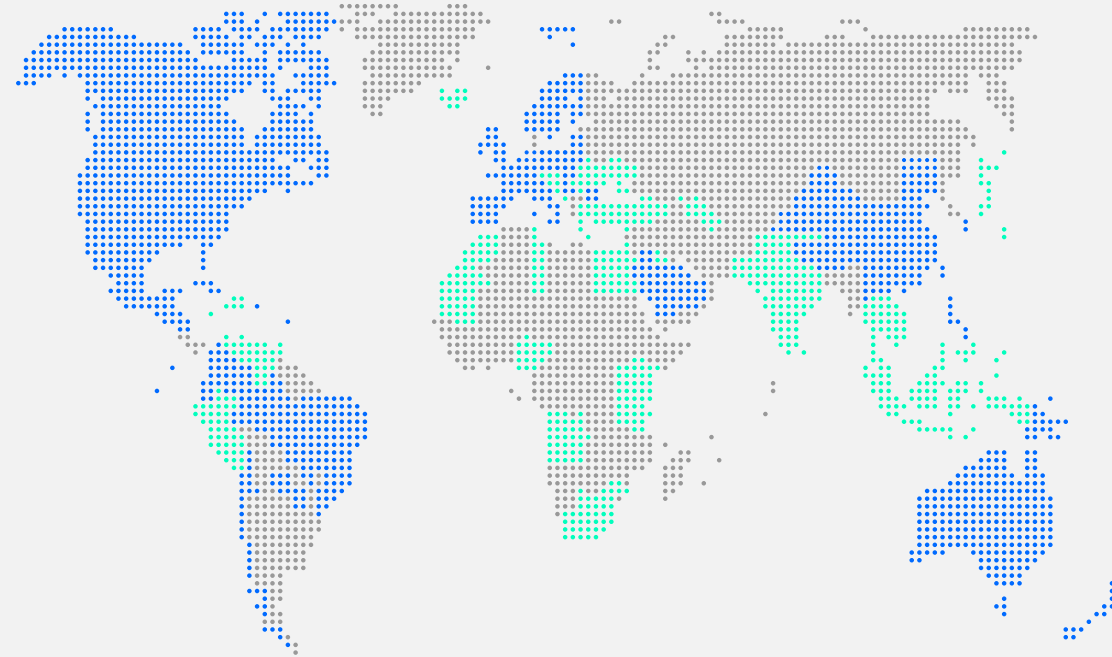
Our global reach

We give millions of people access to cleaner, safer, better-tasting water.

As a water services leader, Culligan offers the industry's most robust portfolio and trusted service experts across North America, Latin America, Europe and the Middle East, and Asia Pacific.

Our business model is globally decentralized by design to allow local teams to tailor expertise and solutions to meet evolving customer needs within the communities we serve.

Culligan's operational footprint



- Direct operations
- Indirect operations

40+

countries with direct operations

100+

countries with indirect operations

2M+

subscription contracts

~170M

people served annually

Wins in 2025



Business Intelligence Group 2025 Sustainability Leadership Award

The Culligan ESG program earned the Business Intelligence Group's 2025 Sustainability Leadership Award for standout innovation and measurable impact as a company and for the communities it serves.

[Read more →](#)

TIME best invention: Culligan with ZeroWater Technology

TIME Magazine named the Culligan with ZeroWater Technology one of 2025's Best Inventions reflecting its superiority and access. The solution removes 5x more contaminants than leading pitchers, boasts a built-in TDS meter, and offers high-quality filtration at entry-level prices points.

[Read more →](#)

Reduced Scope 1 and 2 emissions intensity by 10%

Throughout 2025, we made our buildings more efficient and put more electric Culligan vehicles on the road. These efforts successfully reduced our energy use, modernized our infrastructure, and lowered our emissions.

[Read more →](#)

Top sustainability ratings

Seven business units earned top scores from EcoVadis, a leader in sustainability ratings. Zenith New Zealand led the way with a Platinum medal, putting it in the top 1% of companies rated while Culligan Germany picked up a Gold, two teams won Silvers, and three received a Bronze medal.

[Read more →](#)

Brands with purpose

As the demand for cleaner, safer water grows, so do we. Our portfolio of brands extends our global footprint, fuels innovation, and creates more ways to serve more people daily

Rooted in proven science and people-centered service, we deeply value the role water plays in people's lives.

We help people understand exactly what's in their water and provide the right solutions to enhance their lives while protecting our planet.

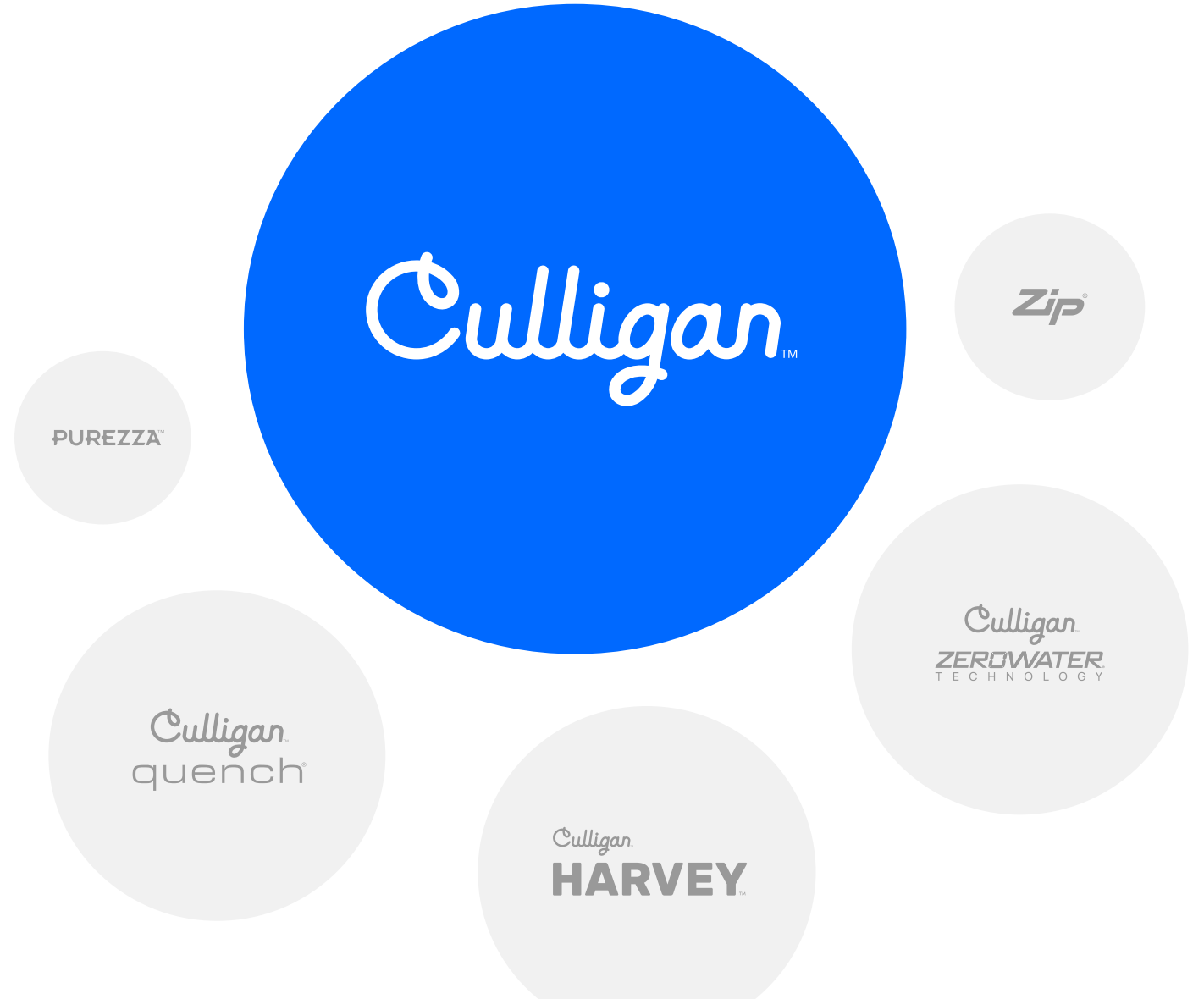
Our brands span the globe, bringing water expertise to the communities we serve connected under one unmistakable brand experience.



Our global brand portfolio is unmatched which differentiates our brand and is increasingly more valuable to customers as we further link our services and solutions globally. Soon, everyone will have access to unmistakably Culligan experiences.”



Patricia Pieretti
Global Chief Marketing Officer, Culligan International



The world of water

Life on Earth depends on water. That's why we're passionate about protecting it.

Every year, we transform water for 170 million people with unmatched expertise in sustainability, science, and service.

A need for better water

Contaminants are reaching more water sources which impact people's wellbeing. Challenges like hard water are affecting more homes and public spaces such as hospitals, gyms, salons, and community centers. About 26% of the global population, 2.1 billion people, lack access to safe drinking water.¹ In the U.S., experts have detected more than 300 different contaminants in drinking water systems.²

With high levels of calcium and magnesium that can disrupt the skin's natural barrier and reduce the effectiveness of soaps and detergents, hard water is also known to cause limescale buildup that lowers appliance efficiency and leads to plumbing problems.

It's more important than ever to be informed about water quality and the ways to address it. Local water reports share details about federally tracked contaminants, but emerging contaminants require different solutions that go beyond what municipalities currently filter.

Today, one in four Americans report they never drink tap water³ and research indicates distrust of public water is a central driver of bottled water consumption.⁴ Add to that, the World Health Organization found PFAS in 18% of bottled water samples worldwide.⁵ Single-use plastic bottles shed microplastics, and research shows that humans ingest an estimated five grams of plastic each week — about the weight of a credit card — through water, food, and air.⁶



A better way

Culligan solutions significantly improve water quality and, importantly, they reduce the environmental impact of water consumption. The search for better water often leads people to single-use plastic water bottles. In fact, one million plastic water bottles are consumed every minute, worldwide.⁷ Global recycling efforts cannot keep up, and most bottles end up in landfills or oceans.⁸

Experts project global plastic waste will double by 2050. Culligan offers a way to help reverse this trend.

Annually, Culligan solutions avoid the use of 45 billion single-use plastic water bottles. Growing our business means protecting water for more people while reducing reliance on single-use plastic. We amplify that by working to reduce our emissions, waste, and water usage across the board. And in doing so, we turn water into something that works harder for people and the planet at the same time.

Better water, airport-wide.

Dubai International is one of the world's largest airports. Leveraging its size and scale, the destination highlights how passengers can better hydrate.

Culligan water dispensers in the Dubai Emirates Lounge and bottle-filling fountains throughout the airport enable the airport to avoid thousands of single-use plastic bottles by replacing those options with cleaner, safer water more sustainably. And with Hydroboil® delivering instant boiling water in various terminals, Dubai International can meet all hydration needs with ease.

If it works in one of the world's busiest airports, imagine if others followed suit as airports often generating significant amounts of waste. The potential impact is exponential.



A big thank you to Dubai International and everyone at Culligan who made this possible. It just proves that innovation combined with purpose create real impact."



Lorenzo Tocchi

Regional Sales Manager, Commercial Drinking Water, Middle East

45,000,000,000

single-use plastic water bottles avoided annually through Culligan solutions.

That's enough plastic bottles to circle the planet 225,000 times.⁹

Working together to transform water

Improving water quality and environmental impact is a pressing global issue that requires stakeholders to work together. Culligan engages several water stewardship organizations, locally and worldwide, to shape the future of sustainable water solutions.

In each of association, we contribute to discussions on critical issues facing the water industry and amplify the voices of those we serve. Additionally, we enrich how Culligan applies and evolves best practices. Our leaders nurture relationships, learn from others, access research, and benefit from various tools and training programs in partnership with our industry peers.

Whether at the global level, across our industry, or in our day-to-day operations, delivering cleaner, safer water with purpose is fundamental to how we do business.

Transformative global partnerships

Our Chairman and CEO, Scott Clawson, personally enrolled Culligan as members of the [United Nations Global Compact](#), [CEO Water Mandate](#) and [Water Resilience Coalition](#) reflecting our ambition for net positive water impact in water-stressed basins by 2050.



Leveraging our industry leadership

With decades of work serving people, businesses, and communities as local water experts, we have a responsibility to promote better water stewardship within our industry. Our leadership team is at the forefront of such efforts, educating and advocating. They are dedicated to making the water industry better for all organizations, leveraging partnerships and stakeholder relationships to make water cleaner, safer, and more accessible.

Culligan supports several industry organizations, including:

- [The Water Council](#), a nonprofit dedicated to solving critical global water challenges, and Scott Clawson serves on their Board.
- The [Water Quality Association](#) (WQA) convenes more than 2,500 organizations to address how to improve water at local and national levels. Culligan's North American President Judd Larned served as the 2024 WQA president and he remains on the Board with Doug Anderson, Vice President, Global Engineering, Research and Product Development, Culligan North America.

Everyday water stewardship at Culligan

More than senior leaders, teams across Culligan promote water stewardship through various media channels and conferences. The ESG team leads this effort, with support from the business units and ESG Data Champions.



Sustainability at the core

To activate our purpose, our ESG and business strategies work together.

As our business grows, we aim to reduce more plastic waste and increase access to better water. Every time someone chooses Culligan over a single-use plastic water bottle, we reduce plastic waste and its impact on our environment.

Our multi-year ESG strategy follows global standards and focuses on the areas where our impact is most measurable and meaningful.

In 2025, our double materiality assessment shaped our strategic pillars and commitments, naming the impacts, risks, and opportunities that matter most. We report against leading global ESG standards, including those of the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), and European Sustainability Reporting Standards (ESRS).

- Environmental
- Social
- Governance

Our pillars	ESRS topic	Focus areas	Public commitments and targets	Progress
Sustainable services	● E5	Responsible production and consumption	55B liters of cleaner water delivered through our solutions in 2030 10B kg of CO ₂ avoided through product use in 2030 1B kg of single-use plastic avoided through product use in 2030 65B single-use plastic bottles avoided through product use in 2030	66%
	● E5	Product life cycle and sustainability	100% of new solutions will be assessed for ESG criteria by 2030	67%
Environmental impact	● E1	Energy and emissions reduction	Scope 1 and 2 emissions intensity reduced by 40% by 2035	74%
	● E3	Water stewardship	Net positive water impact in water-stressed basins by 2050	73%
People and communities	● S1	Inclusive culture	New Achieve employee Net Promoter Score (eNPS) of +30 by 2030	100%
	● S4	Community impact		<i>2025 WAVE certified</i>
Responsible business	● G1	Responsible and ethical supply network	100% of preferred supplier scorecards to have ESG criteria by 2030	16%
			100% of preferred suppliers to have an annual review of their full ESG program by 2030	<i>Established target</i>
			100% of new suppliers will be assessed for ESG criteria by 2030	50%
			100% of preferred suppliers will be assessed for ESG criteria by 2030	2%
		100% of preferred suppliers acknowledge Supplier Code of Conduct by 2030	100%	
		100% of preferred suppliers will be assessed for ESG criteria by 2030	50%	
		100% of preferred suppliers acknowledge Supplier Code of Conduct by 2030	80%	
	● G1	Compliance and reporting	Annual communication on progress through ESG report	100%

Sustainable services

We deliver cleaner, safer,
better-tasting water where
people need it.

Highlights

People need water they can trust at home, at work, and on the go. With relentless curiosity, proven science, and innovative solutions engineered for real life, Culligan services and solutions continue evolving to meet customer needs.



Launched Culligan with ZeroWater Technology pitcher which was recognized by TIME recognized as one of 2025's Best Inventions.

[Read more →](#)

High-performance bottleless water coolers set a new standard for workplace hydration with powerful, science-backed filtration and smart monitoring.

[Read more →](#)

All solutions launched in 2025 were designed using our ESG criteria to reduce environmental impact and deliver cleaner, safer water.

[Read more →](#)

Innovating for impact

We are always seeking new ways to stay ahead of the world's changing water needs.

We listen closely to those we serve and follow the science on water quality to ensure Culligan solutions outpace emerging challenges.

Insights shape Culligan's industry-leading technologies to bring our expert services to offices, public spaces, and homes around the world. We carefully aim to design every tap, cooler, and filtration system to answer a real need while reducing environmental impact.



For every Culligan solution we create or optimize, we ask ourselves these questions: Can we be more sustainable? Can it be more energy efficient?"



Chris Quatrochi
Chief Product Technology Officer,
Culligan International



Commitments and targets

Focus areas	ESRS topic	Public commitments and targets	Progress
Responsible production and consumption	E5	55 billion liters of cleaner, safer water delivered via Culligan solutions in 2030	66%
		10 billion kilograms of CO ₂ avoided through solution use in 2030	67%
		1 billion kilograms of single-use plastic avoided through solution use in 2030	74%
		65 billion single-use plastic water bottles avoided through solution use in 2030	73%
Product life cycle and sustainability	E5	100% of new solutions assessed for ESG criteria by 2030	100%

Better water for everyone, everywhere

Whatever your water needs, Culligan has a solution. From the pitcher in your fridge to a filtration system for an entire office, Culligan makes it easier to get exceptional water without the plastic waste.



Serving millions worldwide

6B



kg emissions avoided through Culligan solutions; equivalent to powering approximately 1.1 million U.S. homes for one year¹⁰

1M+



businesses have a Culligan solution

Expert service backed by proven science

Our science and technology only work because of the people who stand behind them.

Culligan's global network of service experts brings our solutions to life, delivering the latest advances in water filtration and treatment directly to the businesses, communities, and homes that depend on them most. We show up to install, maintain, and improve the systems that keep water flowing at its best.

Our exceptional service makes it easier for businesses and families to access the latest water technology, reduce waste from single-use plastic water bottles, and enjoy better water every day. We do it with a relentless commitment to enhancing lives and lowering the environmental footprint of every person we serve.



How we serve

From the first consultation to routine maintenance and every question in between, local Culligan service experts serve as a dedicated point of contact for every water need and a resource for every customer.

01 - We get to know your water.

Local expert learns about your business or home, your water source, and what matters most to you.

02 - We test what's actually in it.

From hardness to unwanted contaminants, Culligan service experts identify what's there and what it means for you.

03 - We recommend the right solution.

Not a one-size-fits-all answer. The right one, for your water and your life.

Addressing water contamination

People around the world are becoming more aware of what they put in, and on, their bodies. Culligan solutions lead the industry in certifications to reduce contaminants and, as threats to water quality grow, we offer expert service and solutions to help ensure confidence and control.

Our experts don't wait for contaminants to make headlines. They study what's in our water today and anticipate what's coming next relative to emerging contaminants to inform how they develop solutions to empower people to make more informed choices.

Culligan solutions target over 90 contaminants ↗, from lead whose effects are well known, to others the scientific community is still working to fully understand.

Emerging water challenges



Microplastics

Tiny fragments of plastic leach into water from plastic waste, synthetic textiles, and personal care products. It's estimated there are 170 trillion pieces of microplastics in our oceans¹¹ – more than 21,000 pieces for every person on the planet floating in the ocean. Researchers have found microplastics in human blood, lungs and placentas¹², and studies indicate links to serious health issues, such as cancer.¹³

Microplastics are increasingly finding their way into the water we drink. A recent study found a liter of plastic bottled water contained 240,000 plastic particles¹⁴ yet millions buy single-use bottled water thinking it is safer. For these reasons and more, we arm people with reliable ways to reduce their exposure and take control of what they drink.



Forever chemicals

PFAS come from everyday objects like food packaging and non-stick cookware. They're designed to last forever, and they do. That's why we find them everywhere from our environment to our bodies. These contaminants are linked to health risks, including increased incidence of certain cancers¹⁵ and various impacts on our immune systems from childhood exposure.¹⁶ Scientists continue to uncover ways PFAS affect human health.

There is a gap between how much drinking water contains forever chemicals and overall awareness. In the U.S., studies estimate that nearly half of all tap water contains PFAS.¹⁷ But our 2024 survey found 96% of Americans have never tested their water for the contaminants, seemingly because they assume their water is safe.¹⁸ We equip people to test their water and take action, with an expanding range of certified solutions designed to reduce these chemicals and expert service to help make the complexities of these contaminants more easily understood.

Certified protection

To give people the confidence to trust what's in their water, we provide expert service as paired with an extensive set of certifications from rigorous standards and accrediting bodies.

In 2025, we aimed to meet every health and safety regulatory requirement in each market we serve and did not issue any product recalls, reflecting quality systems built into every stage of our engineering, design, and development. Across manufacturing, we apply quality management systems aligned with ISO 9001 standards.

Listening is how we improve our science and services. We track regulations, customer feedback, warranty claims, and real-world performance data so we can stay ahead of issues before they reach the people we serve.

Big protection against the smallest particles

In 2025, our Londerzeel, Belgium plant upgraded its purification processes to reduce even more of the smallest microparticles. The new membrane technology features ultra-fine 0.1-nanometer pores which enables the removal of >99.9% of bacteria and viruses and >98% of dissolved salts.

This is just one of many examples of filtration technology investments technology to operate at the speed of science.



U.S. National Sanitation Foundation



French Attestation de Conformité Sanitaire



American National Standards Institute



U.K. Regulations Approval Scheme



Italian Decreto Ministerial 174



National Health Commission of the People's Republic of China

Leveraging industry collaboration

Understanding existing and emerging contaminants informs standards. Culligan contributes to regulatory frameworks and technical standards on global drinking water quality as part of our leaders' roles on dozens of boards and sub-committees:



The U.S. Environmental Protection Agency (EPA)



The Water Quality Research Foundation (WQRF)



The International Association of Plumbing and Mechanical Officials (IAPMO)



Watercoolers Europe (WE)



NSF International



The Water Quality Association (WQA)

Designed with the future in mind

We design our solutions to efficiently and effectively filter water so people can avoid single-use plastic water bottles and the emissions that come with them.

By 2030, we aim to avoid 10 billion kilograms of CO₂ and 65 billion single-use plastic water bottles every year.

Our life cycle assessment (LCA) tools help customers understand how much plastic waste and CO₂ can be avoided by using our solutions.

Culligan teams work to reduce each solution's impact in various ways, including:

- Leveraging Product Life Cycle Insights
- Culligan design playbook
- Impact from design to disposal
- Packaging with purpose
- Innovation in action

Leveraging product life cycle insights

Culligan design teams think about the complete product life cycle from the initial sketch to the final packaging and even disposal. We believe that our [life cycle assessment \(LCA\) tools](#) improve sustainability and incorporate impact targets, research, testing, reviews, and customer feedback to help to ensure every Culligan solution provides quality water while lowering the environmental impact.

Culligan Product Sustainability Playbook

We introduced the Culligan Product Sustainability Playbook (the Playbook) in 2024 to help ensure sustainability lives at the center of design processes, driving unmistakably Culligan solutions across our portfolio. In 2025, all new solutions were assessed against the Playbook with an ambition to assess everything similarly by 2030.

The Playbook puts four principles into practice across products:

- **Use life cycle thinking** — assess environmental impacts from the extraction of raw materials to disposal of the product itself
- **Minimize inputs** — reduce total resources used in production and across the solution's life

- **Minimize outputs** — reduce waste and emissions generated throughout a solution's life cycle

- **Maximize product and material lifespan** — ensure a solution functions for as long as possible, reducing the need for new resources to replace it and, ultimately, saving customers money

The effects of applying these principles are already visible.

Managing chemicals and concerning materials is built into how we develop solutions as well. We evaluate materials early in the development process against global regulatory requirements and have strict restrictions on substances that may pose risks to human health or the environment. We work directly with suppliers in an effort to verify these standards are met, with accountability that ladders to our executive team.

The result is a compliant, responsibly developed portfolio driven by our commitment to continuous improvement.

Reuse minimizes inputs

At our plant in Monterrey, Mexico, we pilot ways to use resources more efficiently and reduce waste.

The challenge: unintentional waste.

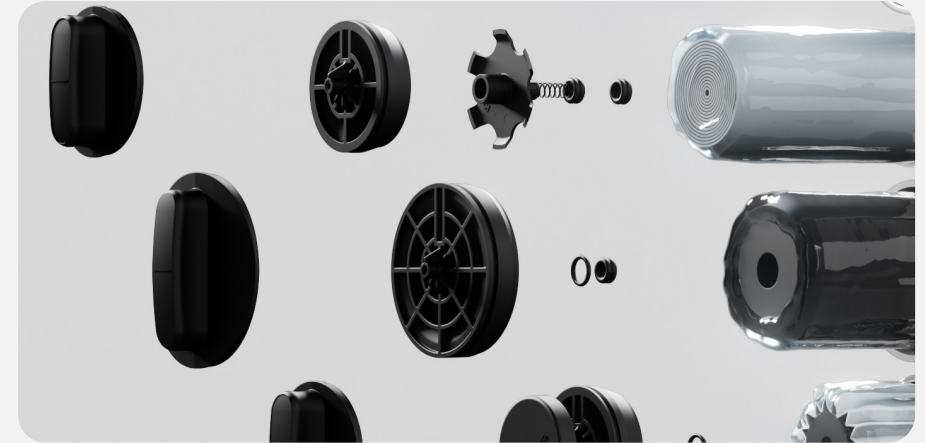
Carbon blocks are used to filter contaminants in many Culligan solutions. We precision-cut each block to fit our filter cartridge perfectly. These cuts create leftover carbon pieces that, in the past, could not be reused.

Potential solution: fully circular materials.

We took a hard look at our process and asked, "What if we ground up the leftover pieces and re-formed them into new carbon blocks?" In 2025, this initiative saved over \$1 million USD on materials.

Potential impact: full circularity.

If the pilot works, we could serve up to 300 corporate clients with filter cartridges using re-formed carbon, generating major waste and emissions reductions, and real sustainability wins our customers can measure.



Up to 12 metric tons

of carbon waste potentially saved from landfill

Up to 80 metric tons

of potential CO₂e emissions reduction

Impact from design to disposal

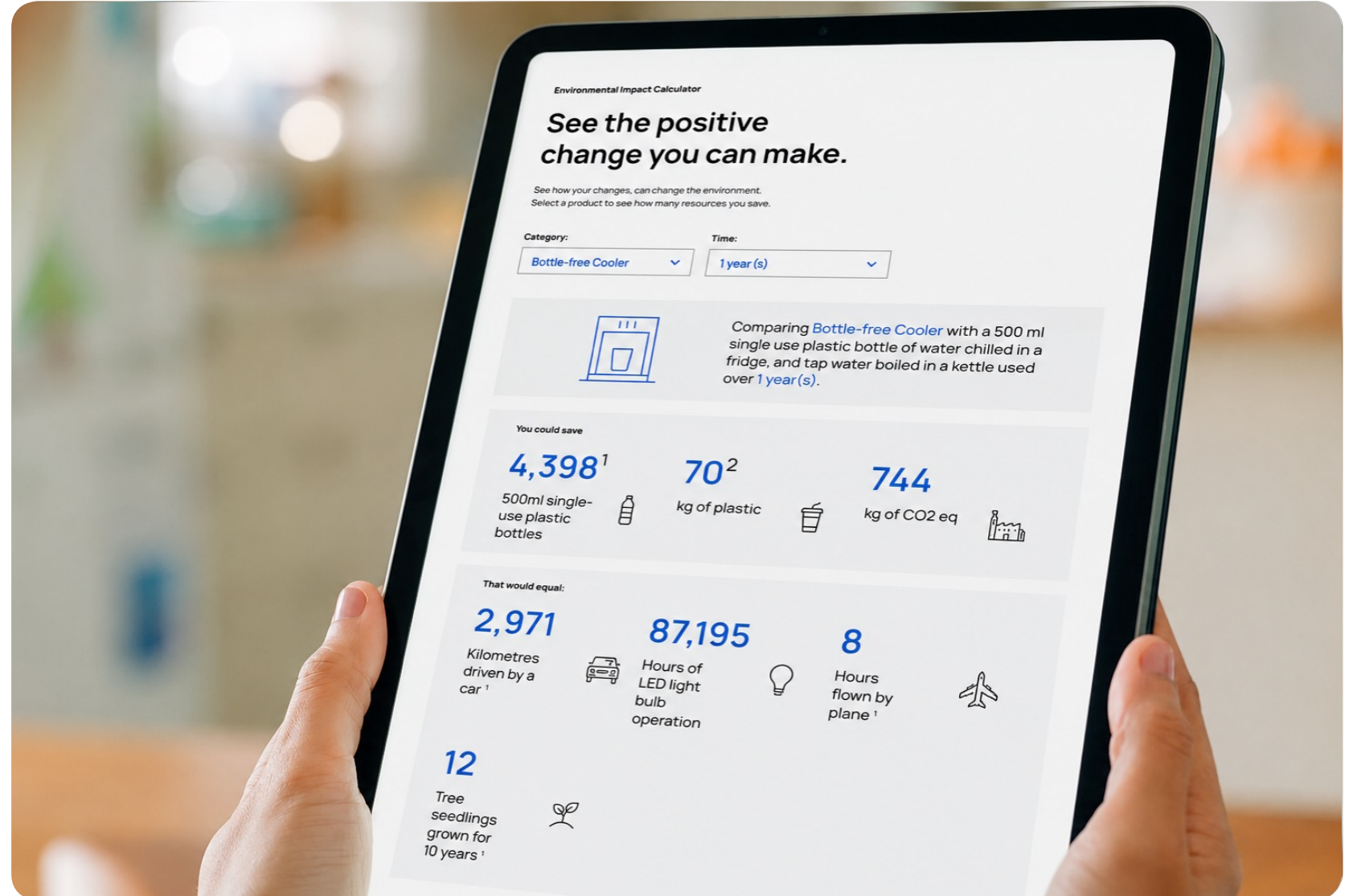
To make more sustainable choices, our customers can use our [Environmental Impact Calculators 7](#), informed by our life cycle assessment (LCA) tools, to visualize the impact of a Culligan solution. For example, using a Culligan with ZeroWater Technology pitcher for three years can save a single customer 2,952 single-use plastic water bottles, 44 kilograms of plastic, and 364 kilograms CO₂e.

Culligan design teams use seven proprietary tools to measure environmental impact across a solution's life cycle. These guide our innovation pipeline, highlight opportunities to incorporate meaningful new processes to lower emissions, save resources, or streamline packaging.

LCA insights drive sustainable innovation in our bottleless cooler filter cartridges. Instead of replacing the entire filter, our plan is that customers will soon only replace the filter media which in turn reduces materials, waste, emissions impact, and cost.

Impact in Brazil

At our manufacturing facility in Brazil, we advance circularity by reusing plastic materials generated during production. Instead of discarding excess plastic from the molding process, we reprocess it into new product components, repurposing approximately 80 metric tons of plastic. In addition, a new plant-wide stretch film reduction initiative eliminates about seven metric tons of material annually, improving efficiency and decreasing plastic use and operational waste.



Refurbishing saves resources and costs

Product refurbishment keeps units in the field up to date with the latest Culligan technologies, making them more efficient and reliable, and extending product life. This critical part of our sustainability strategy saves costs and resources, but we also often retrofit upgrades when we refurbish to provide even better solutions - a customer upgrade of sorts.

We refurbish units across our global business, particularly in the U.S. and Europe. In 2025 alone, we refurbished more than 280,000 units across Europe, incorporating upgraded valve technology and leveraging our deep expertise in service engineering, and increasing the longevity of our equipment.

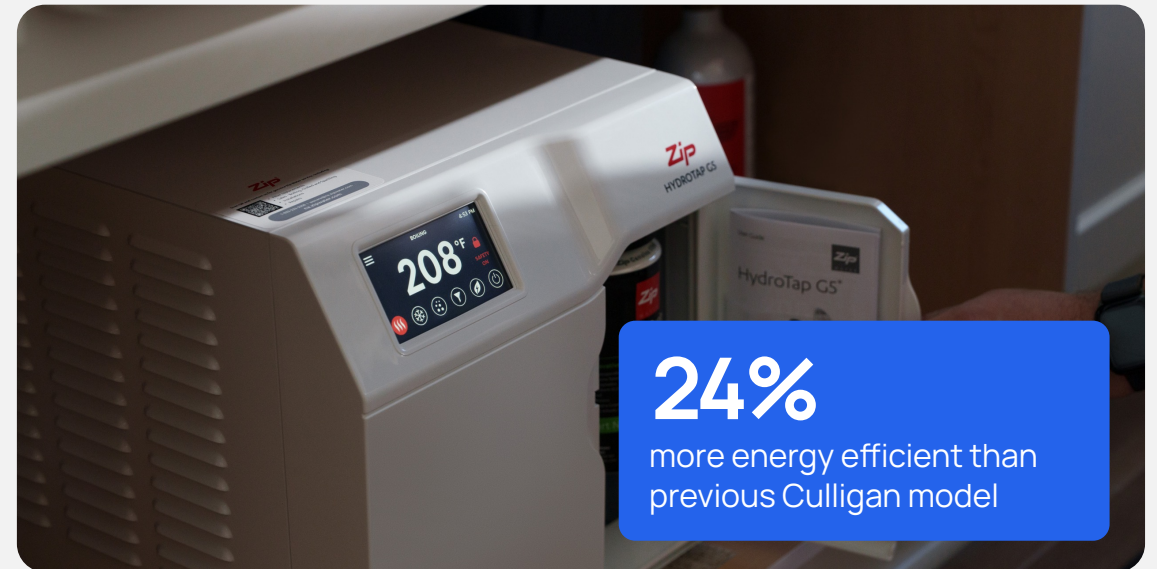


Making our most eco-friendly HydroTap yet

In 2025, Zip Australia launched the most eco-friendly HydroTap yet.

Zip Australia's engineering, sustainability, and product innovation teams collaborated for months, applying life cycle thinking until they had a design fit for a lower impact future with the HydroTap G5. The new solution achieves a 95% reduction in Global Warming Potential (GWP) compared to the previous model, further lowering the environmental impact. Customers also benefit from a 24% improvement in energy efficiency via air-cooled technology.

The HydroTap G5 won a prestigious 2025 Australian Good Design Award for Excellence in Design and Innovation, recognizing our commitment to innovation in service of people and the planet.



Packaging with purpose

Less packaging means less waste and reduced costs. Each business unit looks to minimize packaging as a key driver of [overall waste management](#). The Playbook generated several packaging wins in 2025:

Saving by reusing packaging

When we buy components in bulk, we work with suppliers to reduce packaging and streamline deliveries.

Our Monterrey team uses returnable, reusable packaging on deliveries. We now receive parts for the main vessel and reservoir of pitchers and dispensers in returnable plastic packaging, avoiding 47,960 pounds of cardboard and almost 2,000 wooden pallets every month.

We've also cut 22 metric tons of monthly waste, and suppliers passed savings back to us through lower component prices.

The initiative is estimated to save \$350K USD and reduce **~275,000 metric tons** of waste annually, equivalent to 23 million single-use plastic water bottles.²¹



1.5 million square feet of foam diverted from landfills every year.

We replaced foam packaging with fully recyclable cardboard fillers across a filter line. To put that in perspective, the foam we're keeping out of landfills would cover 26 American football fields.



Nine metric tons of paper eliminated annually.

We now print user manuals for fridge filters directly on the box at our Monterrey, Mexico, plant. That saves 150 trees annually and \$144K USD each year.¹⁹



Expanded polystyrene use dropping from 30 metric tons in 2024 to zero by 2026.

We switched to pulp-based packaging for all bottleless coolers at our Qingdao, China, facility. The redesign reduces air gaps, improves container loading efficiency, and lowers both shipping emissions and costs.



7,848 trees saved.

We redesigned the Culligan with ZeroWater Technology Pitcher using Forest Stewardship Council-certified recycled materials across more than four million boxes, saving nearly 8,000 trees and avoiding emissions equivalent to removing 690 cars from the road for a year.²⁰

Innovation in action

Three exciting launches in 2025 proved what is possible with purpose-led innovation.

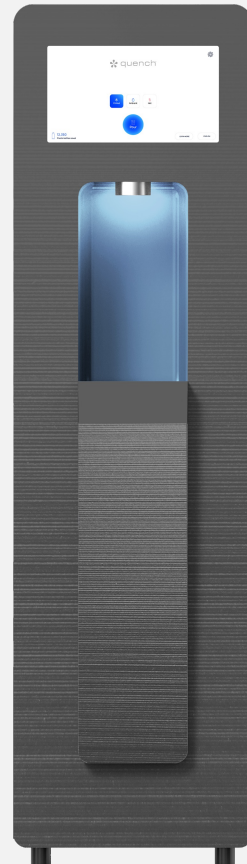
A twist on workplace water

We work to deliver water people love so they don't need to turn to unhealthy sugary soft drinks for hydration.

Enter [Twist Z](#) by Culligan Quench.

Twist dispenses still or sparkling water with eight, zero-calorie flavor options. What's more, people can craft tailored drinks, mixing and matching flavors, adjusting sweetness levels and even adding caffeine, immunity boosts, and electrolytes.

With queues of hundreds at the [Chicago Marathon](#) this year, Twist is a fan favorite with its personalized approach. As Twist grows in the market, more customers will opt for cleaner, safer water that reflects their tastes and shelf the single-use plastic bottles and soft drinks.



Boiling. Chilled. Sparkling. Right from your tap.

HydroTap® Celsius Plus All-In-One Pull-Out delivers boiling, chilled, and sparkling water at the touch of a button, with a built-in pull-out sprayer to make everyday tasks easier. Thoughtfully engineered for design, performance, and convenience, it moves seamlessly from morning tea to post-workout hydration to entertaining guests. Behind it all, its advanced filtration reduces impurities for consistently better-tasting water every pour.



Powerful multi-stage filtration

Culligan with ZeroWater Technology reduces 5x more contaminants than the leading pitcher. Named one of TIME Magazine's 2025 Best Inventions, this pitcher offers powerful filtration that fits in your fridge and in your budget. Independently certified, it targets contaminants like lead, forever chemicals (total PFAS), pharmaceuticals, and more.



90 years of science and service in one powerful water cooler

Culligan Purity™ is the first water cooler that combines advanced filtration technology with our C-sense™ smart monitoring. This smart machine gives our water experts 24/7 remote access to the cooler, allowing them to provide an unmatched level of proactive service. This approach cuts service visits by an estimated 50%.

Smarter by design, Purity reduces environmental impact at every stage of its life cycle. The result: great-tasting water that keeps flowing, and a machine that saves our customers time, money, and resources.

Culligan Purity launched in Portugal, piloted in the U.S. and Germany, and rolls out worldwide in 2026.



Culligan Purity demonstrates what it means to weave sustainability into new product design. Multiple business units worked together to ensure unmistakably Culligan design with absolutely no compromises. And it resulted in a solution that is better for the planet in multiple ways.”



Antonio Ambrosi
Category Director - Filtration,
Culligan International



Trust every pour.

Certified Firewall® UVC Technology that deactivates up to 99.9999% of bacteria and viruses.* Drink with peace of mind knowing your water is filtered to reduce unwanted tastes, odors, lead, forever chemicals (PFAS), microplastics, and other harmful contaminants.**

Know more. Worry less.

C-Sense smart monitoring technology connects directly to the Culligan Cloud, giving our service experts real-time, 24/7 visibility into water quality, filter life, and performance. This allows issues to be identified early and resolved quickly, keeping your water cleaner, safer, and better tasting without interruption.

Designed with you in mind.

A modern design and intuitive interface make it a machine people notice and enjoy using every day, with customizable water modes ready for every preference.

Bottled water taste without the waste.

By using a workplace's existing water supply, the cooler eliminates bottle deliveries and plastic waste while tracking single-use plastic water bottles avoid in real time. Refillable components and biodegradable filter media further reduce waste and environmental impact. When no one's in the room, it powers down automatically, cutting energy use, emissions, and operating costs.

Environmental impact

As industry leaders, we set the standard by protecting water and reducing our impact for the good of the planet and each other.

Highlights

Water is our planet's most vital resource, sustaining life, supporting communities, and connecting everyone.

For nearly a century, we've transformed it to be cleaner, safer, and better-tasting. The work we do addresses damage from pollution, aging infrastructure, and industrial contaminants, while reducing reliance on single-use plastic water bottles. Sustainability shapes what we make, how we operate and who we partner with around the world.



We reduced our Scope 1 and 2 emissions intensity by 10% in 2025, lowering our overall environmental impact

[Read more →](#)



Achieved near-total landfill diversion at our manufacturing facilities in Poland and Australia

[Read more →](#)



12 Culligan sites now generate solar energy, a 50% annual increase to accelerate our emissions reduction goal

[Read more →](#)

Strong environmental management

To serve our customers well, we start by doing what’s right within our own operations. This takes shape tangibly in our [ESG strategy](#), management systems, performance targets, and everyday actions.

We monitor our energy, water, and waste impacts across 750+ Culligan sites globally to inform continuous improvement efforts. Local ESG Data Champions collect and track performance data across our business units. They report findings regularly, share learnings, and make smart optimizations to drive continuous improvement.



Commitments and targets

Focus areas	ESRS topic	Public commitments and targets	Progress
Energy and emissions reduction	E1	Scope 1 and 2 emissions intensity reduced by 40% by 2035	 16%
Water stewardship	E3	Net positive water impact in water-stressed basins by 2050	<i>2025 WAVE Certified</i>

Recognized for best practices

Culligan locations worldwide earn top recognition for making sustainable goals impactful realities. [EcoVadis](#), a trusted global leader in assessing sustainability performance across environment, labor and human rights, ethics and sustainable procurement, has awarded Culligan teams with the following ratings:



Platinum (Top 1%)

Zenith New Zealand



Gold (Top 5%)

Culligan Germany



Silver (Top 15%)

Zip U.K. and Zip Australia



Bronze (Top 35%)

Culligan France, Culligan Italy,
and Culligan Water Czech

Decarbonizing operations

Climate change demands action. We're taking it.

We're committed to reducing emissions across our operations while delivering cleaner, safer water to more people. Our approach is straightforward: cut our carbon footprint without compromising our solutions or expert service.

We're reducing emissions across our own operations first by working to lower Scope 1 and 2 emissions intensity – the emissions relative to our revenue – by 40% by 2035.²² We're also partnering with suppliers to reduce their footprint, which in turn lowers our Scope 3 emissions. And we're prioritizing sustainable product design for those emissions within our solution's use phase.

Culligan business units are accountable to our global reduction targets. Local teams build their own plans to reduce emissions, with support from the ESG team, via tools, data, and best practices. We're exploring science-based targets to strengthen and further formalize our decarbonization commitments going forward.

Our decarbonization approach incorporates:

- Analyzing our footprint
- Reducing impacts
- Investing in emission reductions



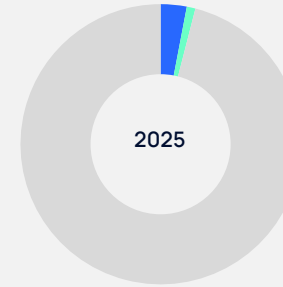
Analyzing our footprint

Examining our operations lets us understand our carbon footprint and informs the plans we craft to unlock the greatest impact. With four years of emissions data collected, we built a sophisticated model to track progress toward our targets and guide even more ambitious plans.

We measure emissions in CO₂e using [Greenhouse Gas Protocol 2.1](#) standards. Our carbon data collection partner, Watershed, is a Carbon Disclosure Project (CDP) and gold-accredited platform that ensures accuracy and credibility with our calculations. Leveraging Watershed's technology, we convert our operational data into accurate, auditable emissions reports.

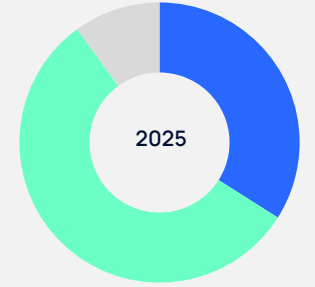
[Carbonology 2.1](#), a CDP-accredited emissions verification firm, audited our Scope 1 and 2 emissions using the ISO 14064-3 standard for both our 2024 and 2025 datasets. This independent, accredited limited assurance audit details our current footprint and helps us move faster toward our goals.

Carbon emissions by scope



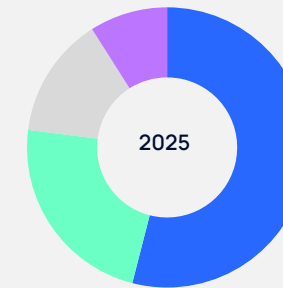
- 3% Scope 1
- 1% Scope 2
- 96% Scope 3

Carbon emissions by region



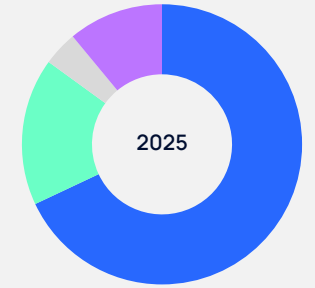
- 34% Americas
- 56% EMEA
- 10% APAC

Scope 1 and 2 emissions categories



- 54% Mobile combustion
- 23% Purchased electricity
- 14% Stationary combustion
- 9% Other

Scope 3 emissions categories



- 68% Use phase of sold and leased solutions
- 17% Purchased goods and services
- 4% Third-party transportation
- 11% Other

Reducing impacts

In 2025, our footprint grew while our teams made measurable progress in reducing our environmental impacts. While our absolute emissions increased, we achieved a 10% decrease in Scope 1 and 2 emissions intensity compared to 2024. This progress is driven by strategic investments in renewable energy, fleet electrification, and operational efficiency improvements, including LED lighting enhancements.

Better data drives better decisions. We track direct and indirect emissions against our decarbonization target and leverage LCA tools to measure the environmental impact of our solutions. In the near term, we are focused on reducing those emissions within our own control.

3 Years

How long the line that fills water bottles has run at the Culligan Austria facility with zero emissions.



Accurate carbon emissions data provides the clarity needed to build stronger ESG programming. It helps us identify risks, unlock opportunities and embed more sustainable practices into our business.”



Christina Beckman

Global Head of ESG, Culligan International

Scope 1 and 2

Scope 1 and 2 emissions totaled 88,511 tCO₂e in 2025. Direct (Scope 1) sources account for 67,110 tCO₂e, including fuel combustion from our vehicle fleet and natural gas used at our facilities. The remaining 21,401 tCO₂e were indirect (Scope 2), primarily from purchased electricity.

10%

decrease in Scope 1 and 2 intensity in 2025

5%

decrease in absolute Scope 1 emissions due to improvements across our vehicle fleet

Scope 3

Our 2025 value chain emissions were estimated at 2,065,262 tCO₂e. Approximately 25% came from upstream activities, including goods and services purchased and third-party transportation. Another 75% were downstream emissions, primarily arising from the use-phase of our solutions.

To reduce emissions outside our direct control, we’re exploring longer-term initiatives across our value chain to empower suppliers to lower their impacts. We have strategic plans to work closely with our supply chain to reduce emissions and to embed sustainable principles into our products and services.

This year-over-year increase reflects expanded operations through company growth, primarily through mergers and acquisitions and the corresponding product use, supply chain activities, service providers, and downstream transportation. Continued enhancements to our reporting processes and data collection capabilities have improved the accuracy, completeness, and visibility of our emissions inventory, particularly across Scope 3 categories.

We measure 12 out of 15 Scope 3 categories, as outlined in our energy index.

18%

decrease in absolute Scope 3 emissions from purchased goods and services

Reducing our emissions

Culligan teams around the world have earned our customers' trust because of the expert service they provide. As local resources and partners to those we serve, our teams design strategic approaches to meet emissions goals while delivering water people love.

At corporate and local levels, we meaningfully collaborate to make progress towards our global 2035 intensity reduction targets based on forecasting future emissions. Business units have priority areas to reduce emissions within their control. For example, Zip Australia is committed to sourcing 100% renewable energy at one major facility and Zip U.K. is committed to installing hundreds of solar panels.

Electrifying our vehicles

Twelve business units continue to invest in electrifying the fleets use to serve our customers. Electric cars now make up 35% of our car fleet, up from 25% in 2024. We have 10% electric vehicles (EVs) in our overall fleet which includes cars, service vans, and trucks (up from 7% last year). To accommodate this new infrastructure, we increased the number of charging points at Culligan facilities by 73% year-over-year.

EVs around the world

Zip U.K. upgraded its entire London-area fleet with newer, faster-charging EVs to support the 300,000 miles local experts drive annually. Electric vans now make up 30% of the Zip U.K. fleet, saving 170 metric tons of CO₂ emissions each year – comparable to 185 one-way flights from New York to London.

Culligan Austria is on track to make its entire fleet electric by 2028. The business unit reached 69% in 2025, up from 50% the prior year. Today, the team delivers 100% of bottleless coolers to customers via an EV and this year, such efforts avoided 60,000 liters of diesel.



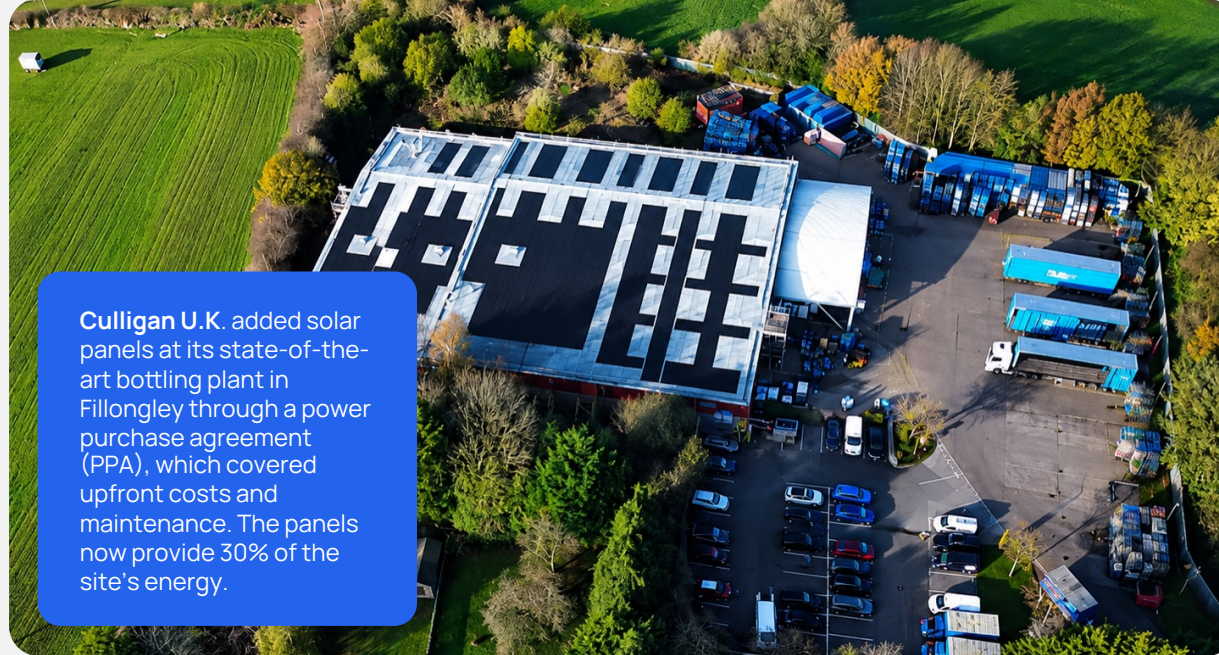
Upgrading to renewable energy

Renewable energy empowers companies to shrink their environmental impact by replacing finite, carbon-heavy fuels with clean, endlessly replenished power. These alternative energy sources also protect natural ecosystems by cutting air pollution, reducing water use, and supporting long-term climate resilience. Almost 20% of our sites purchase renewable energy. We aim to increase this in the coming years, further lowering the impact of customers choosing our industry-leading filtration solutions.

Zip Australia committed to source all energy for its Sydney manufacturing plant from renewables from 2025 onwards. The team installed a solar array that provides over 25% of the site's energy. Early analysis showed green energy procurement is the most efficient way to cut down the facility's emissions even further.

Currently 12 sites in our global footprint have solar panels and generate their own electricity, a 50% increase from 2024.

Savings from solar



Culligan U.K. added solar panels at its state-of-the-art bottling plant in Fillongley through a power purchase agreement (PPA), which covered upfront costs and maintenance. The panels now provide 30% of the site's energy.

Culligan Ireland installed a solar array at its Dublin warehouse in late 2024. The 9-10 kW system provides 40-60% of the site's daily electricity and will pay for itself in four years through reduced energy costs. And, the team can see impact metrics via a real-time dashboard.



Culligan Italy recently partnered with its building owner to install solar panels at the Corsico bottling plant. The system will begin generating clean power in 2026.



Twelve Culligan business units unlocked solar savings in 2025, further controlling the cost and impact of cleaner, safer water.

Upgrading to energy-efficient equipment

To improve our facilities, we look to upgrade equipment, systems, and processes to better serve our customer while reducing our environmental footprint.

Culligan teams build sustainability-related investments into facility improvement plans, like new energy management systems. Today, we have effectively upgraded facilities to account for the following:

- 55% of sites use LED lighting
- 19% use timer switches
- 11% use daylight sensors
- 16% use movement sensors

Cleaner water, lighter impact

Simply changing lightbulbs can reduce our operational impact on the environment. Culligan Italy migrated to LEDs at its Fanano bottling plant and Castelvetro warehouse in 2025. The team expects to cut energy use by 22,500 KWh annually across the two sites as a result of that one change.

Transportation that's better for everyone

We are relentlessly focused on creating the best experiences with emissions-saving in mind. When customers switch to Culligan solutions, they rely less on bottled water deliveries and require fewer service visits. The result is lower costs and lower emissions for Culligan and our customers.

Increasing in-house production allows us to localize manufacturing and significantly reduce transportation-related emissions. We've eliminated the need for long-distance shipments that previously relied on transported polycarbonate (PET) bottles, which are used to accompany our bottle water coolers. We instead produce bottles within the countries and nearby European business units where they're used. For example, we now manufacture all PET bottles for Culligan Iberia, France, Poland, and the U.K. locally – taking delivery trucks off the road and lowering our overall environmental impact.

Additionally, our Monterrey, Mexico team optimized packing processes in 2025 when loading trucks for U.S. delivery. This improvement made consignments more efficient, cutting the required truck shipments in half and saving over 21 metric tons CO₂e in emissions annually.²³



Impactful waste reduction

The unmistakably Culligan approach to filtration reduces reliance on plastic.

People actively seek cleaner water and ways to make the world better. For nearly a century, Culligan has designed filtration systems to improve water quality.

In more recent decades, those solutions have helped avoid single-use plastic water bottles at scale. Reducing waste isn't a standalone program. It's fundamental to our business, from how we package, reuse, and recycle materials to the impact our solutions have in the offices, homes, and communities we serve.

We reduce waste in three key ways:



Designing solutions to avoid plastic



Cutting waste in our operations



Empowering customers to change habits

Designing solutions to avoid plastic

Culligan [solutions](#) avoid 45 billion single-use plastic water bottles each year, keeping them out of landfills, reducing strain on recycling systems, and lowering the environmental cost of packaging, shipping, and disposal.

Cutting operational waste

We eliminate unnecessary waste before it's created, starting with our own operations. Reducing waste to landfill aligns with our commitments to reduce our overall environmental footprint. We reduce landfill waste through actions like:

- [Reusing carbon block scrap](#) from filter manufacturing to reduce waste and raw material use in the same process
- Working with suppliers with shared values that use returnable packaging to avoid over 275,000 metric tons of packaging waste in 2025
- Achieving almost full diversion of manufacturing waste to landfill at Culligan Poland and Australia's Sydney facility



Partnerships unlock impact

We invest in strategic partnerships to make sustainable hydration easier to understand and engage with, where customers already frequent.

Together, we offer greater education, empowerment, and choices to inspire lasting change.



Changing hometown habits

The United Center, Chicago Bulls, and Chicago Blackhawks share our passion to bring sustainable solutions to our communities. Since 2024, we have partnered to offer athletes, entertainers, and fans in our hometown better hydration solutions.

This multi-year partnership provides Culligan-filtered water in reusable aluminum bottles at all concession points, effectively removing single-use plastic water bottles from the arena. Paired with refill stations, water fountains, and premium Zip faucets, we make sustainable choices the easy choice. Importantly, we incorporated new recycling infrastructure, educational signage, and clear calls to action to reinforce the new ways of hydrating.

In our first year, we successfully:

- Replaced 600,000 single-use plastic water bottles with aluminum bottles
- Diverted 527,240 aluminum bottles from landfills through improved recycling practices
- Prevented 36 metric tons of CO₂ emissions²⁴

Culligan won the Sponsorship Marketing Association's Best in Show award for Outstanding Activation in Events and Venues, underscoring what's possible when you create greater access to sustainable choices.



The ethos and purpose of Culligan invites others to understand and love water that's cleaner, safer, and sustainable. To share our solutions with such significant audiences gives our purpose even greater potential and creates greater impact to our world."



Al Hamood
President and Chief Operating Officer, Culligan International



Running without compromise

Runners care about what they put into their body as they train, but many don't think about the water they drink before, during, and after race day. After partnering with the 2024 Bank of America Chicago Marathon, Culligan expanded its presence at endurance races to reach thousands more runners with cleaner, safer water in sustainable ways.

Adding miles in Chicago

In 2025, we expanded our partnership with the Bank of America Chicago Distance Series which includes the Shamrock Shuffle, 13.1 and full marathon, reaching thousands more runners. Culligan employees, friends, and families took to the course to provide reusable silicone cups and aluminum bottles with filtered Culligan water. In total this year, we:

- Avoided 312,800+ single-use plastic water bottles by distributing 212,000 reusable and recyclable aluminum Culligan bottles and dispensing 12,600 liters of filtered water at refill stations

- Provided more than 10,000 reusable silicone cups, replacing disposable plastic options

Extending impact to global endurance races

As running continues to gain momentum across geographies and generations, Culligan's sustainable hydration approach expanded into New York City, Bologna, Italy, and Cologne, Germany.

- **TCS New York City Marathon** – As the Official Water Solutions Partner, we replaced over 200,000 single-use plastic water bottles throughout race week while providing runners and fans filtered Culligan water. We also introduced marathoners to [Twist](#) from Culligan Quench at the Marathon Expo, where we served more than 15,000 servings of filtered and flavored water.
- **Bologna Marathon** – Italy is among the highest consumers of plastic bottles per capita in the EU.²⁵ Fifty Culligan employees volunteered to change that in their hometown of Bologna with nine water stations providing 10,000 runners with

bottles, and more than 40,000 spectators with cleaner, safer Culligan water.

- **Cologne Company Run** – Culligan Germany partnered with Therme Euskirchen for a company race at Lake Fühlinger. Culligan teams installed water coolers, stocked refill stations with compostable paper cups, and gave away reusable silicone cups.

Sustainable choices on the court

Beyond running, Culligan Germany supported the ATP tennis tournaments in Hamburg and Stuttgart while Culligan Austria partnered with the FIBA 3x3 Basketball event in Vienna. We provided great-tasting Culligan water at all three events, reducing the need for single-use plastic water bottles for fans and participants alike.



It's great to run the race in Culligan blue with colleagues cheering for you. When other runners at the finish line make the connection between the bottle and your vest, the opportunity to share how we can all make a difference with better hydration choices is so powerful it almost makes you forget the pain of running a marathon."



Federico Domenicali
Facility Manager, Culligan Italy, and Bologna Marathon runner



Strengthening water stewardship

We've held the same standard from day one: treat water like our most essential resource.

Whether transforming water or using it in our own facilities, doing what's right for people and the planet guides everything we do as industry leaders and good stewards of water. We prioritize reducing consumption across our operations and [work with industry partners](#) to advance responsible use in meaningful ways.

Acting on WAVE insights

After completing the WAVE certification process in 2025, we identified 23 high-impact sites to prioritize in the short term. Together, these sites represent 80% of our global water consumption. We've developed bespoke three-year action plans for each location to reduce water use and deliver measurable operational improvements in areas such as:

- Investing in bottling technology to prevent overfilling
- Capturing rainwater for operational use
- Reusing wastewater in manufacturing processes
- Reducing water use in product testing
- Investigating more efficient bottle sanitization methods
- Installing tap timers in restrooms
- Introducing sub-metering to detect leaks
- Continuing staff education on water conservation

At these high impact sites, local employees lead efforts to identify and act on opportunities to conserve water. For example, at our manufacturing facility in Monterrey, Mexico, we use water to wash carbon filters before they are placed in a solution. The team created a closed loop system by reusing water from the manufacturing process that is filtered with industrial Culligan filters to reduce the use of fresh water. This will save an estimated 300,000 liters annually.



Operationalizing water savings

Water-free testing

We test our solutions before they reach customers and, historically, that process requires water. Our Qingdao manufacturing center in China implemented filter testing without using water that will save 55,000 liters annually. The team is now applying the same approach to water coolers and some models have switched to dry testing in 2025, with 300,000 liters of water savings expected annually.

355,000

liters annual expected savings
from dry testing solutions

Upgraded bottle filling

Culligan Latvia installed a new bottle washing and filling line, increasing capacity from 600 to 1,000 bottles per hour. This investment saves 1,500-2,000 liters of water per 1,000 bottles produced. A new filtration system for the bottle filling process cuts salt usage by 24 metric tons and reduces electricity consumption by 40-45%.

Promoting biodiversity

Improving emissions and waste management supports better outcomes in the natural world. Understanding our responsibility as a worldwide leader in water services, we consider direct effects on local ecosystems and the broader environmental impact across our operation.

We determine where our operations may have the greatest impact using a risk-based process. Key factors include geographic location, water usage, waste generation, and proximity to environmentally sensitive areas. We also monitor our supply chain for risks associated with pollution and climate change, which identify the most relevant risks to ecosystems. By reducing plastic pollution through our solutions and minimizing wastewater across our operations, we help protect freshwater ecosystems and support a healthier environment.



Supporting sustainability for data centers

Culligan water disinfection technology enables data centers around the world to improve safety, efficiency, and environmental performance.

As a company that keeps customers at the heart of every advancement, we know more businesses seek more sustainable ways to cool data centers. Using brine electrolysis to disinfect the water used to cool without chemicals, we help data centers save on costs and avoid the impact of traditional chemical disinfectants.

As at the end of 2025, we installed and now service systems for over 200 data centers globally. The result: thousands of pounds of chemicals avoided, hundreds of truck deliveries eliminated, no chemicals in any water that evaporates from the cooling system, and lowered risks of chemicals harming people or the environment. Culligan technology effectively addresses multiple sustainability challenges at once.

Impact in 2025:

8,000+ pounds of chemicals avoided

300+ truck deliveries eliminated

People and communities

Transforming water requires passion, care, and commitment.

Highlights

Culligan teams are passionate about our mission and vision, addressing ever-evolving water needs with the highest quality science and service. United by shared values and motivated by a larger purpose, our teams work together to create positive change in homes, offices, and communities around the world.



Invested in world-class leadership development programming to elevate skills and perspectives across rising leaders globally.

[Read more →](#)



Culligan employees around the world volunteered for events funded by our Community Impact Fund to support the communities where we live and serve.

[Read more →](#)



Our biggest ever Plastic Free July campaign united 940 employees across 40 countries to clean up over 92,500 pounds of waste.

[Read more →](#)

Empowering people, driving purpose

Anchored in accountability, we create environments where our people are the focus and they have the tools to excel.

Culligan teams are the foundation of our success. They join because they share a passion to transform water into something people can love. They stay because they believe in our purpose and the impact their work makes for people and the planet.

With a shared mission and highly collaborative culture, we actively nurture a sense of belonging for our 18,809 employees. Within our decentralized business model, we empower these teams globally and locally, reflecting our commitments to:

- A holistic, people-centered strategy
- Talent development for growth
- Care for well-being
- Focus on belonging

Values

Consumer comes first. We transform water for people everywhere. We actively listen to understand ever-evolving water needs and concerns, and meet people where they are with the right service and solution.

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 what is right. 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.

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

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.



Commitments and targets

Focus areas	ESRS topic	Public commitments and targets	Progress
Inclusive culture	S1	Achieve employee Net Promoter Score (eNPS) of +30 by 2030	<i>Established target</i>

New

People-centered strategy

As the world evolves, we continually learn and grow to meet or exceed our customers' and teams' expectations.

Our people strategy drives our progress and ensures we recruit, hire, and retain the right talent to create teams where everyone thrives. We listen carefully and apply learnings to foster innovation, growth, and belonging.

People strategy

Built on three pillars, our strategy prioritizes talent and culture to deliver on our mission globally:

Talent

Equip leaders to develop talent

Culture

Nurture Culligan's culture to power performance and growth

Engagement

Energize employees to deliver exceptional customer experience

Listen and act

Connectivity, open communication, and honest feedback are critical to continuous improvement and we create space for this in daily efforts and multi-layered engagement inclusive of:

- Regular conversations between managers, direct reports, and wider teams to reinforce goals and values, connect dots, and motivate teams to win together.
- Global, social-first, internal communication platform Hey Culligan that invites all to share news, celebrate achievements, highlight inspiring stories, and deliver business updates.
- Forums where senior leaders engage groups of employees, from global town halls to local sessions.
- Engagement surveys to keep a consistent pulse on the state of our culture and people. Beyond global and local business unit surveys, in 2025 we invested in a new platform and training to equip local human resources teams with strong listening capabilities.



Make your voice count.

When our employees speak, we listen

In 2025, we launched *Your Voice Matters*, our global employee survey, to create space for teams to share lived experiences and real perspectives. 83% of Culligan employees responded, reinforcing the importance of listening to across every role, business unit, and location.

The results proved to be immensely valuable in understanding diverse viewpoints relative what's working well, including the clear connection teams hold between their work and Culligan's purpose. Perhaps more importantly, we heard where we can improve engagement with teams so we could quickly take action. One such priority stemming from the results was instilling greater rigor around candid, conversations about career development.

As a result of *Your Voice Matters*, we established a baseline employee Net Promoter Score (eNPS) in 2025, a metric that helps us understand employee engagement by measuring how likely employees are to recommend Culligan as a place to work. The score is based on a scale from -100 to +100, with leading companies in employee experience often achieving scores of +30 or higher. Our 2025 baseline of +12 provides a clear benchmark as we continue investing in our people, leadership, and culture.

Talent development

Growth is a journey powered by people. Our teams' growth enables our ability to grow our business, serve more customers, and transform more water.

Every year brings new water quality challenges to solve. New technologies to master, new ways to reduce waste and improve service. We can't meet those demands without people who keep learning. So, we redesigned our talent system to grow expertise as fast as the field does.

Developing our pipeline

We hire people who are passionate about water and invest in their growth. Training, hands-on project experience, and cross-functional collaboration all build deeper expertise across our teams. This commitment to continuous improvement strengthens our impact, employee engagement, and customer service. The deep bench of talent it creates also supports business continuity.

Our Talent Review Process lives at the heart of how we help people perform at their best and meaningfully develop. We operate this process with six key priorities:

Organizational capabilities — ensure we have the skills to deliver on our strategy, now and in the future

Talent assessment — review each person's performance, potential, and readiness to advance

Succession planning — maintain continuity across critical roles by preparing future leaders

Development strategies — accelerate key talent growth

Talent calibration — work to establish consistency in how we assess talent

Retention — root engagement efforts in assessing, developing, and recognizing employee achievements

Developing purpose-driven team

Talent development at every level is a continuous journey to enhance performance, and prepare everyone for future opportunities and challenges.

In 2025, we further sharpened our approach, especially to developing those who joined Culligan as part of an acquisition. We added resources for the entire workforce and focused on strengthening our leaders' skills with an emphasis on incorporating our values into everyday work.

Commitment to leaders

To better support our teams and create an environment where everyone can thrive, we're investing in managers who lead large teams. These leaders' management skills directly impact

how supported employees feel as well as the quality of service they deliver to our customers. In 2025, we built a unified suite of training for every frontline Culligan manager globally.

We offer continued education opportunities as part of enabling greater leadership development. We partnered with Wharton School of the University of Pennsylvania to develop a Masterclass leadership program for senior leaders and rising talent in 2025. We also sent representatives from Culligan to the prestigious Advent Leadership Academy, a 15-week program led by Advent International and Harvard Business School focused on communication, influence, and team-building for the next level of leadership upskilling.

Continued learning to unlock growth

This year, we expanded training options for all employees and began linking relevant options to personal development plans.

Culligan teams trained on everything from technical skills to customer service. We added over 300 new courses to Culligan University, our online learning platform, bringing the total available courses to over 3,000. Beyond internal resources, we curated continued learning resources such as LinkedIn Learning and the Franklin Covey platform.

2,000

employees used LinkedIn Learning

69,089

Culligan University courses completed

Leadership Masterclass

Our senior leaders set the tone for how we work, what we prioritize, and the ways we support teams. In 2025, we partnered with The Wharton School to create a Masterclass program to help them lead even better.

Masterclass welcomes 16 top global leaders with a weeklong assessment of their strengths and opportunities for growth. Following that, each took classes with Wharton

professors and worked individually with a coach for six months. For the final module, participants wove the insights they gleaned into actionable plans for everyday leadership in their business.

When our leaders focus on strategic growth opportunities, our teams become better equipped to serve our customers and fulfill our mission.



We all believe in Culligan's values. It's on us, as leaders, to show our teams not just the goals for growth but also the Culligan way to achieve them. Masterclass helped me understand where I can improve my communication skills and how I model our values."



Mike Abbott
President, Culligan ANZ
and Zip International

Customer service excellence

As an industry leader in expert service, we empower our frontline teams to provide optimal customer experiences. Culligan Portugal led the way in 2025, with a field technician training program that unleashed amazing impacts on service quality.

Sessions equipped technicians to better explain water quality issues to customers and perform wider ranges of maintenance tasks.

This increased the number of maintenance tasks technicians can perform at an expert level by 400%.

Along with new procedures, the training significant reduced:

- Customer calls for technical support
- Average time spent on technical calls
- Installation-related concerns



Care for well-being

Healthy teams are high-performing teams. We offer comprehensive support for mental, physical, and financial well-being because caring for our teams allows them to care for the people we serve and each other.

As a global, decentralized business we've created a benefits system with robust choices to ensure competitive advantages globally. We're now implementing this system across Culligan.

Our competitive compensation and benefits packages are designed to attract, develop, and retain a talented global workforce. All packages are grounded in fairness, transparency, and equity.



Values create value. Our culture is built every day, by our people, in every interaction with colleagues and customers. Recognizing the moments when our teams live our values is how we nurture what makes Culligan so special.”



Florent Carbonneau
Global Head of Culture,
Culligan International

Benefits to fit local needs

Our business units design benefits that mirror local needs and preferences as no two markets are exactly the same. Some examples include:

- The U.S. Employee Assistance Program provides confidential counseling and financial advice to employees and their families.
- Trained menopause champions support female employees in the U.K. and Australia introduced a new menopause policy in 2025.
- Mental Health First Aiders across several European countries offer peer support as needed.

Recognizing excellence

We reward employees based on performance criteria, in line with our values, because we believe equitable pay and benefits create a ripple effect that improves outcomes for our employees, teams, and customers.

In addition to compensation and benefits packages, business units recognize standout performers during large-scale events, town halls, year-end team awards, and our internal digital platform Hey Culligan.

Creative employee recognition

We empower our businesses to reward stellar performance in unique, tailored ways.

In France, leaders host an annual event each January to celebrate the top 15% of performers. This year, 220 employees – salespeople, technicians, support staff, and team leaders – traveled to Amsterdam for the celebration.

Our flagship North America business unit recognizes employees who go above and beyond through the PureWater Awards, a nomination-based program presented at town halls. In 2025, nine employees were honored with a trophy and points in our company recognition portal to redeem gift cards and prizes.

Culligan Quench recognizes over 250 employees each year for exemplifying our values, with accolades like Team Member Awards handed out at quarterly meetings.

Top performers from this group earn a spot in the Golden Circle, winning an all-expenses-paid trip celebrating their commitment to excellence.

In Australia, we offer a range of employee recognition programs aligned with our values. For example, business functions have monthly peer-nominated awards and employee-of-the-year recognitions, and the whole team presents leadership-selected honors at company-wide events. They also celebrate tenure milestones with service awards, cash bonuses, and recognition at town halls.

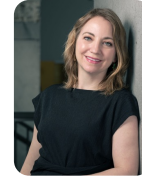
Fostering inclusivity and belonging

The character of our people drives the strength of our business. Everyone at Culligan works better when they feel they belong and their authenticity is valued.

Culligan teams empower all to contribute and be seen, heard and valued. High-performing talent, inclusive environments, and a collaborative spirit are the bedrocks of our culture.

Teams with varying backgrounds spot problems others might miss. Multilingual staff serve our customers better. And different perspectives and lived experiences drive innovation powerfully.

Inclusion and belonging are embedded into our business strategy and ways of working. We actively focus on nurturing our culture and the communities within it, not only because it makes Culligan better but also because it advances our industry.



Belonging is about culture, not compliance. It is about changing the conversation to enable everyone to deliver on Culligan's strategy together. We are constantly listening and evolving with intention to create a place where every individual can thrive and bring their best."



Aarif Aziz
Chief Human Resources Officer,
Culligan International

Nurturing a culture of belonging

Creating a culture of belonging begins and ends with the ways we treat each other and succeed together.

We embed our values into every aspect of how we work, with commitments to drive accountability and momentum. We listen to learn what works well and where we can improve. Then, we take action to drive continuous improvement, develop inclusive leaders and support and celebrate one another.

Driving continuous improvement

Skilled talent across communities and varied perspectives amongst leaders enable more dynamic, agile, and innovative workforces.

That's why we strive to build strong teams that are representative of the many people we serve. By interviewing a wide range of candidates for managerial roles, we ensure we meet the best available talent.

The benefits of this strategy are strong, especially when aligned with various market conditions. Making such strides contributes to our culture of belonging, based on recent survey results.

Supporting and celebrating each other

We create space for employees to support and celebrate one another in the big and small moments as a means to build mutual respect and understanding.

And as we continue to grow globally, we know advancing our workforce in ways that reflect the communities we serve starts with us.

In North America, we celebrated several cultural moments throughout 2025. For example, during Women's History Month and on Veterans' Day, we partnered with [Unexpected Virtual Tours](#), a minority-owned business, to create virtual experiences about female inventors and military heroes.

Moments of connectivity encourage teams to share their lived experiences and cultural pride, furthering a greater understanding and respect amongst one another.

72%

of respondents in our annual employee engagement survey believe everyone at Culligan can succeed to their full potential, no matter who they are

Traditions in Paraguay

In Paraguay, the team celebrated National Tereré Day, an annual moment to enjoy Tereré, the national drink traditionally shared between friends, at a Culligan water bar. This shared moment strengthened our connection with the communities we serve and highlighted how water brings people together.



Promoting inclusion in Australia

Zip Water Australia contributes to national reconciliation with Aboriginal and Torres Strait Islander peoples to fuel greater inclusivity across its workplace and community.

The team is currently implementing its second Reconciliation Australia-approved action plan, which builds relationships in the community and creates meaningful opportunities in our company.

Among many activities in 2025, we:

- Supported employment and skills development pathways for Aboriginal and Torres Strait Islander participants through targeted community partnerships
- Invested in community programs, including the latest [SOURCE collaboration](#) that brings cleaner, safer water to a remote Aboriginal school in central Australia and provided free water stations at a national Indigenous events
- Celebrated National Reconciliation Week and NAIDOC Week
- Updated workplace policies to better support Aboriginal and Torres Strait Islander employees



Supporting women at Culligan

To support the women at Culligan, we leverage a combination of locally [tailored benefits](#) and initiatives to enrich our leadership and encourage more women to follow their footsteps. As some employee-led groups are already demonstrating, supporting women promotes belonging across our organization.

North America WLN

The North America Women’s Leadership Network (WLN), run by employees, relaunched in 2024 and has grown to 350 members. WLN events reached new heights in 2025, promoting ways to bring Culligan’s inclusion priorities to life:

- Allyship to Action at the Global Leadership Conference – WLN presented to Culligan’s top 150 leaders, sharing ways to build inclusive teams, and held a lunch discussion. Leaders committed to put the ideas into practice.
- Career workshops with Becca Carnahan – the renowned career coach led two virtual sessions about strategies to combat challenges women face at work, covering self-advocacy, self-awareness, and building a personal brand.

- Powerfully Assertive internal leadership panel – four Culligan leaders shared how to lead with confidence and compassion, discussing topics like speaking with clarity and setting healthy boundaries. Over 150 men and women joined the discussion, live in Illinois and online, a powerful allyship signal and contribution to inclusion.



I was proud to help relaunch the Women’s Leadership Network as a space for women who want to develop their career and help others do the same. It’s been an amazing way to connect with colleagues across Culligan and learn from each other. Many members say they find it invaluable and I certainly agree.”



Katy DiMare
Vice President of Hospitality Sales, Quench



Women in Operations

Employees at Culligan UK created Working in Operations in 2025, a support group for female employees within the function. With Culligan support, the group builds community, offers mentorship, and creates space to share experiences, learn from one another, and celebrate each other’s achievements.

The network shines a light on gender disparities in operations, within our company and across the wider industry. The sense of community Women in Operations has created helps reduce feelings of isolation and promotes a more inclusive, diverse workforce.

Through education, support, and advocacy the group aims to turn challenges into opportunities and ultimately, positive change. As we seek to increase the number of women in operational roles, we hope to inspire future generations of women to work in our industry.

Making a positive impact in our communities

Our founder believed everyone deserved cleaner, softer, safer water. So, he built the first residential water softener and brought it to his neighbors, door to door. That spirit of goodwill and service lives on 90 years later.

We support the communities we serve because it's the right thing to do and because stronger communities are the foundation of strong businesses. Our social impact strategy guides our community work, across partnerships, donations, and volunteer time. In 2025, we contributed through:

- Community Impact Fund
- Service-driven community impact
- Community organizing and partnerships
- Culligan Cares

Social impact strategy

Environmental sustainability



- Invest with communities, in sustainable initiatives
- Reduce plastic pollution
- Mitigate environmental impacts

Community health and well-being



- Cleaner, safer water for people without access
- Increase water security

Social impact is integrated into Culligan's ESG governance structure, with oversight from our executive leadership team and Board of Directors

We set an ambitious global target to donate 10 million liters of water in 2025.

We nearly achieved this goal, even with the headwinds we encountered during the year, as many of our solutions require ongoing servicing throughout their lifetime, which can create challenges in ongoing partnerships. We're continuing donations and strengthening the program so we can set a new goal, and exceed it like we did in 2024.

Taking a holistic approach to driving change, we engage employees by:

- Harnessing the strength, expertise, and networks of partner organizations to complement our teams' capabilities and amplify our collective efforts
- Empowering and inspiring all to sponsor small, local initiatives and nonprofits aligned with our purpose through the Community Impact Fund
- Activating Culligan Cares, our longstanding nonprofit arm that supports communities in the wake of natural disasters

The success of these programs is measured in lives impacted, liters of water donated, and the amount of plastic avoided.

Community Impact Fund

Started in 2024 as a tangible means to bring our values to life, the Culligan Community Impact Fund empowers employees to make a difference in the communities where we live and work. Employees apply to the fund for financial support of volunteering efforts with local community events that align with our social impact strategy.



Throughout 2025, over 300 employees participated in six unique efforts:

- June Park Clean Up in Vienna, Austria – employees collected trash with [Green Heroes Austria](#) to clear a local park.
- Chicago Lakefront cleanup – a Culligan team helped clear trash from the [Shedd Aquarium](#) lakefront in our hometown as part of our company-wide commitment to Plastic Free July. They collected 1,800 individual pieces of litter in just an hour, half of which were single-use plastic.
- March for [WaterAid](#) Steps Challenge – employees from Culligan Nordics completed the month-long step-count challenge. They won a donation from our Nordics Business after reaching 27 million steps (20.6 kilometers).
- Rosemont and Libertyville Walk for Breast Cancer – employees joined this Chicago area event to support [Susan G Komen](#).
- Sponsored Bologna, Italy run – our colleagues ran in Culligan Italy's hometown to raise money for [MareVivo](#), a nonprofit which protects the marine. They each raised sponsorship on top of the Culligan Community Impact Fund support.



Commitment to community impact extends beyond the water we provide. Our support of breast cancer awareness reflects the compassion and purpose that guide our culture – helping to provide financial support and advocate for our loved ones who are affected.”



Robyn Brown

Claims and Risk Manager, Culligan International

#PassOnPlastic for Plastic Free July

The 2025 Plastic Free July activation was our biggest yet with a #PassOnPlastic campaign that deeply connected efforts to our mission and purpose.

We challenged every business unit to make meaningful impact, and externally demonstrate how powerful our collective commitment to doing what's right for the world can be – and they delivered:

- 40 clean-ups around the world, with Latin American teams contributing the most
- 940 employees participated, and many others were inspired to organize their own efforts with families and friends
- Over 92,500 pounds of waste collected, including more than 27,000 single-use plastic water bottles

We sparked imagination and educated people with amazing activations, like the New York City #PassOnPlastic pop-up that showed people what's in their water and guided them toward sustainable solutions.

#PassOnPlastic nourished our sense of belonging by uniting employees around our purpose globally while fostering pride locally.

The worldwide effort proves the power of our culture.

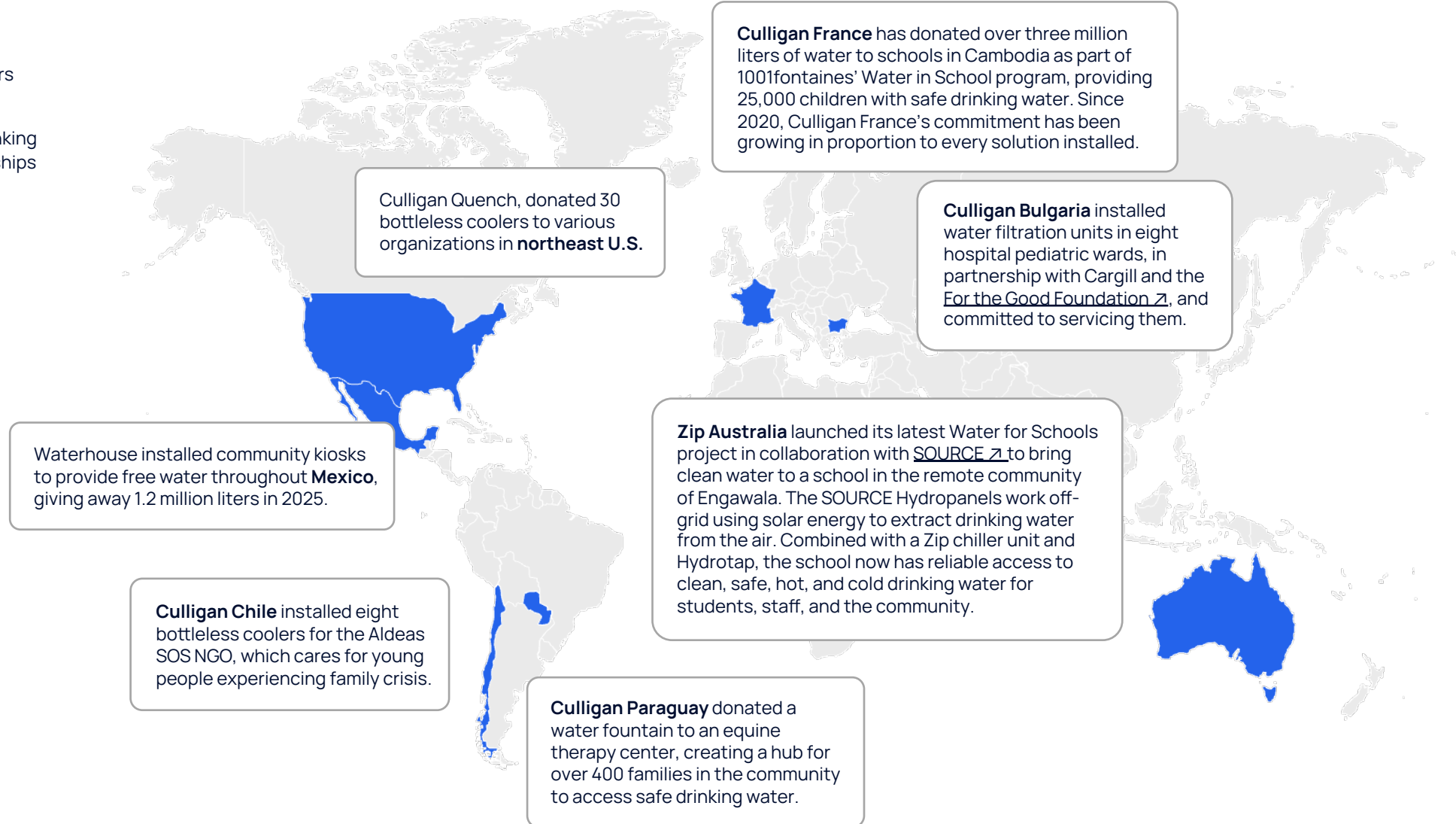


Service-driven community impact

Donating cleaner, safer water

At Culligan, we are very aware of the barriers that threaten access to clean, safe water.

We donated nearly nine million liters of drinking water through our business units' partnerships with local nonprofits and initiatives.



Culligan Cares

Our North American Dealer network shares our commitment to serving communities as best we can, with the best water and more. Through Culligan Cares, our U.S.-based 503 (c) (3) nonprofit, we provide cleaner, safer water to communities in the aftermath of crises. This work is directed by a group of dealers and independent advisors who review requests for assistance and identify new opportunities to engage.

In 2025 Culligan Cares supported several causes, partnering with non-governmental organizations in various cities.

Disaster relief

In early 2025, we donated water to families, front line workers, and first responders as they confronted the wildfires in the Los Angeles area. Later in the year, the nonprofit turned its attention to the needs following Hurricane Melissa in Jamaica. Culligan Cares channeled funds through [Samaritan's Purse](#) to support relief efforts.

Crises within communities

Holding the annual Culligan dealer conference in Kansas City, Missouri provided the opportunity to support the city's communities. Culligan Cares donated to [Love Fund for Children](#) after one of our local dealers highlighted the organization's excellent work providing critical supplies to young people across Kansas City.



Responsible business

Since 1936, Culligan has earned customer trust by doing what is right, not just what is easy.

Highlights

We act with integrity, transparency, and accountability. Our practices reflect what we value most: those who depend on Culligan water and the planet we all share. Those values show up in every decision, partnership, and drop of water that reaches our customers.



Our ESG program won the Business Intelligence Group's 2025 Sustainability Leadership Award for keeping sustainability at the heart of our innovation and value creation.

[Read more →](#)



Seven Culligan business units earned EcoVadis medals, including Platinum recognition for Zenith Water (top 1% globally) and Gold for Culligan Germany (top 5%).

[Read more →](#)



We completed our first global climate risk assessment to strengthen resilience and guide long-term sustainability strategy.

[Read more →](#)

Empowering teams to deliver

We're built to move together. Our locally managed teams in over 90 countries make decisions, serve customers, and support their communities, in line with our mission.

Our governance framework sets clear standards, holds every team accountable and gives people the autonomy to lead well. Local decisions, global impact. We develop leaders who never lose sight of either.

This approach is how we make progress at scale, from sales and servicing to ESG. When teams in New Zealand, Germany, and the U.S. own their goals, innovation happens faster and impact reaches further.

Our values guide our work

Our [core values](#) shape how we operate, how we treat each other, and how we serve the people who depend on us. They empower every employee from a service expert in Dubai to engineers in Illinois to bring businesses, communities, and families water worthy of their love.

That includes the courage to do what is right while maintaining the highest ethical standards. And we back our beliefs with action: clear targets, transparent reporting, and accountability at every level.



Commitments and targets

Focus areas	ESRS topic	Public commitments and targets	Progress
Responsible and ethical supply network	G1	100% of preferred supplier scorecards to have ESG criteria by 2030	50%
		100% of preferred suppliers to have an annual review of their full ESG program by 2030	2%
		100% of new suppliers will be assessed for ESG criteria by 2030	100%
		100% of preferred suppliers will be assessed for ESG criteria by 2030	50%
		100% of preferred suppliers acknowledge Supplier Code of Conduct by 2030	80%
Compliance and reporting	G1	Annual communication on progress through ESG report	100%

Governing with accountability

Strong governance, systems, and oversight empower our global teams to deliver on commitments to customers, employees, communities, and the planet.

Our Board, executive leadership, ESG teams, and ESG Data Champions work together to uphold rigorous standards across the business.

Role of the Board

The Board of Directors oversees all aspects of strategy and risk management for Culligan International. They hold ultimate responsibility for maintaining the controls that keep Culligan compliant with applicable laws and regulations. The Audit Committee supports the Board's due diligence, financial supervision, and oversight of all types of risk.

The Board also oversees our ESG strategy and targets in collaboration with our chief financial officer and ESG director.

Managing risk

Internal Audit, ESG, Legal, and Compliance teams work alongside business units to identify and mitigate significant business risks and report them to the Audit Committee. The Audit Committee regularly reports to the Board on current and emerging threats.

In 2025, we initiated a global climate risk assessment to evaluate how climate-related risks and opportunities might affect our operations and value chain. We assessed both physical and transition risks across short-, medium-, and long-term horizons, engaging stakeholders from around the business and our most material suppliers as part of the process. The results, which informed our Climate-Related Financial Risk Report, confirmed strengths in our business model and identified several steps to further abate risks.

ESG implementation

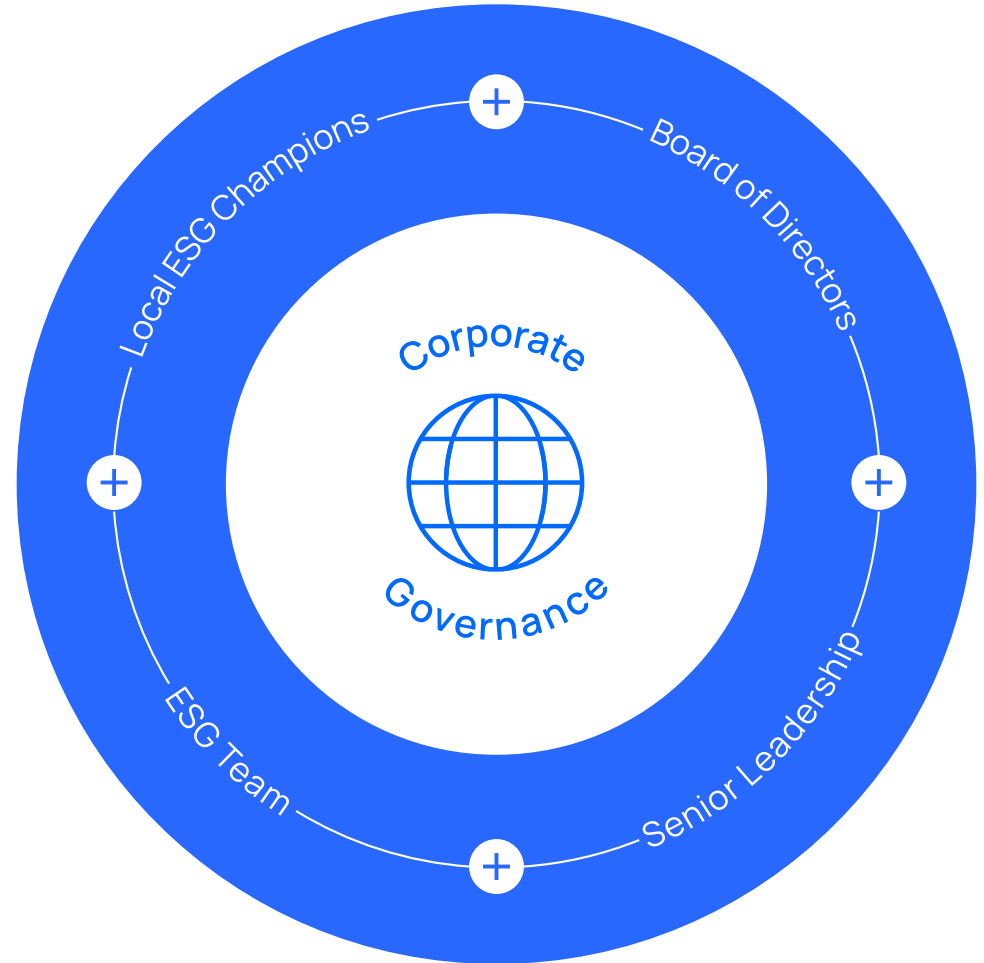
We achieve ESG success by working together across the organization. Local teams implement strategy on the ground, working alongside ESG Data Champions and leaders across procurement, human resources, and product to hit our targets.

Our central ESG team oversees implementation and regularly reports to senior management and the Board.

Award-winning excellence

Culligan ESG work earns recognition locally and globally. In 2025, our ESG program won the Business Intelligence Group's Sustainability Leadership Award for embedding sustainability into innovation and value creation.

Judges recognized our ESG Data Champion network and life cycle assessment tools as "standout examples of leadership in action."



Operating with integrity

Our policies and processes are designed to ensure we act according to our purpose, vision, and values.

Key policies set clear ethical standards and empower our people to do what is right. Those policies cover topics including:

- Operating ethically and reporting concerns
- Mitigating risks associated with modern slavery
- Zero-tolerance on discrimination
- Preventing bribery or corruption

Operating ethically and reporting concerns

Our Business Code of Conduct establishes the standards all employees are required to follow. It outlines expected behaviors, how to handle ethical issues, and the importance of legal compliance, while respecting local laws and cultural customs where applicable.

Reporting concerns

The Business Code of Conduct explains how employees can safely report any potential breach of our policies, the law, or ethical standards.

Employees can report concerns through multiple channels: the external EthicsPoint service, an internal platform, their supervisor, or their local HR, Legal or Environment, Health and Safety (EHS) team. EthicsPoint is confidential and available 24/7 through an independent third party.

We aim to investigate all concerns confidentially and quickly. We take steps to ensure individuals who raise concerns are supported and not subject to retaliation.

Adapting as we grow

As Culligan grows and evolves as a business, we update our Business Code of Conduct to reflect new realities and ensure it remains effective. We are planning to launch an updated version for use in 2026.

Mitigating modern slavery risks

An estimated 50 million people are victims of modern slavery, including human trafficking and child and forced labor.²⁶

We recognize that these risks exist in complex supply chains, especially where there are indirect suppliers of raw materials. We work closely with suppliers to mitigate such risks, frequently assessing their performance on issues such as ethics, bribery, modern slavery, and human rights. Before onboarding, suppliers complete detailed questionnaires about their practices and policies. Our Procurement teams review and approve each one. Our Supplier Code of Conduct allows us to audit suppliers when necessary.

Multiple business units, including [Zip Water](#) and [Culligan U.K.](#), publish Modern Slavery Statements outlining their commitments and supplier expectations.

Zero-tolerance on discrimination

Culligan's policy is to take a zero-tolerance approach to discrimination. This commitment creates a workplace where everyone can contribute and do their best work.

Our global policies prohibit discrimination or harassment based on age, disability, gender identity, nationality, race, religion, sexual orientation, or veteran status. We also maintain local codes of conduct that incorporate relevant local laws and cultural considerations.

Preventing bribery and corruption

Our Business Code of Conduct and local policies cover anti-bribery and corruption measures. We require employees to apply the measures strictly. We deliver annual anti-bribery and corruption training for employees across all business units, with a focus on key leadership roles and functions where corruption risk is higher. We require suppliers to adhere to similar measures in the Supplier Code of Conduct.

We conduct assessments to identify any risks of bribery, corruption, or fraud within our operations. We have key mitigation actions in place based on those assessments.

Improving operations

We constantly analyze, optimize, and elevate how we work. Improving operations means finding new ways to deliver cleaner, safer, better-tasting water wherever customers need it.

Efficient facilities and systems create value for customers, shareholders, and communities while reducing our environmental footprint.

Investments in excellence

Culligan invests in multiple design, testing, and production facilities across our global footprint each year.

In 2025, for example, Zip Australia built a new quality lab to strengthen its testing capabilities. Already known for premium solutions and exacting standards, the team can now test incoming parts more precisely and collaborate more closely with suppliers. The result: more prototypes with fewer defects and better solutions for our customers.

Certified for continuous improvement

Culligan business units pursue third-party certification to drive improvement. Some have earned top EcoVadis ratings, a globally recognized benchmark for sustainable business practices. Many facilities also hold globally recognized International Organization for Standardization (ISO) certifications for their management systems and more are working toward them. Pursuing ISO recognition accelerates improvements in operational efficiency and risk management as well as earning customers' trust.

Our Nordics region holds ISO 14001 Environmental and ISO 9001 Quality Management certificates. The team made certification a key strategic priority when we united business units across the four countries as Culligan Nordics in

2020 and worked on the project for five years. The last piece fell into place in 2025 when Finland gained both ISO 14001 Environmental and ISO 9001 Quality Management.

Norway and Sweden had held ISO 14001 for years. But the team looked to unify all Nordics operations under a single, certified management system. Now, with all countries in the one system and all third-party validated, Culligan Nordics is better positioned to develop stronger solutions, meet commitments, and serve customers well.



This is a fantastic milestone not only for our operations, but also for our broader ESG journey. ISO is an excellent foundation for continuous improvement, and our incredible frontline teams make that progress real every single day."



Mikael Olsson
Nordic Group Business System Manager,
Culligan Nordics

Maintaining sustainability performance

Several Culligan business units earned EcoVadis medals in recognition of their sustainability performance.

Zenith Water in New Zealand earned Platinum for the second consecutive year, placing in the top 1% of all companies assessed globally, with particularly strong scores in labor and human rights.

Culligan Germany retained its Gold Medal (top 5%), while Zip Australia and Zip U.K. maintained Silver status (top 15%) and Culligan France, Culligan Italy, and Culligan Water Czech all won Bronze (top 35%).

These results reflect our commitment to employee safety, well-being, diversity, and operational excellence across the business.



Protecting safety and well-being

Safe workplaces where people feel respected and supported are essential to serving our customers well.

Safe and healthy workplaces

We hold ourselves to a simple standard: every person who shows up for work should feel safe, supported, and able to thrive. It is our policy to comply with all local health and safety laws and regulations. This includes:

- Supplying all necessary safety equipment
- Automating repetitive tasks, where possible, to reduce injury risk
- Delivering role-specific safety training

Safety is a shared responsibility

While key resources and guidance are centralized, the management team of each Culligan business unit is ultimately responsible for health and safety. Each unit maintains its own EHS management system. Larger and more complex operations employ dedicated specialists in safety roles.

We know safety is more than a management-level concern. Each person at Culligan shares responsibility for safety, taking ownership of their actions and watching for potential risks before an incident occurs. We encourage every person to speak up about potential issues. Each local team maintains dedicated reporting channels to make that easy.

Employee input drives many of our safety improvements. In 2025, Zip Australia overhauled its training, audits, and safety systems based directly on employee input. And our Copenhagen office posted QR codes in key locations for colleagues to scan them to report incidents or suggest improvements.

Our Total Recordable Incident Rate (TRIR) was 1.06, reflecting our continued focus on maintaining a safe and healthy workplace across our global operations.

Manufacturing hubs share safety lessons

Our three largest manufacturing hubs — Qingdao (China), Gliwice (Poland), and Monterrey (Mexico) — connected virtually during Safety Week 2025 to celebrate achievements and share innovative safety practices.

Each location shared programs focused on workplace safety and personal health. Qingdao offered stress relief training led by the Red Cross Society alongside sessions on weight management and high blood pressure. Monterrey ran challenges that simulated living with permanent hand and leg injuries, helping employees understand the real stakes of workplace safety. Gliwice celebrated 1,100 consecutive days without an accident. The team marked the milestone by recognizing 14 employees whose contributions made it possible.

Good labor relations, good business

We listen to our employees because their voices strengthen our business, advance our mission, and serve customers better. That starts with open dialogue, mutual respect, and strong relationships with labor unions.

Every employee has the right to form or join a union. We aim to protect that right without fear of retaliation. We engage in collective bargaining wherever employees choose union representation, in accordance with local laws.



Safeguarding data and privacy

We use technology to stay connected and deliver exceptional customer experiences. We recognize how critical maintaining systems to safeguard customer data are in everyday business.

We leverage technology to support our operations with intention and care. We are diligent in protecting privacy, maintaining the integrity of our systems, and exploring the potential of artificial intelligence responsibly.

Protecting our data

Our security teams use a multi-layered approach designed to safeguard against unauthorized access, misuse, or exploitation. Our dedicated Information Security team works to ensure these protections are strong and effective across our global operations.

Testing our systems and users

Regular internal security audits identify potential risks and opportunities to strengthen controls. The Information Security team performs quarterly health checks to confirm the effectiveness of key security tools, applications, and processes to guide continuous improvement.

We further enhance our resilience with an annual independent assessment, inclusive of a simulated cyberattack and incident response exercises. The findings provide valuable insights to continually strengthen our response capabilities.

We also test and train users with an AI-driven training and awareness program focused on risk and behavioural components based on each user's role and risk score.

Assessing suppliers

Our commitment to protection extends across our entire value chain. We assess the information-security capabilities of critical and financially significant suppliers to identify potential vulnerabilities. We support partners in implementing stronger controls, enhancing security for Culligan, our partners, and ultimately, our customers.



We pursue excellence in every aspect of how we use information technology. Whether it is maintaining business continuity through cybersecurity, protecting customers' data, or making sure we use AI responsibly, people rely on us. We will not let them down."



Laura Walsh
Chief Information Officer,
Culligan International

Implementing AI responsibly

We built our AI program with a foundation of governance, accountability, and responsible innovation. Guided by our global AI Policy — which sets clear legal, ethical, privacy, and security requirements for every AI use case — we ensure AI use aligns with our values and protects our data.

The AI Governance Committee — a cross-functional body of leaders — defines strategy, evaluates risks, approves new AI tools, and ensures transparency.

The Committee's charter reinforces disciplined AI use, restricts high-risk applications, and embeds "AI governance into everyday operations.

Through standardized processes, ongoing risk assessments, vendor due diligence, and continuous monitoring, our approach to AI unlocks innovation while safeguarding privacy, intellectual property, and security across our global business.



Partnering with suppliers

Our suppliers share our commitment to people and the planet.

We hold our suppliers to the same standards we hold ourselves to, because strong supply chains start with shared values, including high-quality ESG standards.

Navigating complex supply chains

Our central Procurement team equips business units with tools and guidance, while individual business units manage supplier relationships. The Procurement team negotiates master contracts for efficiency when multiple units leverage the same resource.

Every Procurement team prioritizes actions to create the most value for Culligan and our customers. Global Procurement teams share our Supplier Code of Conduct and ESG initiatives with large, critical, and new suppliers.

Our ESG and Procurement teams encourage business units to engage small and minority-owned businesses as we work toward a formal, centralized supplier diversity program across our global operations.

Supplier Code of Conduct

Our Supplier Code of Conduct sets clear standards across every business unit, as aligned to international frameworks, including the [International Labour Standards](#), [Universal Declaration of Human Rights](#) and the [UN Global Compact](#). It includes our expectations on:

- Legal compliance
- Business integrity, including bribery and corruption
- Data security and cybersecurity
- Health and safety, labor conditions, and human rights
- Environmental management

All preferred global suppliers – our most significant material suppliers supporting multiple business units – have acknowledged the Supplier Code of Conduct, and new suppliers acknowledge it when we first engage. An updated Supplier Code of Conduct will be shared in 2026.

Supplier engagement

Every business unit conducts a risk-based review before formalizing supplier relationships, inclusive of reviewing the supplier's systems and recent performance outlined in the Supplier Code of Conduct.

For critical suppliers in geographies where there is a high risk of negative environmental or social impacts, business units conduct on-site assessments and background vetting before forming partnerships.

Ongoing reviews and audits

We track supplier performance through scorecard reviews and audits.

Scorecard reviews

Scorecard assessments confirm compliance with our standards and identify areas for improvement. They are assessed twice annually and include ESG performance, as well as quality, delivery, cost, among other criteria.

In the future, we expect to integrate Moody's ESG ratings into our supplier evaluations.

Supplier audits

Business units regularly conduct on-site audits of critical suppliers in high-risk geographies to monitor environmental compliance, working conditions, and potential risks of forced or child labor.



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Our Double Materiality Assessment

In 2025, we conducted a double materiality assessment (DMA), a strategic tool that offers a holistic view of how our business both affects and is affected by ESG factors. Importantly, the process we followed is aligned to the EU's Corporate Sustainability Reporting Directive (CSRD) and included input from several Culligan business units. Although we are not currently mandated to align with CSRD, the DMA process continues to provide valuable insights into relevant topics across our value chain that we use to shape our ESG strategy. This effort reinforces our commitment to ensuring we can create the greatest impact for our teams, those we serve, and the world around us.

The table to the right shows Culligan's material issues and how they map to the European Sustainability Reporting Standards (ESRS) based on the results of our DMA.

ESRS topics	Topic definitions	Impacts, risks, opportunity descriptions
E1 Climate Change	Reduce CO ₂ e emissions from direct and indirect operations, transition to electric vehicles, and optimize energy use via energy management systems and expanded use of renewable sources.	<ul style="list-style-type: none"> Direct operational emissions of greenhouse gases from company sources Indirect emissions of greenhouse gases, associated with upstream and downstream activities
E2 Pollution	Design solutions to minimize environmental harm and pollution from chemicals of concern.	<ul style="list-style-type: none"> Damage to ecosystem health associated with production, use, degradation, and presence of concerning chemicals in plastic packaging, products
E3 Water and Marine Resources	Manage water withdrawals and consumption across operations and the value chain to protect local water availability and freshwater ecosystems, improve water stewardship, and reduce risks associated with water quality and scarcity.	<ul style="list-style-type: none"> Impact on local water availability and ecosystems from water withdrawals for water bottling plants Water use in Culligan's own operations that can impact quality and/or availability of local water resources Water use in Culligan's upstream supply chain that can impact quality and/or availability of local water resources Risk associated with degrading freshwater quality due to water withdrawal for water bottling
E4 Biodiversity and ecosystems	Mitigate the ecological impacts of single-use plastic pollution via alternative drinking water and water technology solutions and services.	<ul style="list-style-type: none"> Single-use plastics, particularly from bottling operations, contributing to marine and terrestrial pollution if not recycled
E5 Resource use and circular economy	Expand the use of recycled materials in solutions and packaging to more easily recycle at end-of-life and divert waste from landfills.	<ul style="list-style-type: none"> Possible environmental and health risks from improper disposal of manufacturing, operational, and end-of-life waste

Our Double Materiality Assessment

ESRS topics	Topic definitions	Impacts, risks, opportunity descriptions
S1 Own workforce	Ensure fair treatment, physical health, and well-being of employees with a culture that promotes DEIB. Provide opportunities for growth and development, while protecting employees' rights to freedom of association and collective bargaining.	<ul style="list-style-type: none"> ● Inadequate protection of worker rights, employee advocacy, engagement ● Increased workplace injuries and lower employee well-being due to insufficient health and safety measures ● Accidents or contamination from improper handling, storage, or disposal of materials during the manufacturing process ● Potential for poor culture absent appropriate working conditions
S4 Consumers and end-users	Provide access to cleaner, safer water and improve people's health with solutions that reduce contaminants.	<ul style="list-style-type: none"> ● Ensure access to cleaner, safer water, promoting better health for all ● Faulty or improperly installed solutions could expose people to harmful contaminants, such as heavy metals, pathogens, or chemicals ● Potential data breaches or improper management of consumer information collected through digital products
G1 Business conduct	Maintain ethical, accountable governance practices to combat bribery, corruption and conflicts of interest across value chain. Uphold the highest standards of sustainability, ethics, and human rights with regular, transparent reporting to ensure compliance.	<ul style="list-style-type: none"> ● Diversity in leadership positions to increased employee satisfaction ● Potential violations of applicable laws and regulations and/or operational disruptions due to insufficient oversight of suppliers' practices

GRI index

Culligan has reported the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 (FY2025) with reference to the GRI Standards.

GRI standard	Disclosure	Location and Culligan response
GRI 2: General Disclosures 2021	2-1 Organizational details	Culligan International, Inc.; majority ownership by BDT & MSD Partners; Rosemont, IL, USA. More details can be found in the The world of Culligan section.
	2-2 Entities included in the organization’s sustainability reporting	Our sustainability reporting boundary aligns with the entities included in our consolidated financial statements, covering all owned operating entities. The same consolidation approach used for financial reporting is applied to sustainability information unless otherwise noted. Additional details about our sustainability reporting and organization can be found in About this report and The world of Culligan .
	2-3 Reporting period, frequency and contact point	Published in June 2026, this report covers the calendar year from January 1 to December 31, 2025, unless stated otherwise. If you have questions or would like more information about this report, our performance or our approach, contact us at: ESG@Culligan.com. See About this report for more details.
	2-4 Restatements of information	This report contains no restatements of information. More details can be found in About this report .
	2-5 External assurance	Our emissions data are supported by accredited third-party assurance. Watershed, a CDP Gold Accredited platform, provides audit-grade carbon measurement. Carbonology conducted limited assurance of our Scope 1 and Scope 2 emissions in alignment with ISO 14064-3. More details can be found in the Analyzing our footprint section.
	2-6 Activities, value chain and other business relationships	Culligan operates within multiple sectors, serving residential, commercial, and industrial customers. Consistent with our SASB reporting, we align with Appliance Manufacturing, Household & Personal Products, Professional & Commercial Service, and Water Utilities & Services industry classifications, reflecting our portfolio of water solutions, equipment, and services across a global value chain. More details on our value chain and be found in the The world of Culligan and Partnering with suppliers sections.
	2-7 Employees	In FY2025, our total employee population comprised 18,080 individuals. Our people data reflect headcount as of the end of the reporting period. Year-over-year increases are primarily driven by mergers and acquisitions completed during 2024. A detailed breakdown of employee demographics and workforce composition can be found in the People Index .

GRI index

2-9 Governance structure and composition	Details on our governance structure can be found in the Governing with accountability section.
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	Culligan’s Board of Directors provides overarching oversight of strategy, risk, and ESG priorities, ensuring that sustainability and climate-related impacts are integrated into long-term business decision-making. More details can be found in the Governing with accountability section and Our Double Materiality Assessment page.
2-13 Delegation of responsibility for managing impacts	Responsibility for managing sustainability and climate-related impacts is delegated through established governance structures, with the Executive Leadership Team and ESG team accountable for implementation across the business. More details can be found in the Governing with accountability section and Our Double Materiality Assessment page.
2-14 Role of the highest governance body in sustainability reporting	The Board oversees Culligan’s ESG strategy and receives regular updates on sustainability performance, including climate-related risks, regulatory developments, and progress toward targets. More details can be found in the Governing with accountability section and on the Our Double Materiality Assessment page.
2-16 Communication of critical concerns	Culligan maintains structured processes for escalating and communicating critical concerns – including ESG, compliance, and risk-related issues – to senior management and the Board. Additional details are provided in the Governance section. More details can be found in the Governing with accountability section and on the Our Double Materiality Assessment page.
2-17 Collective knowledge of the highest governance body	The Board maintains and enhances its collective knowledge of sustainability and climate-related issues through regular briefings, annual ESG updates, and insights from management and external assessments. See the Responsible business section for further detail. More details can be found in the Governing with accountability section and on the Our Double Materiality Assessment page.
2-22 Statement on sustainable development strategy	Culligan’s sustainable development strategy is guided by strong governance oversight, with the Board, Executive Leadership Team and ESG leadership working together to integrate sustainability, climate resilience, and responsible business practices into our long-term strategy. Additional detail on our governance approach is available in the Responsible business section of this report. More details can be found in the Q&A with Chairman and CEO , Our Double Materiality Assessment , and Sustainability at the core sections.
2-23 Policy Commitments	Refer to Operating with integrity for details on our internal policies and Supplier Code of Conduct for external parties.

GRI index

	2-24 Embedding policy commitments	Refer to the Responsible business section for information on how we embed our policy commitments.
	2-25 Processes to remediate negative impacts	Culligan provides multiple safe, confidential channels for reporting concerns and investigates all issues promptly and without retaliation. More details can be found in the Operating with integrity section.
	2-26 Mechanisms for seeking advice and raising concerns	Culligan provides confidential, accessible channels for employees to seek guidance and raise concerns about ethical or compliance issues. More details can be found in the Operating with integrity section.
	2-27 Compliance with laws and regulations	Zero significant incidents.
	2-28 Membership Associations	Culligan has membership of various organizations that strategically influence our business operations and ESG Program. Throughout this report, we make references to some of these organizations, including: Business for Social Responsibility, United Nations Global Impact, the Water Resilience Coalition, the CEO Water Mandate, the Water Council and Water Quality Management. More details can be found in the Working together to transform water page.
	2-29 Approach to stakeholder engagement	Culligan's most critical stakeholders include our consumers, employees, and suppliers. Our local leadership teams engage with them in ways that reflect cultural and regional differences to ensure high levels of engagement. More details can be found in the People and communities and Responsible business sections.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Culligan conducted a CSRD-aligned Double Materiality Assessment in 2025 to identify our most relevant ESG topics across the value chain. More details can be found on the Our Double Materiality Assessment page.
	2-3 List of material topics	Our Double Materiality Assessment page outlines our material topics.
GRI 204: Procurement practices 2016	3-3 Management of material topics	Culligan manages procurement impacts through a risk-based supplier engagement process, a global Supplier Code of Conduct , and ongoing performance reviews and audits. More details can be found on the Partnering with suppliers page.
	204-1 Procurement practices	Culligan is committed to working with local suppliers across our global operations as part of our broader approach to responsible procurement. We currently do not publicly disclose the percentage of procurement spend with local suppliers. More details can be found on the Partnering with suppliers page.

GRI index

GRI 205: Anti-corruption 2016	3-3 Management of material topics	Culligan manages anti-corruption risks through regular assessments, mandatory adherence to our Code of Conduct, targeted anti-bribery training for higher-risk roles, and confidential internal reporting channels to raise and address concerns. More details can be found in the Operating with integrity section.
	205-1 Operations assessed for risks related to corruption	In FY2025, Culligan conducted risk assessments across its operations to identify significant corruption risks. Assessments covered risks including bribery, facilitation payments, conflicts of interest and fraud. We have key mitigation actions in place to mitigate any risks, including mandatory anti-bribery training for higher-risk roles, quarterly Code of Conduct acknowledgement by people in those roles, and confidential reporting channels. More details can be found in the Operating with integrity section.
	205-2 Communication and training about anti-corruption policies and procedures	Culligan communicates its anti-corruption expectations through its Code of Conduct and related policies, which are available to employees globally. In North America, employees in roles with higher exposure to corruption risk are required to complete annual anti-bribery training. This includes managers and employees involved in sales, imports, purchasing, product development requiring interaction with manufacturers, and individuals involved in obtaining, retaining, or administering international business. More details can be found in the Operating with integrity section.
	205-3 Confirmed incidents of corruption and actions taken	There were zero incidents of corruption.
GRI 101: Biodiversity 2024	3-3 Management of material topics	Culligan manages biodiversity-related impacts through its broader environmental management system, focusing on pollution prevention, wastewater controls, emissions reduction, and compliance. This is supported by a risk-based screening process to identify potential ecosystem exposure across operations and the supply chain. Our operations are not land-intensive and no negative impacts have been identified in the reporting period that would have required biodiversity restoration activities. We continue to evaluate opportunities to further formalize biodiversity processes as global frameworks evolve.
	101-1 Policies to halt and reverse biodiversity loss	<p>Culligan does not yet have a standalone biodiversity policy formally mapped to international frameworks. However, we have adopted a suite of commitments and actions that collectively advance the goals of halting and reversing biodiversity loss. These include a target to achieve net positive water impact in water-stressed basins by 2050 and a commitment to avoid more than one billion kilograms of single-use plastic by 2030.</p> <p>These commitments apply to all owned operating entities across our global footprint. We require adherence to environmental standards from all preferred suppliers via our Supplier Code of Conduct. As global biodiversity expectations evolve, we are evaluating how best to further integrate these frameworks into our environmental management processes.</p>

GRI index

101-2 Management of biodiversity impacts	See our response to GRI 101: 3-3.
101-4 Identification of biodiversity impacts	<p>Culligan determines which sites and supply chain activities may have the most significant actual or potential impacts on biodiversity through a risk-based screening process integrated into our ESG and risk management frameworks. We assess our operational footprint, including geographic location, manufacturing activities, water use, emissions, and waste streams, to identify areas with potential ecosystem exposure. Facilities are reviewed for proximity to environmentally sensitive areas and for compliance with applicable environmental regulations. We will continue to focus our efforts to strengthen our management approach as new tools and processes become available.</p> <p>Within our supply chain, we monitor material inputs and supplier categories to identify potential biodiversity-related risks, particularly those associated with pollution and climate change.</p>
101-5 Locations with biodiversity impacts	<p>During the reporting period, Culligan did not have operational sites requiring land restoration or rehabilitation related to biodiversity impacts. Accordingly, the size of areas under restoration or rehabilitation, and the size of areas restored or rehabilitated, was 0 hectares. Our operations do not involve land-intensive activities such as extraction, large-scale land conversion, or resource harvesting that would typically necessitate ecological restoration plans.</p>
101-6 Direct drivers of biodiversity loss	<p>Culligan assessed the direct drivers of biodiversity loss across its operational footprint and identified pollution and climate change as the most relevant drivers. Our operations do not involve land conversion, wild species harvesting, or activities likely to introduce invasive species. Water withdrawal data is disclosed in the Energy and Water and Waste performance tables.</p>
101-7 Changes to the state of biodiversity	<p>During the reporting period, no significant direct biodiversity impacts have been identified. We are evaluating opportunities to further formalize our biodiversity risk assessment processes in alignment with evolving global frameworks.</p>
101-8 Ecosystem services	<p>Culligan did not identify operational sites with significant biodiversity impacts during the reporting period. Therefore, no ecosystem services or beneficiaries were identified as materially affected by site-level activities. Potential indirect impacts related to pollution and climate change are managed through environmental controls and greenhouse gas reduction initiatives.</p>

GRI index

GRI 302: Energy 2016	3-3 Management of material topics	Culligan's commitment to reduce its environmental negative impact, specifically through the efficient use of energy, is rooted in our focus on improving operational efficiency, expanding renewable energy use, and supporting business units in reducing energy consumption through initiatives such as fleet electrification and on-site solar generation. See the Decarbonizing operations section for more information.
	302-1 Energy consumption within the organization	Refer to the Energy index for relevant data.
	302-2 Energy consumption outside the organization	Refer to the Energy index for relevant data.
	302-3 Energy Intensity	Refer to the Energy index for relevant data.
	302-4 Reduction of energy consumption	Refer to the Energy index for relevant data.
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Culligan manages water-related impacts through a global water stewardship approach focused on reducing consumption, improving efficiency, and prioritizing 23 high-impact sites identified through the WAVE assessment. See the Strengthening water stewardship section for details.
	303-1 Interaction with water as a shared resource	Culligan uses water in two principal ways: (1) as a core input to our products and services (water treated, filtered, or softened for customers); and (2) within our own operations for manufacturing processes, testing, and facility use. Our operational water stewardship focuses on reducing net operational water consumption and improving water quality at discharge. The 23 sites identified through the WAVE program represent our highest-priority locations for water management and collectively account for 80% of our total operational water consumption. More details can be found in the Strengthening water stewardship section.
	303-3 Water withdrawal	Refer to the Water and Waste for relevant data.
GRI 305: Emissions 2016	3-3 Management of material topics	Culligan manages greenhouse gas emissions through a global decarbonization strategy that tracks Scope 1, 2, and 3 emissions, prioritizes reductions within our operational control, and advances long-term value-chain initiatives, including renewable energy adoption and fleet electrification. See our Decarbonizing operations section for more information.
	305-1 Direct (Scope 1) GHG emissions	<p>The Scope 1 figure covers all direct emissions from fossil fuel combustion in owned/operated facilities and company fleet vehicles across all consolidated entities.</p> <p>Refer to the Energy index for relevant data.</p>
	305-2 Energy indirect (Scope 2) GHG emissions	Market- and location-based Scope 2 emissions are disclosed in the Energy index. Refer to the Energy index for relevant data.

GRI index

GRI 306: Waste 2020	305-3 Other indirect (Scope 3) GHG emissions	<p>Scope 3 emissions were calculated using the GHG Protocol Corporate Value Chain (Scope 3) Standard. We disclose four categories, however our most material categories are [1] Purchased Goods and Services and [11] Use of Sold Products.</p> <p>More details on our Scope 3 emissions breakdown can be found in the Analyzing our footprint section and the Energy index.</p>
	305-4 GHG emissions intensity	Refer to the Energy index for relevant data.
	3-3 Management of material topics	Culligan manages waste impacts by designing filtration solutions that avoid single-use plastics, reducing operational waste through process improvements and supplier partnerships, and empowering customers to adopt lower-waste behaviors. More details can be found in the Cutting operational waste section.
	306-1 Waste generation and significant waste-related impacts	Culligan's approach to waste generation and related impacts is described in the [Cutting operational waste] page and Waste index .
	306-2 Management of significant waste-related impacts	Culligan manages significant waste-related impacts through operational improvements, supplier partnerships and product design strategies. More details can be found in the [Cutting operational waste] page and Waste index .
	306-3 Waste generated	Information on Culligan's waste generation, including operational reductions and circularity initiatives, can be found in the Cutting operational waste page and Waste index .
	306-4 Waste diverted from disposal	During the year, Culligan Australia and Culligan Poland manufacturing facilities in Australia and Poland achieved near-total landfill diversion. More details can be found in the Cutting operational waste section and Waste index .
GRI 401: Employment 2016	3-3 Management of material topics	Culligan manages employment impacts through a people-centered strategy focused on talent development, belonging, well-being, and strong employee engagement across our global teams. More details can be found in the People and communities section.
	401-1 New employee hires and employee turnover	Culligan reports on new hires and employee turnover. Refer to the People index for relevant data.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Culligan's approach to employee benefits and well-being is described in the Care for well-being section.
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Culligan manages occupational health and safety through decentralized EHS systems, role-specific training, required safety equipment, and shared responsibility across all teams. More details can be found in the Protecting safety and well-being section.

GRI index

GRI 404: Training and education 2016	403-1 Occupational health and safety management system	Culligan’s business units each maintain their own occupational health and safety management systems, aligned with local legal requirements and supported by centralized guidance. More details can be found in the Protecting safety and well-being section.
	403-2 Hazard identification, risk assessment, and incident investigation	Culligan identifies and manages workplace hazards through local EHS systems, employee reporting channels, and continuous improvement driven by incident reporting and team feedback. More details can be found in the Protecting safety and well-being section.
	403-3 Occupational health services	Culligan provides occupational health services through business-unit-level EHS programs that ensure compliance with local regulations, deliver role-specific safety training, and support safe working conditions. More details can be found in the Protecting safety and well-being section.
	403-4 Worker participation, consultation, and communication on occupational health and safety	Culligan encourages active worker participation in health and safety through open reporting channels, employee-driven improvements, and regular communication between teams and leadership. More details can be found in the Protecting safety and well-being section.
	403-5 Worker training on occupational health and safety	Culligan delivers role-specific safety training across its operations, supported by local EHS teams and continuous updates informed by employee input. More details can be found in the Protecting safety and well-being section.
	3-3 Management of material topics	Culligan manages training and development through a global talent strategy that builds skills, strengthens leadership, and supports continuous learning across all levels of the organization. The strategy includes structured talent reviews, succession planning, and expanded learning resources. More details can be found on the Talent development page.
	404-2 Programs for upgrading employee skills and transition assistance programs	<p>Each business unit may offer transition assistance programs to support employees experiencing separation. These services were designed to promote continued employability, reduce the time between roles, and ensure a positive, respectful transition experience.</p> <p>In the U.S., our outplacement support includes: Access to professional career coaching to guide individuals through job search strategies, personal branding, and career planning; resume, LinkedIn, and interview preparation support to help employees present their skills and experience effectively in the market; job-search tools and resources, including labor-market insights, job-matching platforms, and networking guidance; skills-building workshops and digital learning resources to strengthen employability and support career reinvention.</p> <p>More details on upgrading employee skills can be found on the Talent development page.</p>

GRI index

GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	Culligan manages diversity and equal opportunity by embedding it into its business strategy, developing inclusive leaders and fostering a culture of belonging across global teams. More details can be found in the Fostering inclusivity and belonging section.
GRI 408: Child Labor 2016	3-3 Management of material topics	Culligan manages risks related to child labor through strong ethical policies, supplier due-diligence processes, and ongoing monitoring of high-risk suppliers. More details can be found in the Operating with integrity and Partnering with suppliers sections.
	408-1 Operations and suppliers at significant risk for incidents and child labor	Culligan assesses suppliers through risk-based reviews, onboarding questionnaires, and audits in high-risk geographies to identify and mitigate any potential child labor risks. More details can be found in the Operating with integrity and Partnering with suppliers sections.
GRI 409: Forced or Compulsory Labor 2016	3-3 Management of material topics	Culligan manages risks related to forced labor through strong ethical policies, supplier due-diligence processes, modern slavery risk assessments, and ongoing monitoring of high-risk suppliers. More details can be found in the Operating with integrity and Partnering with suppliers sections.
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Culligan evaluates suppliers through risk-based reviews, onboarding questionnaires, and audits in high-risk geographies to identify and mitigate potential forced labor risks across our supply chain. More details can be found in the Operating with integrity and Partnering with suppliers sections.
GRI 416: Customer Health and Safety 2016	3-3 Management of material topics	Culligan manages customer health and safety by designing solutions that reduce contaminants, anticipating emerging water-quality risks and innovating to lower environmental impacts across the product life cycle. More details can be found in the Innovating for impact section.
	416-1 Assessment of the health and safety impacts of product services categories	All significant categories of our services and solutions are assessed for health and safety impacts to identify areas for improvement. More details can be found in the Innovating for impact section.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents of regulatory non-compliance regarding the health and safety impacts of our services and solutions were reported. More details can be found in the Innovating for impact section.

SASB index

Based on the disclosure standards for Appliance Manufacturing, Household & Personal Products, Professional Commercial Services, and Water Utilities & Services.

Accounting metric	Unit of measure	Code	Location and Culligan response
Product safety			
(1) Number of recalls issued and (2) total units recalled	Number	CG-AM-250a.1	<p>(1) Number of recalls issued: 0. Zero voluntary and zero mandatory recalls were issued in FY2025. (2) Total units recalled: 0.</p> <p>No incidents of regulatory non-compliance regarding the health and safety impacts of products and services were reported. Culligan’s structured post-market monitoring, corrective action protocols, and quality management systems (ISO 9001-aligned) support our ability to identify and address any safety issues proactively. More details can be found in the Innovating for impact section.</p>
Discussion of process to identify and manage safety risks associated with the use of its products	n/a	CG-AM-250a.2	<p>At Culligan, product safety is embedded throughout our engineering, design, and product development processes to proactively identify and mitigate potential risks associated with the use of our solutions. We conduct rigorous testing and pursue applicable certifications to ensure our products meet relevant drinking water, electrical and mechanical safety standards, including third-party validations where required. Our manufacturing operations are supported by structured quality management systems, including ISO 9001-aligned processes, to ensure consistency, reliability, and performance across our global portfolio.</p> <p>We actively monitor evolving regulatory requirements to confirm that our products comply with applicable global safety and materials standards. Post-market, we maintain structured processes for capturing customer feedback, managing warranty claims and monitoring field performance, supported by corrective and preventive action protocols where necessary. Clear installation manuals, operating instructions, and technical documentation further support safe and effective product use, reinforcing our commitment to delivering solutions that are both innovative and responsibly managed.</p> <p>Safety risks specific to appliance use, such as electrical safety, fire prevention, and product stability, are evaluated as part of our product development life cycle. No appliance-specific safety incidents were identified during the reporting period.</p>
Product life cycle environmental impacts			
Description of efforts to manage products’ end-of-life impacts	n/a	CG-AM-410a.3	<p>Culligan integrates sustainability into product design through our proprietary Product Sustainability Playbook, which considers sustainability at every stage of a product’s life through life cycle thinking, minimizing resource use and waste, and maximizing product lifespan. This approach encourages designing for recyclability, durability, circulatory, and reuse. More details can be found in the Designed with the future in mind section.</p>

SASB index

Accounting metric	Unit of measure	Code	Location and Culligan response
Water management			
(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m ³), Percentage (%)	CG-HP-140a.1	1) Total Water Withdrawn; 3,823,558 m ³ 2) Total Water Consumed: 794,043 m ³
Description of water management risks and discussion of strategies and practices to mitigate those risks	n/a	CG-HP-140a.2	<p>Culligan manages operational water risks through three primary strategies:</p> <p>(1) Efficiency improvement: Water consumption at the 23 highest-impact sites is reduced through site-specific action plans incorporating rainwater harvesting, wastewater recycling, and process optimization.</p> <p>(2) WAVE certification: 23 sites have achieved WAVE certification, confirming implementation of best-practice water management.</p> <p>Culligan consumes significant quantities of water at eight sites classified as a “medium risk” by the WWF Water Risk Filter and four which are classed as “high risk” in terms of water scarcity, quality, and/or degraded ecosystems. We have all of the relevant permits and authorizations in place, and do not consider there to be any issues in maintaining these rights.</p> <p>(3) Discharge compliance is maintained at 100% of sites. No notices of violation or enforcement actions related to water discharge were received in FY2025. We do not consider there to be material risks to our ability to maintain existing water withdrawal rights or permits at any current location.</p>
Product environmental, health and safety performance			
Discussion of process to identify and manage emerging materials and chemicals of concern	n/a	CG-HP-250a.3	We manage chemicals and materials of concern through a structured process integrated into product development, material selection, and supplier oversight, with executive-level oversight supporting governance and accountability. Materials are assessed against global regulatory requirements using maintained restricted substances lists, and suppliers are required to confirm compliance through formal review and attestation. We design products to meet applicable regulations, including REACH, RoHS, TSCA, and California Proposition 65, and, where applicable, ensure third-party certification for materials in contact with drinking water. This approach supports consistent identification, evaluation, and mitigation of potential health, safety, and environmental risks across our portfolio. More details can be found in the Designed with the future in mind section.
Packaging life cycle management			
Discussion of strategies to reduce the environmental impact of packaging throughout its life cycle	n/a	CG-HP-410a.2	Culligan reduces packaging waste as much as possible, by minimizing materials and switching to recyclable or eco-friendly alternatives. In 2025, this intention behind packaging resulted in significant savings in foam, paper, and trees. More details can be found on the Packaging with purpose page.

SASB index

Accounting metric	Unit of measure	Code	Location and Culligan response
Workforce diversity and engagement			
Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	Percentage (%)	SV-PS-330a.1	Refer to the People index for information on workforce representation, including leadership and broader employee demographics.
(1) Voluntary and (2) involuntary turnover rate for employees	Percentage (%)	SV-PS-330a.2	Refer to the People index for data on voluntary and involuntary employee turnover.
Employee engagement as a percentage	Percentage (%)	SV-PS-330a.3	83% of our employees were engaged and participated in our global employee engagement survey. More details can be found on the Listen and act page.
Data security			
Description of approach to identifying and addressing data security risks	n/a	SV-PS-230a.1	<p>Culligan maintains a risk-based cybersecurity program aligned to the NIST Cybersecurity Framework and independently assessed at a maturity level of 3.2. Our approach integrates continuous vulnerability identification, automated scanning, and structured control testing across infrastructure, applications, and cloud environments. We reduce data security risk through robust operational procedures, ongoing control audit testing, KPI-driven monitoring, and automated remediation. Our technology stack includes phishing-resistant multi-factor authentication, endpoint detection, cloud and web inspection, and zero-trust enforcement.</p> <p>Employee training is risk-based and adaptive, ensuring users receive personalized guidance aligned with real-world threats. We supplement this with a structured third-party risk management program that evaluates and monitors supplier security posture. Culligan's program aligns to external standards such as ISO 27001, CIS Controls and emerging regulatory frameworks, ensuring strong protection of global customer and corporate data. This integrated model strengthens resilience and supports continuous improvement across the enterprise.</p> <p>More details can be found in the Safeguarding data and privacy section.</p>
Description of policies and practices relating to collection, usage and retention of customer information	n/a	SV-PS-230a.2	<p>Implementing data classification and retention are some of the examples of safeguarding the data. We also have a process for Third Party Risk Management (TPRM) to measure the controls we have in place. We provide documentation to our customers and vendors showing the controls Culligan has based on the NIST framework.</p> <p>We have 12 security policies that are reviewed each year and approved by the Global Chief Information Security Officer. We also have an AI Policy, which is owned by our Global Chief Information Officer. More details can be found in the Safeguarding data and privacy section and our Privacy Policy.</p>

SASB index

Accounting metric	Unit of measure	Code	Location and Culligan response
(1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	Number, Percentage (%)	SV-PS-230a.3	(1) 2 (2)(a) 0% (2)(b) 0% (3)(a) 0 (3)(b) 3
Professional integrity			
Description of approach to ensuring professional integrity	n/a	SV-PS-510a.1	Our global Code of Conduct and anti-corruption policies establish clear expectations regarding conflicts of interest, ethical business conduct, and zero tolerance for bribery or corruption. We uphold the accuracy and reliability of our data through defined controls, documented methodologies, and cross-functional review processes that strengthen transparency and accountability in our ESG reporting. Through regular training, leadership oversight, and confidential reporting mechanisms, we reinforce a culture where integrity is foundational to how we operate and deliver on our commitments to customers, employees, and communities. More details can be found in the Operating with integrity section.
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Presentation currency	SV-PS-510a.2	No monetary losses in relation to legal proceedings associated with professional integrity.
Drinking water quality			
Number of incidents of non-compliance associated with drinking water quality standards and regulations	Number	IF-WU-250a.1	No incidents of non-compliance associated with drinking water quality and regulations.
Discussion of strategies to manage drinking water contaminants of emerging concern	n/a	IF-WU-250a.2	Removing contaminants from water to provide the safest and healthiest water possible is at our core. We currently serve on dozens of boards and sub-committees associated with the EPA, NSF, IAPMO, and the WQA to guarantee we are leading the way in integrating the latest technologies to stay ahead of any contaminants identified. We are certified across all the major regulatory bodies, and all our products meet or exceed the required regulations in every country we serve. More details can be found in the Addressing water contamination section.

SASB index: Activity metrics

Activity metric	Unit of measure	Code	Location and Culligan response
Annual production	Number of units	CG-AM-000.A	22,517,905
Number of manufacturing facilities	Number	CG-HP-000.B	12
Number of employees by (1) full-time and part-time (2) temporary, and (3) contract	Number	SV-PS-000.A	Refer to the People index for relevant data.

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.

Governance

Describe the board's oversight of climate-related risks and opportunities.

The Culligan International Board of Directors receives regular updates on climate-related risks and strategy, including through formal processes for monitoring performance against defined climate metrics. Some targets are still in development and pending review. Culligan International is establishing clearer climate-related targets and performance indicators, and plans to enhance Board-level oversight as governance and risk management practices mature.

Describe management's role in assessing and managing climate-related risks and opportunities.

Climate risks and opportunities are assessed at the management level and ESG team, through internal reviews and strategic planning, and locally within our ESG Data Champion network. Regular updates are provided to senior leadership and the Board.

Strategy

Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

As part of our 2025 Climate Risk Assessment, Culligan International identified and assessed both physical and transition climate-related risks and opportunities across short-, medium-, and long-term time horizons, and three climate change scenarios.

Physical risk impacts were monetized for 20 of our sites based on insured value and criticality to our business. Future enhancements may include additional sites to cover a larger portion of our portfolio and value chain.

Transition risks and opportunities were evaluated qualitatively and, for selected risks, quantitatively where appropriate. Future iterations may apply more robust quantification methodologies to better model the financial effects of material transition risks and opportunities.

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

Future actions may include further integration of climate-related financial metrics into planning processes, expanded quantification of financial impacts, and clearer linkage between scenario outcomes and financial decision-making.

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

Current assessment results provide directional insight into our strategic resilience, informing risk strategies and identification of climate-related business opportunities. As Culligan International advances its climate risk management practices, future enhancements may include more explicit comparison of resilience outcomes across scenarios, including consideration of a 2°C or lower scenario (e.g. SSP1-2.6 (1.8°C) for physical risks and a below-2°C scenario for transition risks and opportunities to align to our 2025 climate risk scenario analysis), using defined financial performance indicators and thresholds.

TCFD index

Risk management

Describe the organization's processes for identifying and assessing climate-related risks.

We identify climate-related risks through the 2025 Climate Risk Assessment and a Double Materiality Assessment (DMA) aligned with the European Sustainability Reporting Standards (ESRS). In addition, we maintain an annual, global carbon inventory, which allows us to understand the key drivers of our emissions and inform carbon reduction strategies and modeling efforts. Through the use of life cycle assessment (LCA) tools, we also evaluate the environmental impact of our products, identifying opportunities where innovation can reduce our carbon footprint and deliver positive environmental outcomes.

Describe the organization's processes for managing climate-related risks.

Culligan International manages climate-related risks through a coordinated enterprise process informed by both the DMA and the Climate Risk Assessment. Together, these assessments identify key physical and transition risks and evaluate their potential impacts across operations, the value chain, and strategic planning. Management of climate-related risks includes consideration of operational controls, resilience measures, and strategic decision-making, with responsibility for implementation residing within relevant business functions and operational teams.

Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.

We are integrating findings from the above assessments into strategic planning, investment decisions, and risk considerations. Additionally, the findings may inform our annual goal-setting program, in which business units commit to action at the local level based on findings related to their respective markets. More details can be found in the [Governing with accountability](#) section and on the [Our Double Materiality Assessment](#) page.

Metrics and targets

Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Culligan International discloses metrics including emission, energy, water, and single-use plastic water bottle avoidance, applying intensity metrics where applicable. More details can be found in the [Environmental impact](#) section, [Energy index](#), and [Water and waste index](#).

Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

We plan to continue to enhance the completeness, consistency, and methodological rigor of our Scope 1, Scope 2, and Scope 3 greenhouse gas emissions data to support improved assessment of climate-related risks across the value chain. Refer to the [Decarbonizing operations](#) section and [Energy index](#) for relevant data.

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

We plan to further strengthen governance, performance monitoring, and internal review of climate-related targets, including evaluating alignment with science-based target methodologies, to support integration of climate performance into strategic decision-making. More details on our ESG strategy can be found in the [Sustainability at the core](#) section.

People index

Number of employees by employment type

SASB SV-PS-330a.2	Global
Full- and part-time	18,080
Temporary	726
Contract	3

Percentage of employees by age

Age	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	27%	60%	13%	17%	60%	23%	13%	62%	25%	14%	56%	31%	17%	59%	24%

Number of management and non-management

SASB SV-PS-330a.1	LATAM	EMEA	APAC	U.S. and Canada	Global
Management	187	1,122	91	715	2,115
Non-management	2,369	9,160	986	4,023	16,538

People index

Voluntary and involuntary turnover

SASB SV-PS-330a.2	LATAM	EMEA	APAC	U.S. and Canada	Global
Voluntary	99%	91%	100 %	65%	86%
Involuntary	1%	9%	– %	35%	14%

New hires and turnover by age

GRI 401-1	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
Total number of new employees hired in 2025	330	484	75	710	1,087	219	32	57	7	265	633	172	1,343	2,261	473
Total rate of new employees hired in 2025	12%	18%	3%	7%	11%	2%	3%	5%	1%	6%	13%	4%	7%	12%	3%
Total number of employee turnover in 2025	477	697	97	550	1,010	334	26	75	26	185	382	139	1,407	2,521	779
Total rate of employee turnover in 2025	66%	44%	28%	31%	16%	14%	19%	11%	10%	29%	14%	10%	43%	23%	18%

Energy index

Energy consumption

Disclosure 302-1		kWh
Scope 1	U.S. and Canada	52,833,000
	EMEA	170,325,000
	APAC	14,181,000
	LATAM	21,281,000
	Total	258,621,000
Scope 2	U.S. and Canada	24,937,000
	EMEA	33,340,000
	APAC	6,119,000
	LATAM	14,144,000
	Total	78,540,000
Disclosure 302-2		
Scope 3*	U.S. and Canada	695,499,000
	EMEA	3,598,711,000
	APAC	196,242,000
	LATAM	672,527,000
	Total	5,162,979,000

Energy intensity (Scope 1, 2 and 3)

Disclosure 302-3	kWh/USD
U.S. and Canada	0.55
EMEA	2.10
APAC	0.52
LATAM	3.59
Total	1.44

Scope 1

Disclosure 305-1	Metric tons
U.S. and Canada	14,795
EMEA	30,205
APAC	6,881
LATAM	15,229
Total	67,110

Scope 2

Disclosure 305-2	Metric tons
U.S. and Canada	7,620
EMEA	6,178
APAC	2,965
LATAM	4,638
Total	21,401

Scope 3*

Disclosure 302-3	Metric tons
U.S. and Canada	341,506
EMEA	1,182,688
APAC	260,659
LATAM	280,409
Total	2,065,262

GHG emissions intensity - Scope 1, 2 and 3

Disclosure 305-4	Tons of CO ₂ e per million in revenue
U.S. and Canada	258
EMEA	673
APAC	655
LATAM	1,520
Total	562

*Scope 3 emissions include the following categories; 3.1 Purchased goods and services, 3.2 Capital goods, 3.3 Fuel and energy-related activities, 3.4 Upstream transportation and distribution, 3.5 Waste generated in operations, 3.6 Business travel, 3.7 Employee commuting, 3.8 Upstream leased assets, 3.9 Downstream transportation and distribution, 3.11 Use of sold products, and 3.15 Investments.

Water and waste index

Water withdrawal	
Disclosure 303-3	Water withdrawal (megaliters)
U.S. and Canada	1,366.407
EMEA	723.515
APAC	34.272
LATAM	1,697.452
Total	3,821.647

Waste generated	
Disclosure 306-3	Waste generated (metric tons)
U.S. and Canada	863
EMEA	2,423
APAC	752
LATAM	505
Total	4,544

Sources and hyperlinks

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10. [Greenhouse Gas Equivalencies Calculator, United States Environmental Protection Agency \(EPA\).](#)

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17. [USGS study, 2023.](#)
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19. Based on widely used industry estimates for paper production ([including U.S. EPA guidance.](#))
20. Supplier's calculations, confirmed by the Forest Stewardship Council
21. Plastic bottle equivalencies are based on standard assumptions for typical single-use PET water bottles

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22. Against a 2024 baseline of 28 metric tons of carbon dioxide equivalents per million in revenue (tCO₂e/\$M)

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23. [Car and Van Greenhouse Gas and kWh Calculations, Energy Saving Trust.](#)

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24. All recycling and diversion data was tracked and verified through Replenish – a circularity platform helping communities and partners build transparent, closed-loop supply chains for recovered materials

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25. [Statista - Bottled water consumption per capita in Europe, 2019.](#)

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26. [Global Estimates of Modern Slavery: Forced Labour and Forced Marriage, International Labour Organization, Walk Free and International Organization for Migration, 2022.](#)

