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In our first year as a publicly traded company, we witnessed social, geopolitical, environmental, and supply chain challenges that illustrate the importance of our sustainability commitments. Our strategy, “Protect. Care. Sustain.,” is designed to make Diversey a resilient and sustainable solutions provider that adapts to global issues and delivers on our promises to customers, investors, and other stakeholders.

Sustainability helps guide innovation and efficiency in our operations by identifying and eliminating waste. The supply chain disruptions and raw material cost increases we saw over the past year required new levels of efficiency to execute our plans, win new customers, deliver for our shareholders, grow, and continue to have a positive impact on the world.

As new COVID strains emerged, the need for infection prevention solutions remained paramount as we played our role in the fight against a global pandemic. Delivering sanitizers, disinfectants, and hygiene solutions for customers in a responsible manner that continues our commitment to sustainability is deeply integrated in the Diversey business.

I’m excited that we were able to expand our positive impact on cleaning and hygiene with some exciting acquisitions and partnerships. The new solutions we are bringing to the market ensure that our value propositions go beyond cleaning. Our global partnership with Solenis adds water and process treatment chemicals, expanding the value to our food and beverage customers. We signed an exclusive license agreement for the HaloFilm™ technology for institutional and food and beverage markets. We acquired Birko Corporation to grow our food safety chemical solutions for the food and beverage industry. Diversey also acquired certain assets of Avmor Ltd, a Canadian-based supplier of specialist hygiene solutions for the institutional industry. Sustainability continues to be a common thread across these new solutions as we simplify the value we bring customers by saving water, preventing waste, conserving energy, and improving safety.

Throughout our history, our commitment to sustainability hasn’t changed. It is deeply embedded in the culture of our company. It defines who we are and what we stand for.

I am very proud of our people and their dedication to our business.

Sincerely,

Phil Wieland,
Chief Executive Officer
Diversey’s mission is to protect and care for people through leading hygiene, infection prevention, and cleaning solutions. We develop and deliver innovative products, services, and technologies that save lives and protect our environment. Our fully integrated suite of solutions combines patented chemicals, dosing and dispensing equipment, cleaning machines, services, and digital analysis.

For nearly 100 years, we have provided customers in the institutional and food and beverage markets peace of mind by helping them maintain their brand integrity while they focus on growing their business. Today, Diversey is a diverse and inclusive global workplace, centered on safety and innovation.

Diversey is a trusted partner to more than 85,000 customers worldwide who rely on its expertise to develop, customize, and deliver sustainable products, services, and technologies that maximize hygiene and efficiency.
Our Business

Growing Our Business in 2021

From hospitals and hotels to schools and restaurants, we pioneer revolutionary cleaning technologies and offer customized cleaning solutions that meet the needs of today’s customers. We constantly seek ways to expand our services in order to meet the needs of customers around the world. Here are some of the ways we grew our business in 2021:

- Diversey entered into a strategic alliance with Hokuren Inc. relating to their HaloFilm™ technology which offers a suite of game-changing novel, long-lasting anti-microbial products that deliver residual disinfection efficacy for up to 30 days (when used in combination with a chlorine-based disinfectant).
- Diversey entered into a global partnership with Solena, a leading manufacturer of specialty chemicals which provided Diversey access to a complete portfolio of water and process treatment chemicals, adding value to our food and beverage customers.
- Diversey acquired Elite Corporation and Chad Equipment LLC, manufacturers of food safety chemical solutions for the food and beverage industry.
- Diversey acquired the business of Avmor Ltd, a Canadian-based supplier of specialist hygiene and cleaning solutions for the institutional industry with over 70 offices in Canada and enhances service and product offerings for distributors and direct customers.
- Diversey acquired Tisan Metals, an Australian manufacturer of professional hygiene and cleaning solutions for the institutional and food and beverage sectors. The acquisition strengthened our operational presence and customer experience in Australia and New Zealand.
- Diversey acquired the business of Amor Ltd, a Canadian-based supplier of specialist hygiene solutions for the institutional industry with over 70 years of experience in the market. This acquisition strengthens our market presence in Quebec and Canada and enhances service and product offerings for distributors and direct customers.
- Diversey acquired the business of Elite Corporation and Chad Equipment LLC, manufacturers of food safety chemical solutions for the food and beverage industry.

Industry-Leading Products and Solutions

Institutional Products

Our high-performance institutional solutions are designed to enhance cleanliness, safety, environmental sustainability and efficiency needed to serve our customers in the healthcare, food service, retail and grocery, hospitality, and building service contractor industries. We also offer engineering, consulting, and training services.

Consulting Services

Diversey consulting is dedicated a food safety and risk management group. Our consultants work with customers to set up their food safety, health, and hygiene guidelines and develop risk-based management systems along with training, monitoring, and auditing. We offer a range of engineering, consulting, and training services related to productivity improvement, water and energy management, and risk management. These services are supported by data provided through our digital solutions with a broad network of experts, including veterinarians, food engineers, microbiologists, and food technologists serving 1,300+ clients around the world. Diversey Consulting, integrates local regulations and business realities with Diversey’s global guidelines to ensure holistic solutions are delivered.

Proven Products and Services for the Fight Against Viruses

Through innovative products and services, Diversey is helping our customers—and their customers—stay healthy during the COVID-19 pandemic:

- Our Diversey® Excel® Wipes and Diversey® Foam, one-step Accelerated Hydrogen Peroxide® (AHP®) based products, quickly pass the EN14476 test when tested on SARS-CoV-2 the cosnette that causes COVID-19. The outstanding results confirmed that, due to AHP technology, Diversey not only neutralizes coronaviruses in one step, but it also cleans and disinfects rapidly.
- Through our Diversey COVID-19 Safety Shield, we provide safety audits for our customers so they can maintain the highest level of COVID-19 prevention, keeping their employees and guests safe. Individual sites receive the approved COVID-19 Shield upon completion of a successful audit, which communicates they are guarded and ready for business.
- Diversey’s Class I Advanced Low Temperature Laundry Program was also proven to be effective against SARS-CoV-2. The testing protocol we followed is European Norm EN14476 and was performed by an independent, CEI/ISO 17025:2017 accredited laboratory. Hundreds of hotels and professional laundries around the world use Clax® Advanced because they’re able to reduce their environmentally footprint while still protecting their customers and employees against COVID-19 and ensuring clean, crisp linens.
- We also confirm that, due to AHP technology, our Clax® Advanced Low Temperature Laundry Program is effective against COVID-19 and ensuring clean, crisp linens.
- Our Oxiwir® Excel® Wipes and Oxivir Excel® Foam, one-step Accelerated Hydrogen Peroxide® (AHP®) based products, quickly pass the EN14476 test when tested on SARS-CoV-2, the cosnette that causes COVID-19. The outstanding results confirmed that, due to AHP technology, Diversey not only neutralizes coronaviruses in one step, but it also cleans and disinfects rapidly.
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Using our unique customer engagement model, we help our customers to achieve exceptional business results by delivering customized solutions.

- **Understand Customer Needs and Goals**
  We partner with customers to determine what matters most to them, with a focus on outcomes rather than specific products.

- **Design Custom Solutions**
  We design custom solutions, leveraging our 1,400 patents and unique chemical formulations.

- **Integrate Solutions with Customer Workflows**
  Our customers are trained in the use of our equipment and solutions. With a specific focus on health and safety considerations, sustainability, and service requirements.

- **Optimize Performance**
  We remain engaged with our customers, leveraging our digital monitoring capabilities to ensure our equipment is operating properly, workflows are fully trained, and solutions are optimized.

- **Expand the Value Proposition**
  We continually review our performance and work to identify ways to expand or enhance our services through new products and innovations, optimizing within solutions for our customers and us.

At Diversey, collaborating with our customers to help them reach their goals drives us. Here are a few ways we collaborated with customers:

- **We worked with the five-star Minoa Palace Resort & Spa to implement IntelliLinen™—a sophisticated smart laundry dispenser that tracks energy, water, and chemical consumption in real-time and makes it easy for operators to manage efficiencies at a glance, all without losing quality or performance. The resort had already implemented Diversey’s low-temperature Clax® formulations, and now maintains a cleaner, safer environment using Diversey’s foaming cleaners and chemical dispensing systems.**

- **We partnered with Creature Comforts Brewing Co. in Athens, Georgia, to provide industry-leading chemistry, innovative dosing and cleaning equipment, and extensive training on proper chemical use and safe chemical handling when they expanded their operations. According to their cellar manager, Creature Comforts saw drastic improvements in their chemical department and new maintenance is cleaner, safer environment using Diversey’s foaming cleaners and chemical dispensing systems.**

- **We worked with the star mini-Resort Pelican Resort & Spa to implement IntelliNet™—a sophisticated utility tracking and chemical management system that helps marine businesses to reduce their environmental impact while balancing quality, performance and operations.**

- **The combination of our more than 1,400 patents and unique chemical formulations and our extensive and differentiated suite of dosing and dispensing equipment and floor care machines means we are perfectly positioned to continually innovate to provide customers with sustainable solutions. We also maintain a robust pipeline of new product development projects, which are in various stages of discovery and development.**

In 2021, Diversey opened the Innovation Zone Research and Development Center, a state-of-the-art R&D facility located at our corporate headquarters in Fort Mill, South Carolina.

Our ESG Strategy

The three pillars of our sustainability strategy - “Protect. Care. Sustain.” - guide our environmental, social, and governance (ESG) priorities and actions. Our strategy builds upon Diversey’s long-standing sustainability mission.

- **Protect**: We work tirelessly to protect the highest standards in responsible business practices and transparency.
- **Care**: We work closely with our people, our partners, and our customers to make a significant impact on social challenges and reducing risk in our operations.
- **Sustain**: Our strategy is supported by both our 2030 goals and near-term targets, which will further reduce our environmental footprint, address social inequity and deliver solutions to help our customers reach their own sustainability goals.

Approach to Sustainability

The implications of the climate crisis and increased resource scarcity are felt across the planet, and these in turn create new, complex challenges for business and society. In this dynamic world, businesses must ensure that they operate in a way that continually minimizes their environmental impact while at the same time delivering value to society.

As a leading producer of business, industrial, and cleaning solutions, Diversey believes that protecting the greatest opportunity for sustainable environmental and social impact does not solely lie in our own operations, but that when we deliver the products and services that enable our customers to minimize their environmental footprint and operate more efficiently.

As a result, sustainability is central to everything we do. It’s inherent in our business model: we develop innovative sustainable solutions that protect and care for people and the planet, resulting in a virtuous cycle of benefits for Diversey and all our stakeholders.
Underpinning the development of our goods and services is a commitment to protecting and caring for people and the planet through sustainable cleaning solutions. Diversey designs and produces the building blocks to safer and more responsible cleaning—green cleaning. Attributes of green cleaning include:

- Products, tools, equipment, and methods that protect the health of building occupants, lower the total cost of cleaning, and prevent environmental damage.
- Effective removal of pollutants and pathogens from the building without introducing new risks to occupants.
- Lower total cost to clean by reducing waste, saving water, and/or conserving energy.
- Consideration of chemicals and materials end-of-life so as not to harm the environment.

Our Diversey Sustainability Scorecard evaluates our products according to their environmental attributes, which reinforces our commitment to identifying ways to decrease the footprint of our products.

We recognize that customers want transparent health, safety, and sustainability information about the products they buy. In addition to our own clear labeling and instructions, we undertake rigorous third-party certification for our products, including:

Protect. Care. Sustain.
ESG is core to how we create value and drive growth

Protect
Environmental Stewardship

Care
Social Responsibility

Sustain
Effective Governance

Growing Benefits in Partnership with Customers
Care for Employees
Care for Communities
Ensuring We Achieve Our Goals
Our goal is to reduce energy, water, waste, and greenhouse gas emissions in our operations as we seek to improve on manufacturing efficiency.
Diversey tracks and reports on four environmental KPI across our manufacturing sites. Our goal is to reduce energy use, water, and greenhouse gas emissions in our operations as we seek to improve on manufacturing efficiency. Normalized by metric tons of production, these metrics show improvements made since the launch of our ‘Protect. Care. Sustain.’ strategy.

Our biggest contribution towards environmental improvement is with our products and solutions, which help our customers. Our long-held focus on sustainability has been focused on sustainable solutions that prevent waste, conserve water, and protect health. Diversey’s customers rely on cleaning, hygiene & infection prevention solutions, technologies, equipment, and services that help lower their environmental footprint.

Our goal is to measure the energy, water, waste, and more than offset the resources we consume in our operations across the same four KPIs. With Diversey’s products and solutions, we contribute to making the world a better place.

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We support an inclusive and diverse work environment where talent feels welcome and valued, each employee’s voice is heard, and their strengths are leveraged.
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Goal: Achieve 100% employee safety, with zero workplace injuries.

As we endeavor to be a great place to work across our global footprint, we invest in a variety of programs that empower safety first, and support our employees’ success—inside and outside the workplace. We also strengthen the communities around us through our Creating Shared Value (CSV) programs.

Safety

A focus on safety, which includes ensuring that our products are manufactured under the highest safety standards, is deeply embedded in our business. We are committed to continuous improvement, providing safe working conditions for our employees; promoting safe design, use, and handling of our products; as well as conducting our business in compliance with all applicable health, safety, and environmental laws. To continuously improve safety and strive for zero workplace injuries, we focus on four core areas:

• Safety Governance
• Doing Business Safely
• Behavioural Safety
• Promoting Health and Safety During COVID-19

Safety Governance

Diversey’s Global Safety Council is responsible for setting global safety standards and for ensuring that best practices are followed locally. Representing employees from all regions, the council brings people together to share ideas and suggestions on how to further enhance our safety culture. The following Safety Commitments govern our work each day:

1. I Plan My Work So That I Can Do My Job Safely
2. I Work With Others To Improve Safety
3. I Look Out For My Co-Workers
4. I Believe In Safety First, All The Time And Every Day

Our R&D department has systematically implemented Diversey’s Safety Commitments into all R&D labs around the world. As a result, they have created environments that are safer, more organized and more efficient.

Doing Business Safely

At Diversey, continuously improving our safety performance is a top priority. We collect and report safety data and take action on our findings to make our workplace safer for everyone. For safety incidents, we track:

- Lost-Time Incidents (LTI)
- First Aid Incidents (FAI)
- Near Misses: unplanned events that did not result in injury, illness, or damage—but could have
- Behavior Based Safety (BBS): designed to influence employee actions toward safer outcomes, ideally by preventing accidents or injuries before they occur

We strive for zero workplace injuries, and we continue to outperform the industry average of recordable incidents. Our global total recordable incident rate (TRIR) for 2021 was 0.45 which was a slight increase over 2020. This is slightly above the target of 0.35 but well under the industry average of 1.6.

Our facility in Germany installed a new processing platform designed to substantially increase process safety.

Promoting Health and Safety During COVID-19

Throughout the COVID-19 pandemic, we worked to ensure safe working environments for those employees who need to be on-site at our facilities, and enabled employees who can work remotely to do so. We continue to prioritize safety through the following workplace procedures:

• Implemented a “Return to Work Playbook” which serves as a guide to ensure that our factories, laboratories, customer-facing teams, and office personnel have a consistent approach across all countries to keep our employees healthy.
• Utilized guidance from the World Health Organization, the U.S. Centers for Disease Control & Prevention, and local medical professionals to inform our decision. This included promoting recommended personal hygiene practices, workplace disinfection, and visitor screenings for facility access.
• Limited the population density at our sites and facilities.
• Launched several mental health and wellness initiatives.
• Provided resources to set up work-from-home capabilities for employees working remotely.

Diversey Brazil celebrates nine years without loss-time accidents

In 2021, the Socorro plant in Brazil achieved nine years without loss-time accidents. Starting in 2010, management and employees focused on how to make operations increasingly safer each year. Care and respect for each other underpins this safety strategy: “I take care of myself but I also take care of you, so everyone will go home safely at the end of the day.” They have had measurable success with the company-wide “Near Misses” program, which encourages everyone to report risk conditions and turns them into teachable moments. Safety KPIs are tracked, shared, and recognized.
As part of our commitment to continuous improvement in safety, we prioritize safety training for all employees. Safe Transport of Hazardous Goods and Substances Diversey has built an internal network of Dangerous Goods Safety Advisors (DGSA) to support our logistics networks. They ensure that the movement of all hazardous goods is in compliance with the relevant regulatory bodies and issue annual safety reports.

In 2021, we provided safe driving training modules to employees who drive a Diversey fleet vehicle or any of their own vehicles for their role on a regular basis.

Safety Training

Diversey’s regulatory department classifies all formulations produced for compliant and accurate safety data sheets and labels. This process adheres to all regulatory frameworks, in Diversey’s regions of operation. This information is available on our Safety Data Sheets Portal, searchable by country/region and product name.

Diversity, Equity, and Inclusion

At Diversey, we are committed to fostering an inclusive and diverse workforce, celebrating people of different backgrounds, experiences, and ways of thinking. This enhances our ability to innovate and serve diverse customers, strengthens our understanding of the communities we serve, and makes Diversey a great place to work.

We take steps to embed diversity, equity, and inclusion (DEI) principles into our recruitment, talent development, and company culture to create a workplace where all employees can thrive and reach their full potential.

In 2021, we identified five DEI priority areas and began to implement new initiatives to activate these priorities globally and locally. We also maintain practices that have already led to success, such as our unconscious bias training and requiring at least two diverse candidates in interview slates in the U.S. and Europe.

Our DEI vision:

Protect and care for our people by creating a diverse, equitable and inclusive work environment where everyone feels free to be themselves

Goal: Gender* and ethnic** diversity to 40% and 25% by 2030

*Globally **U.S. operations only

1. Educate our leaders to embrace the value of DEI to our business
2. Promote Employee Resource Groups that provide “safe spaces” for employees to connect and discuss challenges and solutions, including:
   - Promoting gender equity
   - Accommodating people with disabilities
   - Supporting our LGBTQIA+ community
   - Promoting ethnic and racial diversity in the workplace
   - Promoting mental health and wellness
   - Taking action against racism
3. Increase awareness of the importance of DEI through training, such as unconscious bias and improving internal communications.
4. Update our existing HR policies to ensure inclusivity and launch new inclusive policies.
5. Benchmark and position Diversey’s activities externally, including campaigns and partnerships.

Driving Change Across Our Five DEI Priorities

Leadership

Engagement

Resource Groups

Inclusive Partnerships

Inclusive HR Policies

Learning & Awareness

In 2020, we set goals to increase diverse representation in our workforce, starting with achieving gender diversity in our leadership population of 40% globally, and ethnic diversity of 25% in the U.S. by 2030. In 2021, we increased our gender diversity globally from 17.5% to 20.5% and our ethnic diversity in the U.S. from 15% to 15.5%.

DEI Governance

Diversey’s Global DEI Council, representing employees from across our business units and geographies, meets regularly to ensure DEI principles are followed at the global level. Our Chief Human Resources Officer is the executive sponsor of our Global DEI Council, and its progress is reported to the People Resources Committee of our Board on a regular basis. We also support regional DEI councils that activate DEI locally, in a way that reflects and represents our 8,500 employees in 55 countries around the world.

Progress Against DEI Goals

In 2020, we set goals to increase diverse representation in our workforce, starting with achieving gender diversity in our leadership population of 40% globally, and ethnic diversity of 25% in the U.S. by 2030. In 2021, we increased our gender diversity globally from 17.5% to 20.5% and our ethnic diversity in the U.S. from 15% to 15.5%.
Promoting DEI Across Diversey

China

• Our China DEI Council organized cross-level and cross-team informal employee social groups, including New Hire Sailing, Elite Champion, Manager Roundtable, and Triune Committee. Through them, we shared information and knowledge, collected front-line feedback, and recognized exemplary behavior.

• Diversey China set up a private, comfortable nursing room for new mothers and organized workshops on psychology and relaxation, to ease their transition back into the workplace.

Europe, Middle East, and Africa (EMEA)

• Implemented Diversity & Inclusion teams in Europe and in the various European countries to review the status on DEI related topics and promote a diverse workforce and equal treatment.

• Throughout EMEA, Diversey is deepening engagement and promoting awareness at all levels through our Employee Resource Groups and regular communications.

• We continued our virtual coffee breaks with 1,000+ interactions among colleagues within the region.

India

• Diversey India is focusing on building gender representation in its workforce, including undertaking a gender gap assessment to rework policies and processes. As a result, overall representation of women rose to 10% in 2021 from 7% in 2020.

• We joined the India Chapter of the United Nations Women Empowerment Forum.

Latin America

• Diversey has joined forces with a specialized consultant to bring workshops, podcasts, toolkits, videos, and special events to raise awareness around challenging DEI themes and encourage commitment from our employees.

• Diversey Brazil received an award from Fundação Instituto de Administração (FIA) recognizing our employees for building a great place to work.

North America

• Diversey partnered with a leading consultant to survey employees about their inclusion and employee experience and used these insights to inform our 2022 priorities and strategy.

• We launched the Origins Podcast Series to highlight and celebrate the diversity in our organization, giving employees an opportunity to share their unique perspectives and experiences.

• We continued to partner with organizations including Circa, Goodwill, National Association of Women Sales Professionals, and Urban League to increase our pipeline of diverse candidates.

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Benefits

Diversey offers an array of healthcare, financial, and insurance benefits to help promote employee health & wellbeing. We also have benefits that support employees and their unique situations, including parental leave, flexible time off, and solutions for nursing mothers. Our benefit offerings are designed and implemented locally to respond to country regulations and markets.

Pay Equity

Diversey is committed to creating a workplace where all employees are treated fairly and respectfully. We have developed processes to ensure we pay fairly, competitively, and in line with country regulations, and to ensure that there are no pay discrepancies related to gender, race, or other personal demographics. We have engaged in a gender pay equity assessment across our company, which review:  
• Annual pay
• Bonus payments

We are reviewing the results of the assessment and will address any discrepancies.

Promoting DEI Across Diversey

Argentina

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Diversey is committed to creating a workplace where all employees are treated fairly and respectfully. We have developed processes to ensure we pay fairly, competitively, and in line with country regulations, and to ensure that there are no pay discrepancies related to gender, race, or other personal demographics. We have engaged in a gender pay equity assessment across our company, which review:  
• Annual pay
• Bonus payments

We are reviewing the results of the assessment and will address any discrepancies.

Promoting DEI Across Diversey

Argentina

• Diversey has joined forces with a specialized consultant to bring workshops, podcasts, toolkits, videos, and special events to raise awareness around challenging DEI themes and encourage commitment from our employees.

• Diversey Brazil received an award from Fundação Instituto de Administração (FIA) recognizing our employees for building a great place to work.

Europe, Middle East, and Africa (EMEA)

• Implemented Diversity & Inclusion teams in Europe and in the various European countries to review the status on DEI related topics and promote a diverse workforce and equal treatment.

• Throughout EMEA, Diversey is deepening engagement and promoting awareness at all levels through our Employee Resource Groups and regular communications.

• We continued our virtual coffee breaks with 1,000+ interactions among colleagues within the region.

Benefits

Diversey offers an array of healthcare, financial, and insurance benefits to help promote employee health & wellbeing. We also have benefits that support employees and their unique situations, including parental leave, flexible time off, and solutions for nursing mothers. Our benefit offerings are designed and implemented locally to respond to country regulations and markets.

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We are reviewing the results of the assessment and will address any discrepancies.
Employee Engagement

Each Diversey region approaches employee engagement in a way that is culturally relevant for that location. For example, in North America, Human Resources facilitates monthly manager community sessions to provide a venue to discuss challenges and share best practices. In Latin America, we have a program called “Fly Hummingbird” which aims to increase engagement by creating a culture of working smarter, not harder. The program consists of enabling employees with best practices through master classes that focus on improving productivity, effective communication and priority setting, one-on-one calls with senior leaders and front-line employees, and alignment of guidelines for a better work-life balance. In our Emerging Markets region, a dedicated work stream called “Culture Stream” rolls out customized initiatives to blend diverse elements of a multicultural geography via focused group discussions and coffee sessions to break the barriers and create an inclusive work environment.

In China, Diversey organized cross-level and cross-team communication networks and grouped employees into informal social groups such as “New Hire Sailing”, “Elite Champion”, “Manager Roundtable”, “Trainer Committee”, and “Reading Club”. By utilizing communication and digital tools, we collected前线 feedback, shared knowledge, recognized best behaviors, and created an transparent, respectful, and energetic atmosphere.

Community Impact

Diversey is committed to making a positive impact to the lives of people in the communities where we live and operate. Employee volunteerism, disaster relief, and product donations are ways we make a difference. We also team up with customers and NGOs to tackle shared social and environmental challenges, working together to “Create Shared Value” (CSV). Our portfolio of CSV programs—including Soap For Hope, Linens For Life, CoffeeBrickies and PlasticShreds —touches all three parts of sustainability with social, environmental, and financial benefits.

In 2021, we launched a new CSV program in collaboration with the Bali Hotels Association, called PlasticShreds. Together, we collect single-use plastic, waste, and transform it into something useful through our patented process to be used in building materials in Bali. By tackling marine waste, we hope to create a sustainable alternative to landfill, rivers, and oceans.
Nearly 10 years ago, we started Soap For Hope with the simple idea to transform the used soap of our hotel customers into new soap that could be distributed for free to communities in need.

Our Soap For Hope program focuses on three core objectives:

- Saving lives—enabling hygiene through providing access to soap to communities in need
- Enhancing livelihoods for local communities through soap recycling and reprocessing
- Helping hotels reduce waste by turning used soap into something useful

We start by recovering soap from Diversey hotel partners, which is then transported to a local site to be repurposed using an innovative—yet simple—cold-press method. No electricity or running water is needed and the process is quick. The new soap is then distributed locally, or transported to communities in need, thereby eliminating waste, improving hygiene, and creating new jobs.

Projects are run by local nonprofits and underprivileged community members are employed, to make a small livelihood and give their communities access to free soap. The program includes education about the benefits of proper handwashing in preventing life-threatening illnesses such as diarrhea, pneumonia, and COVID-19.

What we’ve accomplished with Soap for Hope since 2013

- Soap For Hope launched in 2 new countries—Albania and Saudi Arabia, partnering 31 hotel customers
- Multiple Soap For Hope trainings conducted with new partner NGOs across the globe
- Soap For Hope and Linens For Life trademarks renewed in Cambodia, Maldives, Timor Leste, Seychelles, Sri Lanka, and Argentina
- Soap For Hope soaps and Linens For Life products distributed to National Lung Hospital, Bac Giang Province, Vietnam with partner Movenpick Hotel Hanoi during third wave of COVID-19 pandemic
- Multiple hotel and NGO partners distributed Soap For Hope soaps and Linens for Life pillows to foreign workers in Singapore

2021 Highlights

- Produced 49.6 million bars of soap
- 1000+ participating hotels
- Diverted 5,952 tons of solid soap waste from landfills
- 45 countries
- Improve the lives of 1 million+ people annually
- 190 cities
Linens For Life

We started Linens for Life over 11 years ago to combat multiple social and environmental problems with a simple solution—reusing hotel linens that were destined for the landfill. Together with our hotel and local NGO partners, we collect and clean tons of used linens, which are converted into clothing, blankets, and other necessities by people in need for communities in need. A typical 400-room hotel generates two to three metric tons of used linens per year.

Converting discarded linens into new, useful items that can be re-sold gives people the opportunity to earn small livelihoods, helping their families and communities. Simultaneously, hotels are upcycling their unwanted linens and diverting tons from landfills. Local charities operate the program, and participants receive basic sewing training and use sewing machines donated by Diversey.

When the COVID-19 pandemic struck, and there were shortages of face masks in many places, we added a new program—Linens for Life Face Masks (L4LM). The L4LM program was launched in 33 cities in 17 countries and has produced and distributed 1.7 million face masks from April 2020 to June 2021.

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What we’ve accomplished with Linens For Life since 2011

- Impacted three million people, including those who have been affected by natural disasters, geopolitical forces, COVID-19, those who receive items, and those who earn income by making items.
- Saved 18.49 billion liters of water.
- Reduced carbon emissions by 46.7 million kg.
- Diverted 3,800+ tons end-of-life linens from landfills.
Our CoffeeBriques program was a finalist in the category of Best Recycling/Circularity Initiative in the Chemical Week Sustainability Awards 2021. CoffeeBriques are converted from used coffee grounds into eco-friendly fuel for cooking and heating. They are cheaper than other fuels, protect the environment by reducing or eliminating deforestation resulting from using wood or charcoal as the primary energy source, and enable people to earn livelihoods.

Diversey Vietnam won Best Country Award (Platinum Level) for Overall CSR Excellence at the combined 12th and 13th Annual Global CSR Virtual Summit and Awards 2021. The award recognized our CSV programs and stated: “Diversey Vietnam is not a large corporation, but your community engagement impact is huge. Your programs are implemented from Sapa and Hanoi in the North to Ho Chi Minh City, Ho Tram, and Phu Quoc in the South. Your programs are innovative. For example, your Linens For Life for Newborns that provided sets of baby pajamas, swaddling cloths and linen diapers for thousands of newborn babies in the rural villages in North Vietnam has not only provided clean linens for newborns and their mothers, but has also generated income for several disabled people who were unable to find work prior to being enrolled in this program.”

For the third year in a row, the American Chamber of Commerce in Thailand (AmCham) honored Diversey Thailand with the AmCham CSR Excellence Award (Silver). We were recognized for our Soap For Hope, Linens For Life, and a new Face Masks program, which helped several disadvantaged communities in the Bangkok area, including a shelter for Sri Lankan refugees.

Educating students and workforce in sustainability

Diverse partners with Nanyang Polytechnic in Singapore to strengthen environmental and social sustainability education for students and the hospitality & tourism workforce. The partnership will enable students to undertake R&D projects and leverage opportunities in their communities to promote environmental sustainability. Diverse will also co-develop appropriate sustainability courses for the hospitality & tourism industry.

Recognitions for Our CSV Programs
Operating with a high degree of integrity and responsibility is fundamental at Diversey.
We work tirelessly to sustain the highest standards in responsible business practices and transparency, which is reflected in our corporate governance structure, risk management and compliance practices, and security protocols.

Corporate Governance

Diversey’s Board of Directors provides management oversight for the organization with three standing committees:

• Audit
• People Resources
• Nominating and Corporate Governance

Audit Committee

• Review our policies on risk assessments and risk management, including financial exposures, cyber security and climate risk
• Monitor our Code of Ethics and compliance with local and regulatory requirements designed to promote compliance and sustainability

People Resources Committee

• Develop incentive compensation goals related to ESG topics
• Oversee senior leadership talent, development, and diversity
• Review and monitor corporate diversity, equity, and inclusion programs

Nominating and Corporate Governance Committee

• Develop and recommend best practices and corporate governance principles to our Board of Directors
• Monitor significant ESG trends and board and committee oversight of relevant ESG issues
• Oversee political and charitable contributions
• Conduct shareholder outreach efforts on ESG issues

The Board of Directors follows several procedures and standards, including a Code of Conduct, Corporate Governance Policy, and Code of Ethics for Senior Financial Officers. For more information on these guidelines and our board committees, visit Diversey’s IR website.
Sustainability Governance

Transparency, engagement, and collaboration define how we approach sustainability at Diversey. Sustainability is not one person’s job or a standalone activity; it is integrated into our business model and the performance of every team member and business unit across our global operations.

Our Vice President of Corporate Sustainability oversees the company’s overall ESG performance, which is reported to the Chief Executive Officer and full Board of Directors on an annual basis. The Nominating and Governance Committee reviews ESG updates on a quarterly basis. Diversey’s Sustainability Advisory Team (SAT) advises the business on sustainability issues and consists of at least one member each from R&D, Portfolio (SAT) advises the business on sustainability issues and consists of at least one member each from R&D, Portfolio, and/or Marketing, Regulatory Affairs, and Product Stewardship.

Additionally, we use a Sustainability Scorecard to track and assess our progress against key sustainability performance indicators.

Ethics and Compliance

To achieve our mission to develop leading hygiene, infection prevention, and cleaning solutions that protect and care for people and the planet, we must always operate with integrity and responsibility.

Our Code of Conduct establishes expectations to guide ethical decision-making by our employees, while our Supplier Code of Conduct communicates our expectations of ethical behavior by our supplier partners. Our employees participate in annual training through a mixture of on-line and in-person training sessions.

We have an ongoing commitment to monitor and address any violations to our Code of Conduct or other policies.

Our Vice President of Corporate Sustainability has oversight of every team member and business unit across our global operations. The IDP Sustainability Scorecard includes criteria for the full product life cycle, compelling our development teams to not limit to product design and use only, but to consider upstream and downstream opportunities. In 2021, we were able to improve the sustainability of at least 80% of the projects in our innovation funnel. Scorecard improvements started from the front end and continued to the baseline, signaling a bright future for new solutions that will continue to deliver value to our customers.

Privacy and Cybersecurity

Diversey is committed to adhering to best practices in privacy and cybersecurity in our operations. We support monitoring of privacy and cybersecurity protocols for our employees, which include internal privacy training, cybersecurity training, phishing simulations, and training. Internal cybersecurity newsletters are helpful to employees protect themselves. Diversey also conducts a thorough review of our cybersecurity program based on the ISO 27001 framework. All new Diversey employees are evaluated through a privacy impact assessment, which helps us identify and manage the privacy risks in our operations.

Governance in R&D

Part of our commitment to sustain effective governance is to focus on key R&D initiatives to ensure we continue to innovate with sustainability in mind. In addition to compliance with our Responsible Chemistry Policy, Diversey uses a sustainability management process to identify innovation projects. As part of the Procter & Gamble Sustainable Chemistry Program, we are actively finding ways for 100% of innovation projects to be evaluated with a sustainability scorecard for 100% of innovation projects.

Diversey is committed to adhering to best practices in privacy and cybersecurity in our operations. We support monitoring of privacy and cybersecurity protocols.

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Appendix
Diversey continues to seek ways to enhance disclosures that are meaningful to our business and stakeholders. To share our filings and our corporate website.

To share your thoughts and suggestions, please contact us at ir@diversey.com.

Materiality

Materiality assessments and stakeholder engagement help us identify and prioritize the issues across our value chain that matter most to our business and stakeholders. Material issues either impact Diversey in terms of growth, risk, or opportunity and/or are deemed important by our stakeholders.

To update our material issues, in 2021 we hosted a series of discussions with stakeholders that included customers and the investment community. On an ongoing basis, we keep apprised of the most relevant issues to our company and industry through engagements such as customer business review meetings, industry networking groups, and NGO partnerships.

Stakeholder Engagement

The decisions we make as a company impact a variety of people around the world—from the employees who develop and manufacture our products to the customers that use our products each day. It’s important that we develop and manufacture our products to the customers of people around the world—from the employees who develop and manufacture our products to the customers. The decisions we make as a company impact a variety of people around the world—from the employees who develop and manufacture our products to the customers.

In 2021, Diversey conducted a series of stakeholder engagements with key stakeholders to identify key priorities and align our strategy around three central areas: getting to net-zero, enhancing worker well-being, and achieving shared value.

In line with our commitment to providing transparency and accountability, the key stakeholders we engaged with include employees, investors, management, NGOs and Community Organizations, and other key stakeholders.

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Sustainability Accounting Standards Board (SASB) Chemicals Standard

### Quantitative Rate

**RT-CH-320a.1** TRIR = 0.45 No fatalities

**RT-CH-410a.1** >25% of revenue expected from products that contribute to Net Positive ratio described on pages 12-13

**RT-CH-410b.1** All Diversey products undergo a hazard assessment.

**RT-CH-410c.1** Not relevant to our business

**RT-CH-540a.1** Diversey treats process safety incidents as reported above (RT-CH-320a.1)

**RT-CH-540a.2** Number of transport incidents

**RT-CH-000.A** 640,000 MT

**RT-CH-110a.1** 13,600

**RT-CH-120a.1** Diversey monitors and reports all air emissions from operations as required by air permits, where applicable

**RT-CH-130a.1** "Total = 142,000 Gigajoules
57% Grid Energy
<5% Renewable
<5% Self-Generated"

**RT-CH-140a.1** "Total = 700,000 cubic meters
Water Consumed = 322,000 cubic meters"

**RT-CH-140a.2** None

**RT-CH-150a.1** 2,150 MT

**RT-CH-210a.1** 2,150 MT

**RT-CH-250.A** 25

**RT-CH-320b.2** >25% of revenue expected from products that contribute to Net Positive ratio described on pages 12-13

**RT-CH-360.1** PG 10 & 37

**RT-CH-410b.2** PG 10 & 37

**RT-CH-530a.1** PG 36

**RT-CH-540a.2** Figure 16 & 17

**RT-CH-550c.1** FIG 36

**RT-CH-550c.2** FIG 35

### Discussion and Analysis

N/A

N/A

N/A

N/A

N/A

N/A

N/A

N/A

PG 10 & 37

PG 10 & 37

PG 10 & 37

N/A

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<th>Disclosure Title</th>
<th>Location in this report with additional information (page)</th>
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<td>Corporate Overview</td>
<td>Location in Diversey's Form S-1 (<a href="https://www.sec.gov/Archives/edgar/data/1104659/0001104659-21-029667">https://www.sec.gov/Archives/edgar/data/1104659/0001104659-21-029667</a>)</td>
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<td>102-1</td>
<td>Name of the organisation</td>
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<td>102-2</td>
<td>Activities, brands, products, and services</td>
<td>U.S. SEC Filing Form S-1 pp. 110</td>
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<td>Diversey, Crewe, Cheshire, Northwich, England</td>
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<td>Diversey is a publicly traded company listing as DSEY</td>
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Global Reporting Initiative (GRI) Standards: Core option

| 102-10: Governance | Governance structure | 36 | U.S. SEC Filing Form S-1 pp. 110-116 |
| 102-11: Stakeholder Engagement | List of stakeholder groups | 41 | |
| 102-12: Reporting Practice | Collecting stakeholder agreements | 61 | |
| 102-13: Approach to stakeholder engagement | Approaches and tools | 68-71 | |
| 102-14: Reporting cycle | Key topics and concerns raised | 68-71 | |

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https://diversey.com/en/code-conduct

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<td>Explanation of the material topic and its boundary</td>
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The management approach and its components

Evaluation of the management approach

Occupational health and safety management system

Hazard identification, risk assessment, and incident investigation

Occupational health services

Worker participation, consultation, and communication on occupational health and safety

Worker training on occupational health and safety

Promotion of worker health

Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

The management approach and its components

Explanation of the material topic and its boundary

Diversity of governance bodies and employees

Diversity of governance bodies and employees

Diversity of governance bodies and employees

Diversity of governance bodies and employees

Worker health and safety

The management approach and its components

Explanation of the material topic and its boundary

Diversity of governance bodies and employees

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GRI 405: Diversity and Equal Opportunity

GRI 405: Diversity and Equal Opportunity

GRI 413: Local Communities

GRI 416: Customer Health and Safety

Global Reporting Initiative (GRI) Standards: Core option