PENTAIR

2020 CORPORATE RESPONSIBILITY REPORT

Essential Resources for Life

#PentairProud

2020 Corporate Responsibility Report: Table of Contents

Letter to Our Stakeholders from Pentair President and CEO, John L. Stauch

Dear Stakeholders,

Welcome to Pentair's 2020 Corporate Responsibility Report: *Essential Resources for Life.* Our mission is to deliver smart sustainable solutions that empower our customers and employees to make the most of life's essential resources - your resources, our resources, and the world's resources. Built on a foundation of our Win Right Values, sustainability is how we create products that positively contribute to the world, and how we steward sustainable practices that minimize environmental impact.

In 2020, we advanced what social responsibility and sustainability mean to Pentair, and accelerated the role we play in the Environmental, Social, and Governance (ESG) areas. We are pleased to share highlights of our progress in this year's report, and our commitments going forward.

Advancing Environmental Sustainability

We recognize that as a company, we have a responsibility to reduce our own impact on the environment as well as lead in developing solutions to address the global water and climate change challenges of the future. Our company has built a solid foundation and made great strides in this area. In 2020, we further advanced this work.

We continue to see the impacts of global warming and climate change through extreme weather events, large storms, and heat waves resulting in flooding, droughts, and fires. The effects of climate change can impact the security of essential infrastructure management systems, and Pentair solutions help to keep these systems secure, including our flood control systems which work to keep urban spaces and municipalities dry.

Our solutions also help to improve environmental sustainability. Our water filtration solutions reduce the demand for single-use bottled water and provide point of use filtration to reduce the resources required to enjoy water. Building on our track record of developing sustainable solutions, we are very proud that, in 2020, Pentair passed our 2,000th customer installation of our carbon dioxide (CO_2) system. These systems allow customers to capture CO_2 from manufacturing processes before it is released into the atmosphere and then recycle it to produce other valuable byproducts. In addition, for the eighth consecutive year, the EPA awarded our variable speed pool pumps as an ENERGY STAR Partner for our outstanding contributions to protecting the environment through superior energy efficiency achievements.

Within our own operations, we reduced waste generation and continued our strong performance in landfill diversion. We have also steadily reduced our electricity and natural gas usage over time, while increasing production volumes. Going forward, we are focused on getting even better in reducing our impact on climate change.

Our Commitment to Social Advancements and Equity

In 2020, we accelerated our Inclusion and Diversity (I&D) journey, introducing and implementing actions and long-term programs designed to achieve a more inclusive and diverse workforce.

I signed the CEO Action Pledge for Diversity and Inclusion™ committing to a specific set of actions Pentair plans to take to cultivate an inclusive environment. We provided paid time off for employees to volunteer, as well as a double match for employee contributions toward social justice issues. We also continue to make investments in community social justice organizations, advocating and supporting volunteerism to advance equity in our communities. We are committed to supporting a culture of unity and upholding our responsibility in creating a workplace that embraces our differences and support for each other.

Advancing Governance and Establishing a Formalized Social Responsibility Strategy

Creating value for our shareholders and meeting and leading the challenges of today are central to our culture of Winning Right and our commitment to accountability for performance.

We exemplified this commitment with the appointment of Karla Robertson, Executive Vice President, General Counsel, and Secretary, to the additional role of Chief Social Responsibility Officer. With oversight and strategic direction provided by the Pentair Board of Directors, Karla is leading Pentair's social responsibility program and has formalized a strategy that includes the development and launching of Pentair's Social Responsibility Targets outlined in this report.

Building a Leading, Socially Responsible Company

One of our biggest accomplishments last year was the team's excellent response to the COVID-19 pandemic. Our residential businesses experienced strong demand for their products and solutions. It took the agility of our operations and sourcing teams to meet the expectations of our customers. I have enormous appreciation for, and pride in, our employees who lived our Win Right Values, focusing on keeping our workforce safe and healthy, while delivering for our customers and shareholders.

We understand that in order to provide value and adapt to the changing world around us, we must continue to integrate the tenets of ESG into our business strategies and practices. We firmly believe this will support our efforts in cultivating a long-term value proposition for Pentair. It is the right thing to do, it is good business, and it is tied to what our employees, customers and shareholders value. We have our sights set on 2030 and 2050, and we strive to be a leading socially responsible company that is a destination for investors and engaged, diverse, and top talent.

Well-Positioned for Our Future

Sustainability is more than an initiative at Pentair; it is core to how we operate. From our residential and business solutions that help people move, improve and enjoy their water, to our sustainable innovations and applications, Pentair makes the most of life's essential resources. We are excited about our journey ahead.

Thank you.
John L. Stauch
President and CEO, Pentair

Letter to Our Stakeholders from Pentair EVP, General Counsel, Secretary, and Chief Social Responsibility Officer, Karla Robertson

Dear Stakeholders,

As the newly-appointed Chief Social Responsibility Officer at Pentair, I am excited about advancing and accelerating Pentair's journey towards delivering a more sustainable company. Social responsibility is at the heart of how we operate through our Mission and Win Right Values.

We are advancing our efforts through our newly formed Office of Social Responsibility, unifying our stakeholders around our shared mission and commitment to being a positive influence on the social and environmental issues of today. We are integrating Environmental, Social, and Governance (ESG) practices throughout our businesses, creating broad accountability for our strategy, and actively tracking and measuring our progress on our journey in building a leading, socially responsible company.

In 2020, we set the foundation for the next phase of our work in social responsibility by completing an ESG materiality assessment. As further outlined in this report, we engaged Pentair's key stakeholders in a formal process to holistically understand their priorities in ESG areas, and identified the following as priority areas:

- **Reducing our greenhouse gas emissions impact;**
- Furthering Pentair's **water stewardship** within our operations;
- **Innovating** to deliver water and energy efficient solutions;
- Building a more **environmentally and socially sustainable supply chain;** and
- Building an **inclusive and diverse workforce**.

We are excited about advancing our work in these priority areas. They are aligned with our business strategies and are designed to positively contribute to our business. And, as our materiality assessment showed, they matter to our stakeholders. With oversight from our Board of Directors, using our priority areas as our guide, we have developed our Social Responsibility Strategic Targets, which I am pleased to announce here.

We are targeting reducing our Scope 1 and 2 greenhouse emissions by 50% from a 2019 baseline by 2030, and aim to achieve carbon neutrality by 2050

We are targeting a 30% reduction in overall water withdrawal from a 2019 baseline by 2030

We plan to further assess, design, and commercialize our products for environmental sustainability to reduce our customers' impact on climate change. Our targets include:

- Enhancing our product innovation processes for increased focus on environmental sustainability in 2021

- Launching our enhanced innovation processes in 2022 where we plan to:
  - Assess 100% of new products using this enhanced innovation process beginning in 2022
  - Include a product sustainability rating as an equally weighted factor in commercialization decisions

- Developing a standardized process for aggregation of product sustainability achievements to disclose customer energy, water, and chemical savings made possible by the use of our products

In partnership with our suppliers, we are expanding our social responsibility strategy beyond our operations to build a more sustainable supply chain. Our targets include:

- In 2021, we plan to refresh our Supplier Code of Conduct with increased focus on environmental sustainability and social responsibility.

- In 2022, we plan to launch an enhanced Supplier Code of Conduct alongside an updated supplier assessment process, in which we aspire to:
  - Assess 100% of new suppliers with projected spend of greater than $1M to ESG maturity by 2025
  - Assess top 80% of existing suppliers by spend to ESG maturity by 2030

Our diversity and inclusion targets include achieving an inclusive and diverse workforce and leadership team that embraces the communities in which we live, work, and serve, with a specific focus on increasing women in leadership positions globally and persons of color representation in U.S. leadership positions.

Further details about these targets are highlighted throughout this report. Additionally, we enhanced our ESG disclosures to increase transparency and accountability and this report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards, Core option. We also began mapping to the Sustainability Accounting Standards Board (SASB) as well as the Task Force on Climate-Related Financial Disclosure (TCFD) recommendations.

By harnessing our collective power, we are enthusiastic about continuing to make a difference as we drive our business for growth, employee engagement, and long term value creation for our shareholders, while helping to create a healthier, more sustainable and socially responsible future.

Sincerely,

Karla Robertson

Executive Vice President, General Counsel, Secretary, and Chief Social Responsibility Officer

A WINNING COMPANY

#PentairProud

1.1 What We Stand For

YOUR RESOURCES. OUR RESOURCES. THE WORLD'S RESOURCES.

Pentair makes the most of life's essential resources. From our residential and business solutions that help people move, improve and enjoy their water, to our sustainable innovations and applications, we deliver sustainable solutions for life.

OUR PURPOSE

We believe the health of our world depends on reliable access to clean, safe water.

OUR MISSION

Pentair delivers smart, sustainable solutions that empower our customers to make the most of life's essential resources.

OUR VISION

To be the leading residential and commercial water treatment company built through empowered employees, delivering for customers, and creating value for shareholders.

WE WIN RIGHT THROUGH OUR VALUES

Our Win Right values are the foundation for our company and shape how we do business and treat one another. We "win" by delivering on our values of Customer First, Accountability for Performance, and Innovation & Adaptability. And we do it the "right" way, though Positive Energy, Respect & Teamwork, and Absolute Integrity.

▶ WIN

CUSTOMER FIRST	INNOVATION AND ADAPTABILITY	ACCOUNTABILITY FOR PERFORMANCE
We make it easy for customers to do business with Pentair and are tenacious about meeting customer commitments.	We actively pursue continuous improvement, adapting to changing circumstances and applying new ideas.	We commit to high standards of performance and demonstrate personal ownership for getting the job done.

▶ RIGHT

ABSOLUTE INTEGRITY	RESPECT AND TEAMWORK	POSITIVE ENERGY
We are committed to honest and ethical business practices in our dealings with customers, business partners, investors, communities, and each other.	We treat others with respect and openness; we collaborate and align with others for team success.	We display a positive outlook and take responsibility for our impact on others.

Watch video **here**

> **" Accountability for Performance is not just looking at performance on a weekly basis or a monthly basis but displaying it [accountability] every single day. "**
>
> **SANJAY, OPERATIONS**

OUR PROCESS

The Pentair Integrated Management System (PIMS) is the foundation of our success at Pentair. The three pillars of PIMS: Lean Enterprise, Talent Development and Commercial Excellence provide the operating system, language and tools to ensure we are building sustainable performance across our entire global enterprise.

1.2 Social Responsibility at Pentair

As a leading provider of water treatment and sustainable solutions, we know that the work we do and the products and services we provide help improve our world, smartly and sustainably. A shared belief in our mission inspires us to direct our passion, energy, and ingenuity into developing solutions that improve people's lives, homes, and businesses, engage our employees and help build value for our shareholders.

From creating sustainable solutions that make the most of the world's essential resources, undertaking continuous improvements to minimize the environmental impact of our operations, maintaining strong corporate governance and focusing on philanthropic endeavors in our local and global communities, we strive to make a positive impact on the social and environmental issues of today. Now, with the newly announced **Social Responsibility Strategic Targets**, we are excited to accelerate our journey.

2020 Materiality Assessment*

In advance of the development and announcement of our strategic targets, Pentair executed an Environmental, Social, and Governance (ESG) materiality assessment in 2020, with the objective to better understand ESG areas of business opportunity and risk, the broader context within which our company operates, and the priority ESG actions that we should take to further refine our strategy and communications. Our analysis consisted of the following steps:

1. Completed desktop research to identify relevant ESG topics to the Pentair business based on peer leading practices, stakeholder requests, and industry trends. This was supported by a third party and followed best practices such as those published by the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), and the Taskforce on Climate-related Financial Disclosures (TCFD).

2. Conducted surveys and interviews with key internal and external stakeholders to gather quantitative and qualitative information that enabled us to prioritize ESG topics and more holistically understand the perspectives of each stakeholder group. Stakeholders directly engaged included Pentair leadership, key customers, investors, suppliers, community organizations, and employees.

3. Reviewed available data and information (e.g., metrics, performance, goals, strategies, and programs) and further engaged with internal leaders and subject matter experts to gain a better understanding of our current state. In addition, this enabled us to work through the boundaries for each ESG priority, mapping impact areas across our value chain.

4. Aligned findings with Pentair leadership and our Board of Directors creating our ESG priorities for action and communication.

Our assessment and stakeholder engagement process highlighted key focus areas and informed our social responsibility strategy, which are integrated into our existing business strategy. Supported by our Win Right Values, these focus areas align with our purpose-driven brand and provide a foundation for our forward-thinking social responsibility focus. Several ESG topics were not deemed a priority for strategic engagement; however, they are still important to Pentair, and are managed by leadership and we have included information about some of these topics in this report.

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* The term material, as used in this report, is based on a different definition of materiality than used in U.S. securities law.

MATERIALITY MATRIX

IMPORTANCE TO EXTERNAL STAKEHOLDERS

IMPORTANCE TO PENTAIR

PRIORITY TOPICS

OTHER TOPICS
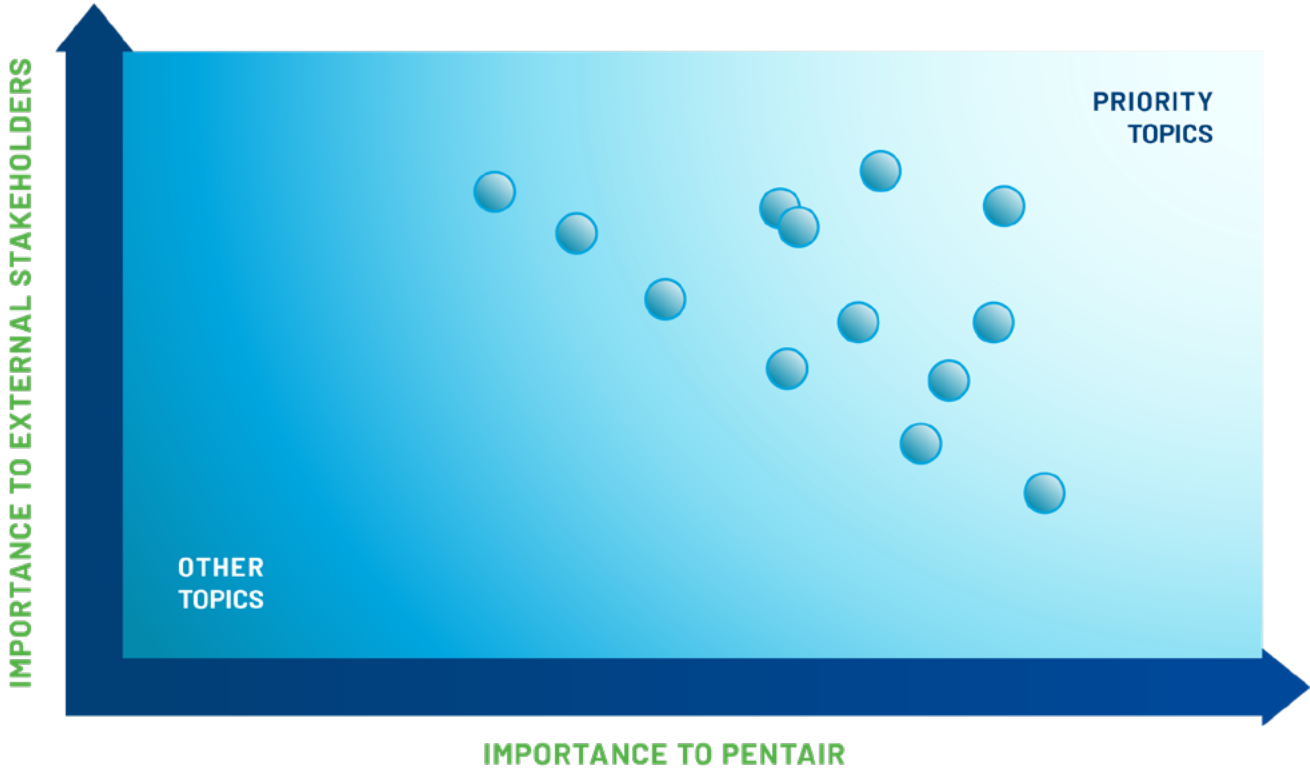
ENVIRONMENTAL

- Energy Management in Operations
- GHG Emissions from Operations
- Hazardous & Nonhazardous Waste Management in Operations
- Product Design for Sustainability
- Water Consumption in Operations
- Wastewater Effluent from Operations

SOCIAL

- Employee Engagement
- Employee Health and Safety
- Inclusion & Diversity
- Supplier Code of Conduct

GOVERNANCE

- Senior Leadership/Board-level ESG Oversight
- S.M.A.R.T. ESG Goals & Targets
- Supplier Assessment & Engagement

STAKEHOLDER ENGAGEMENT

Throughout our routine business management processes, we engage with our internal and external stakeholders to guide our strategy to maximize our value. The following Stakeholder Engagement Table highlights the multiple interactions we host to inform and advise business strategy.

	STAKEHOLDER INTERESTS	ENGAGEMENT METHODS
EMPLOYEES	• HEALTH & SAFETY • EMPLOYEE ENGAGEMENT AND DEVELOPMENT • PRODUCT SAFETY • BUSINESS PERFORMANCE • SUPPLY CHAIN MANAGEMENT • INCLUSION & DIVERSITY • PRODUCT DESIGN & INNOVATION FOR THE ENVIRONMENT	• TOWN HALL MEETINGS • DEVELOPMENT PROGRAMS • LEADERSHIP COMPETENCIES • EMPLOYEE FEEDBACK • TRAININGS
CUSTOMERS	• PRODUCT SAFETY, SUSTAINABILITY, AND INNOVATION • CUSTOMER SUPPORT • SUPPLY CHAIN MANAGEMENT • INCLUSION & DIVERSITY • ENVIRONMENTAL PERFORMANCE	• DEDICATED BUSINESS CONTACTS • CUSTOMER SURVEYS • REGULAR CUSTOMER MEETINGS • PROCUREMENT PROCESSES • EVENTS • ONLINE ENGAGEMENT
INVESTORS	• BUSINESS PERFORMANCE • SENIOR LEADERSHIP / BOARD-LEVEL ESG OVERSIGHT • GHG EMISSIONS FROM OPERATIONS • ESG GOALS & TARGETS • ENVIRONMENTAL DATA TRACKING & TRANSPARENCY • RISK MANAGEMENT	• QUARTERLY EARNINGS CALLS • INVESTOR FORUMS • REGULAR MEETINGS WITH PENTAIR LEADERS • QUARTERLY AND ANNUAL REPORTING • CONFERENCES • SUSTAINABILITY BENCHMARKING
SUPPLIERS	• PROCUREMENT OPPORTUNITIES • HEALTH & SAFETY • SUPPLY CHAIN MANAGEMENT • PRODUCT SAFETY & SUSTAINABILITY	
COMMUNITY	• COMMUNITY INVESTMENTS • ENVIRONMENTAL PERFORMANCE • HUMAN RIGHTS • PRODUCT SAFETY • SENIOR LEADERSHIP / BOARD-LEVEL ESG OVERSIGHT	• SUPPORT LOCAL CAUSES AND ORGANIZATIONS • DONATIONS TO NON-PROFITS • CONTRIBUTING WATER RESOURCES TO COMMUNITIES IN NEED • EMPLOYEE VOLUNTEERISM • SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH (STEM) EDUCATION PROGRAMS

PENTAIR SOCIAL RESPONSIBILITY STRATEGIC TARGETS

Through our business solutions and the innovation and commitment of our talented employees, we have an opportunity to make unique contributions to global efforts for greater sustainability and equity. With oversight from the Executive Leadership Team and our Board of Directors, we have developed the following Social Responsibility Strategic Targets:

CARBON FOOTPRINT REDUCTION

Pentair is committed to the transition to a low-carbon economy through reducing our emissions impacts. Using tools developed by the Science Based Target initiative (SBTi) and in alignment with the Intergovernmental Panel on Climate Change (IPCC) 1.5° scenario:

- We are targeting **reducing** our Scope 1 and 2 **greenhouse gas emissions by 50%** from a 2019 baseline by 2030, and aim to achieve **carbon neutrality by 2050**

RESPONSIBLE SUPPLY CHAIN

In partnership with our suppliers, we are expanding our social responsibility strategy beyond our operations to build a more sustainable supply chain. Our targets include:

- In 2021, we plan to refresh our Supplier Code of Conduct with increased focus on environmental sustainability and social responsibility.
- In 2022, we plan to launch an enhanced Supplier Code of Conduct alongside an updated supplier assessment process, in which we aspire to:
  - Assess 100% of new suppliers with projected spend of greater than $1M to ESG maturity by 2025
  - Assess top 80% of existing suppliers by spend to ESG maturity by 2030

WATER REDUCTION

Water stewardship is an important focus for the Pentair business.

- We are targeting a **30% reduction** in overall water withdrawal from a 2019 baseline by 2030

INCLUSION & DIVERSITY

Through living our Win Right values, Pentair is committed to continuing to strengthen our existing culture through an inclusive and diverse workplace, by attracting, developing, and retaining top talent and building the inclusion and diversity core capabilities of our organization. By leveraging diverse teams we will enable strong business performance and improve the employee value proposition. Our diversity and inclusion targets include:

Achieving an inclusive and diverse workforce and leadership team that embraces the communities in which we live, work, and serve:

- With a specific focus on increasing women in leadership positions globally and POC representation in U.S. leadership positions

PRODUCT DESIGN FOR SUSTAINABILITY

We plan to further assess, design, and commercialize our products for environmental sustainability to reduce our customers' impact on climate change. Our targets include:

- Enhancing our product innovation processes for increased focus on environmental sustainability in 2021
- Launching our enhanced innovation processes in 2022 where we plan to:
  - Assess 100% of new products using this enhanced innovation process beginning in 2022
  - Include a product sustainability rating as an equally weighted factor in commercialization decisions
- Developing a standardized process for aggregation of product sustainability achievements to disclose customer energy, water, and chemical savings made possible by the use of our products

1.3 Delivering Leading Solutions Through Our Company

Our proven portfolio of solutions enables people, businesses, and industries to access quality water and help deliver sustainable water solutions. It starts with a legacy of solving real problems with smarter technology.

Whether it is residential and business solutions to help people move, improve, and enjoy their water, or sustainable innovations and applications, Pentair's comprehensive range of solutions help manage the world's essential resources. Collaborating with industry partners, governments, non-governmental organizations (NGOs), and others, we serve a wide variety of customers in residential and commercial, food and beverage, industrial, and infrastructure verticals.

Pentair is comprised of two reportable business segments: Consumer Solutions and Industrial & Flow Technologies.

Consumer Solutions:

Energy-efficient residential and commercial pool and spa equipment and accessories, water treatment systems and services including whole home water filtration, drinking water filtration, water softening solutions, and commercial total water management and filtration in food service operations. The primary focus of this segment is business-to-consumer.

Industrial & Flow Technologies:

Water and air resource management solutions for homes, communities, and industry including a broad range of pumping solutions, wastewater reuse systems, advanced membrane filtration, membrane bioreactors, separation systems, fluid treatment systems, carbon dioxide (CO_2) recovery, and biogas upgrading solutions. These products and systems are used in a range of residential, industrial, and municipal applications including water treatment, wastewater solids handling, pressure boosting, circulation and transfer, fire suppression, flood control, food and beverage manufacturing, agricultural irrigation, and crop spray. The primary focus of this segment is business-to-business.

OVERVIEW OF BUSINESS

APPROXIMATELY

9,750

EMPLOYEES IN

21

COUNTRIES

AS OF 12/31/2020

36 Manufacturing Plants

17 Service Centers

18 Offices (Sales & Corporate)

23 Distribution / Warehouses

Main U.S. management office: Golden Valley, Minnesota
Global headquarters: London, U.K. Incorporated in Ireland with U.K. tax residency

OUR FOOTPRINT

Facilities and Square Footage (FY2020)

MANUFACTURING PLANTS	36	5,307,304 SQ FT.
DISTRIBUTION / WAREHOUSES	23	1,019,109 SQ FT.
OFFICES	18	232,389 SQ FT.
SERVICE CENTERS	17	142,332 SQ FT.
RESEARCH AND DEVELOPMENT (R&D)	2	85,662 SQ FT.
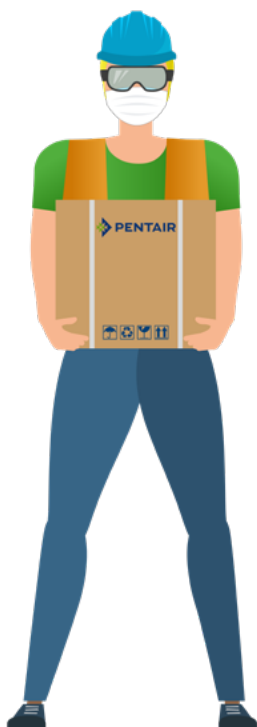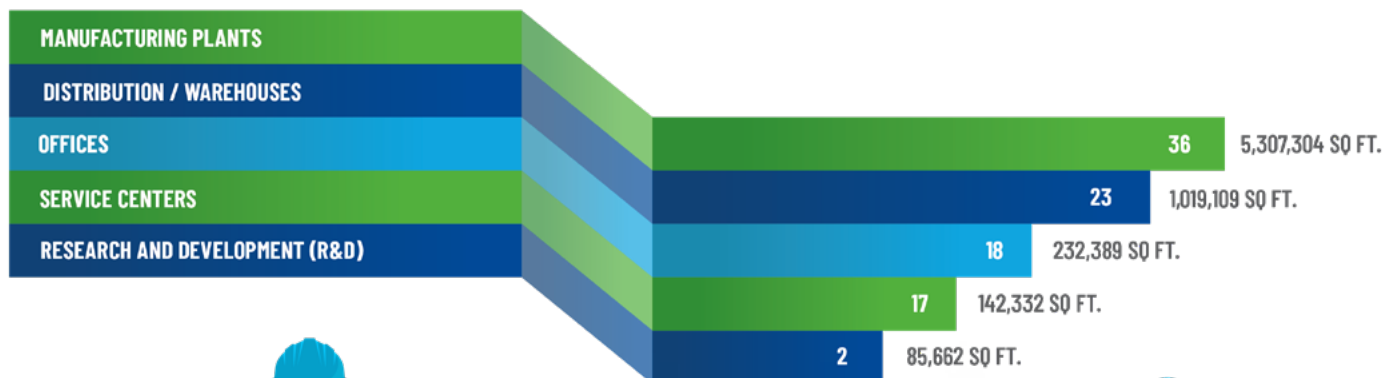
Sales by Segment (In Millions)

SALES* (IN MILLIONS)	FY 2018	FY 2019	FY 2020
CONSUMER SOLUTIONS	$1,578.4	$1,611.7	$1,742.9
INDUSTRIAL & FLOW TECHNOLOGIES	$1,385.4	$1,344.1	$1,273.6
OTHER	$1.3	$1.4	$1.3
TOTAL (IN MILLIONS)	$2,965.1	$2,957.2	$3,017.8

* For detailed information on sales by business and region, see our **Annual Report**.

1.4 Our Response to the COVID-19 Pandemic

In March 2020, the World Health Organization declared the COVID-19 outbreak a global pandemic. The COVID-19 pandemic spread throughout the United States and the world, with the continued potential for significant impact on various aspects of everyday life.

From the earliest signs of the outbreak, we took proactive action to protect the health and safety of our employees, customers, suppliers, and our communities. We formed a COVID-19 Core Team, with direct oversight from Pentair's Executive Leadership Team, to lead all aspects of COVID-19 controls and response and help ensure the organization stayed abreast of the rapidly developing pandemic.

Throughout this report, we have highlighted specific actions that were taken to address the impacts of COVID-19 as related to our operations, employee health and safety, employee engagement and training, and philanthropic efforts. Our holistic response approach continues to remain focused on the health and safety of our employees, customers, suppliers, and our communities.

PENTAIR COVID-19 RESPONSE APPROACH

EMPLOYEE HEALTH & SAFETY

Standardized Exposure Control Plan with site-specific measures including sanitization, social distancing, and facial coverings

Telework policy for employees able to work from home

Global case tracking

EMPLOYEE ENGAGEMENT

COVID-19 information hub on employee intranet site

COVID-19 employee surveys

Virtual training opportunities

#PentairProud campaign for employees to share support and words of encouragement

SUPPLY

Centralized supply management to ensure access to protective equipment

Worked continuously with suppliers to mitigate potential supply chain disruptions

COMMUNITY

Contributed $250,000 to United Way to support COVID-19 relief efforts

Enhanced Team Pentair matching gift program to include virtual team volunteer activities

EMPLOYEE BENEFITS

COVID-19 pay assistance, expanded telemedicine access

Cover COVID-19 related medical expenses for our associates

Two hours paid time off to support vaccine appointments

CUSTOMERS

Established travel, field work, and meeting safety protocols

Continuously reviewed customer needs to mitigate business impact to customers

Implemented limited contact and virtual consultations for in-home customers

For more discussion of the impact of the COVID-19 pandemic on our business please see our **Annual Report on Form 10-K** for the fiscal year ended December 31, 2020 (the "Form 10-K") filed with the Securities and Exchange Commission (the "SEC").

SPOTLIGHT:

COVID-19
Employee Survey

To understand the impact of the COVID-19 pandemic on our workforce and inform how Pentair could continue to support employees and meet business needs, we deployed a global employee survey to our professional and production employees.

Overall, the results indicated that Pentair put appropriate procedures, policies, and resources in place to help safeguard employee health and well-being. Employees felt informed and supported as they coped with both professional and personal challenges related to the pandemic.

Based on feedback from our production employees, we also conducted follow-up focus groups to gather more specific insights into how we can best manage unique challenges that they faced.

The feedback we received through the survey and focus groups is helping Pentair think about the future design of the workplace. Listening and learning through the collective experience of our employees is a key element of our Win Right culture and we plan to conduct additional surveys in the future.

#PENTAIRPROUD: EMPLOYEES RALLY IN SUPPORT OF EACH OTHER

Global Appreciation Events

In recognition of the contribution and commitment by our production employees that continued to work on-site throughout the COVID-19 pandemic, some employees chose to show support and appreciation of their colleagues with "thank you" displays, and even a parade.

Reynosa, Mexico and Goa, India

With the health care systems in Mexico and India struggling to keep up with local needs for sanitization and other needed supplies, Pentair's local Environmental, Health and Safety (EHS) and Operations teams created "COVID-19 kits" for employees to take home to their families to help prevent the spread of the coronavirus in the community.

Brookfield, Wisconsin, United States

In support of production employees in Brookfield, Wisconsin, local leaders created video messages to play on the site's TV monitors, offering words of support and gratitude.

WINNING SOLUTIONS

2.1 Our Approach to Product Innovation

Combining Pentair's global perspective, deep expertise, and proven innovation processes, we deliver smart, sustainable solutions to help our customers make the most of life's essential resources. We recognize the opportunity and responsibility to develop solutions that address global water and climate change challenges, while enhancing reliability and reducing the potential environmental impact of our products.

We plan to further assess, design, and commercialize our products for environmental sustainability to reduce our customers' impact on climate change. Our targets include:

- Enhancing our product innovation processes for increased focus on environmental sustainability in 2021
- Launching our enhanced innovation processes in 2022 where we plan to:
  - Assess 100% of new products using this enhanced innovation process beginning in 2022
  - Include a product sustainability rating as an equally weighted factor in commercialization decisions
- Developing a standardized process for aggregation of product sustainability achievements to disclose customer energy, water, and chemical savings made possible by the use of our products

Innovation Process Advances Product Sustainability

The cornerstone of Pentair's innovation development is the proven "3D" Innovation Process. Its three phases—Discover, Develop, Deploy—deliver technologies and solutions that solve critical challenges for our diverse customers while prioritizing new product investment opportunities to help drive growth. Focusing on adaptability, creative problem solving, and continuous improvement within each phase of the 3D process, our designers and engineers look for opportunities to reduce the environmental and social impacts of our products and solutions.

Through advanced digitization of the 3D Process, the engineering and product management teams can quickly collect relevant data to conduct portfolio and product assessments to evaluate the environmental impact of our products. The data is also combined with customer input and utilized in future design considerations.

In addition to advancing organic product development, Pentair utilizes targeted investments, strategic partnerships, and acquisitions to accelerate and augment the research and development process for commercialization opportunities aligned to strategic growth initiatives. In 2020, Pentair announced the acquisition of Rocean, a maker of smart countertop filtration solutions. The Rocean product lines help reduce single use plastic bottles in homes and businesses, keeping them out of landfills and oceans.

OUR PROVEN THREE-STEP INNOVATION PROCESS: SUSTAINABILITY CHECKPOINTS

MAJOR TRENDS IN CUSTOMERS' NEEDS AND EMERGING TECHNOLOGIES

Focus on meeting the key needs identified in "Discover" phase

Design products with fewer parts and more sustainable materials

Design for longer product lifespans

DISCOVER **DEVELOP** **DEPLOY**

Assess feedback from customers and incorporate improvements to reduce and recover by-products and waste

Improve overall efficiency

Improve quality

Meet new regulations

Address new and emerging needs and of key industries

Deliver via lower-impact transportation alternatives

Focus on maintenance and service to extend product life

Elicit feedback from customers on performance to drive continuous improvement

RESEARCH AND DEVELOPMENT	2018	2019	2020
TOTAL NUMBER OF PATENTS GRANTED	1002	943	810
NUMBER OF PATENTS GRANTED IN THE UNITED STATES	332	351	345
TOTAL NUMBER OF PATENTS PENDING	267	212	158
NUMBER OF PATENTS PENDING IN THE UNITED STATES	105	86	83
RESEARCH AND DEVELOPMENT SPEND (MILLION USD)	$76.7	$78.9	$75.7
NUMBER OF ENGINEERS SPECIFICALLY DEDICATED TO R&D	610	675	692
NUMBER OF TECHNOLOGY INNOVATION CENTERS	2	2	2

2020 INNOVATIVE SOLUTIONS SHOWCASE

Pentair FreshPoint Easy Flow Filtration System

The new Pentair FreshPoint Easy Flow Filtration System provides filtered water straight from the tap, reducing 99 percent of lead in addition to chlorine taste, odors, and waterborne cysts such as Giardia and Cryptosporidium. The under-counter system can be installed quickly and easily, making it ideal for the kitchen, bathroom, or home entertaining area. The filter is rated for up to 3,000 gallons, approximately a year's worth of water for an average U.S. household sink. This translates to reducing the need for **22,700** single-use plastic bottles for each system.*

Pentair Connected Salt Level Sensor

Water softeners help improve a home's water quality and efficiency by reducing the buildup of minerals such as calcium and magnesium that can result in hard water spots and contribute to wear of water-using appliances like dishwashers and washing machines. Maintaining a water softener is relatively simple but requires the salt level be maintained at a level adequate to flush out the minerals from hard water. The new Pentair Connected Salt Level Sensor, paired with the Pentair Home app, helps ensure a continuous flow of soft water by providing alerts to the owner's smart device when the water softener's salt level is low.

Pentair Fleck Connected Valve Series

For homeowners looking to stay connected with their certified water professional in monitoring their home's water system, the Pentair Fleck Connected Valve Series delivers peace of mind that their water softening system is operating smoothly and efficiently. Homeowners can track their softener's performance, check salt levels, and receive alerts via the Pentair Home app, while also monitoring overall water usage to help make smarter water choices for their family. With the ability to connect with the Pentair Pro app, homeowners can opt to allow a Certified Fleck Connected Professional to monitor and review system information remotely and troubleshoot problems by phone. Remote connectivity reduces the need for travel to the home that would otherwise be required with traditional systems, which, in turn, cuts back on emissions associated with travel. When a home visit is required, the Pro app features enable the water treatment professional to plan service and delivery routes more efficiently.

* Calculations based on 16.9 fluid ounce bottle.

Pentair Total Water Management

Commercial foodservice operators have long trusted Pentair technology to deliver superior water treatment solutions. The Pentair Total Water Management solution combines expertise, technology, and services to design a custom water management solution to help optimize water use while ensuring delivery of high-quality food and beverages. With this professional support throughout the process, operators can benefit from improved maintenance, reduced equipment downtime, and product longevity.

Pentair BrewAssist

The Pentair BrewAssist provides brewery managers and operators with a virtual assistant, consisting of a mobile app and a web application, to help optimize the beer membrane filtration process. Data-driven dashboards provide process insights to help improve product quality and safety, and aid in the efficient use of energy, water, and cleaning chemicals. Additionally, by using the mobile app, operators receive push notifications helping to prevent downtime or performance drops.
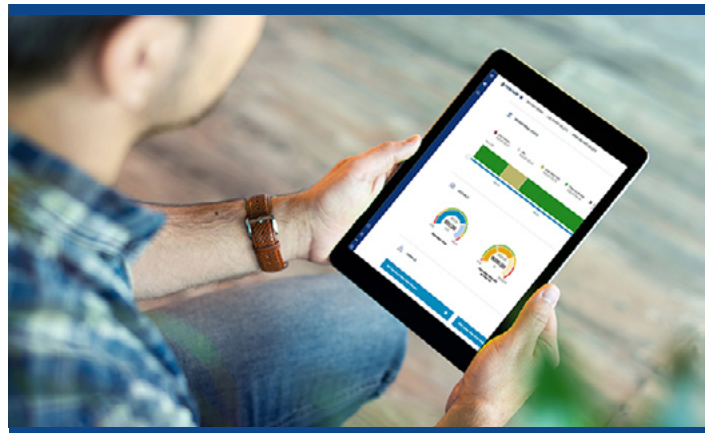
Pentair X–Flow XF75 Membrane

Pentair's newest ultrafiltration membrane was redesigned to create additional membrane surface area within the existing footprint, allowing water treatment systems to boost performance without increasing size. In addition to helping improve the water efficiency of a customer's plant, pilot performance results demonstrated it achieved 10 percent higher flux with the same energy usage as its predecessor model.

#PENTAIRPROUD: PENTAIR DELIVERS SOLUTIONS IN RESPONSE TO COVID-19

Living and working in communities around the globe, our employees sprang into action to deliver smart, sustainable water solutions where they were needed most in response to COVID-19.

Critical Components for Ventilators

For more than 35 years, Pentair has engineered and supplied air filtration components for some of the world's leading manufacturers of medical devices. At the onset of the global pandemic, Pentair mobilized to contribute critical technologies used to help COVID-19 patients. As there was a pressing need for more ventilators in hospitals, Pentair ramped up component production to help meet the increased demand.

Pentair's air filtration components are designed to help filter out bacteria and viruses in ventilators and other devices. The filtration components help both the patients and hospital staff with a two-way filtration system—hospital air is filtered on the breath in, ensuring filtered air for the patient; and filtered when a patient breathes out, ensuring filtered air for the healthcare workers. This critical equipment is manufactured in accordance with Food and Drug Administration requirements and each filter is tested to help ensure the highest quality in the industry.

Water Treatment Solutions for Medical Needs

Pentair manufactures media tanks and other water treatment components for the removal of potential contaminants from the water used in kidney dialysis systems. These systems were needed to help treat people affected by COVID-19 who developed moderate or severe kidney damage requiring dialysis.

Early in the COVID-19 pandemic, a New York hospital, located in an area with a large volume of COVID-19 patients, contacted Pentair with an urgent request for these water treatment components. A cross-functional team of representatives from sales, product management, and customer service quickly came together to assemble the needed parts and shipped them to meet the customer's needs.

Critical Infrastructure to Reopen Closed Hospital

In suburban Chicago, health officials decided to reopen a hospital that had been closed for ten years in order to support COVID-19 relief efforts. However, a new fire suppression system was needed before it could reopen. The team at Pentair's North Aurora manufacturing facility acted with urgency to deliver the new fire pump under a tight timeline. From project management to production, assembly, and testing, everyone worked diligently to get this crucial piece of infrastructure to the hospital, shipping the order out on the same day it was received.

*Note: Photographs were taken prior to implementation of mask requirements.

2.2 The Impact of Our Solutions

INDUSTRIAL, MUNICIPAL & AGRICULTURE SOLUTIONS

BIOGAS UPGRADING

Converts biogas produced from organic matter, such as food scraps and animal waste, to bio-methane and food-grade CO_2.

CARBON CAPTURE AND UTILIZATION (CCU) TECHNOLOGY

Recovers CO_2 from the manufacturing process before it is released into the atmosphere, and recycles it to produce other valuable byproducts.

IRRIGATION SOLUTIONS

Deliver water resources only where and when they are needed.

PRECISION AGRICULTURE SOLUTIONS

Lessen environmental impact by using less chemical spray, thereby reducing potential runoff to nearby surface water.
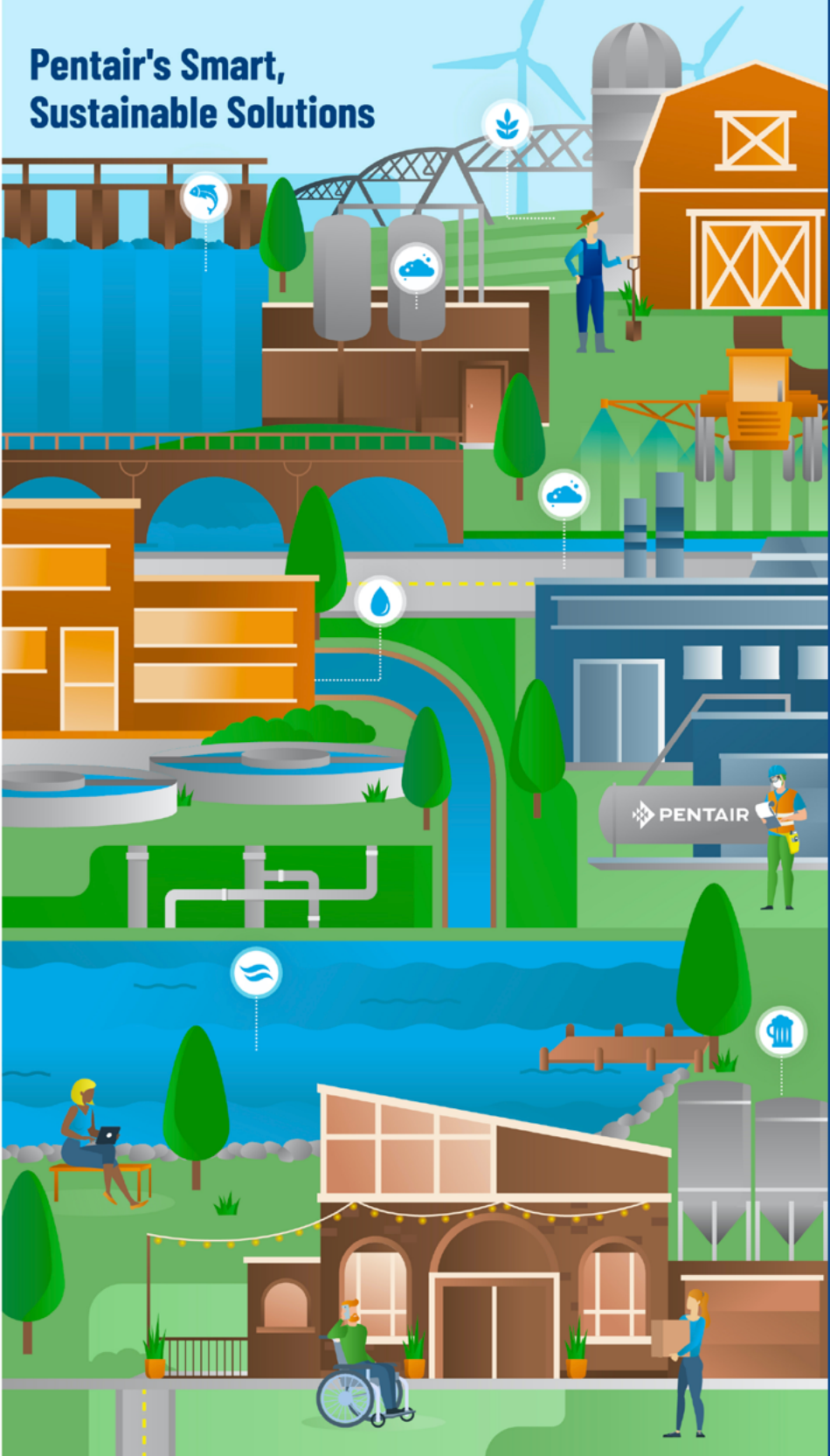
FLOOD CONTROL SOLUTIONS

Highly engineered systems help keep urban spaces dry, and fish-friendly technology allows fish to safely pass through the pump.

WATER TREATMENT SOLUTIONS

Filters municipal drinking water and treats wastewater for reuse or safe return to environment.

HOLLOW FIBER NANOFILTRATION TECHNOLOGY

Produces drinking water from surface water in just one-step, reducing the use of chemicals and energy typically required.

FILTRATION AND SUSTAINABLE BREWING SOLUTIONS

Help breweries achieve great-tasting, high quality beer while reducing energy and water consumption.

Pentair's Smart, Sustainable Solutions

RESIDENTIAL & COMMERCIAL

SOLUTIONS

HOME POOL & SPA
ENERGY STAR® rated pool pumps, LED lighting and efficient filtration systems reduce energy and water use.

WHOLE HOME WATER SYSTEM
Helps protect and extend life of plumbing and appliances, reduce chlorine taste and odor and use fewer cleaning chemicals.

UNDERSINK FILTRATION SYSTEM
Helps reduce need for single use plastic water bottles.

SUMP PUMP AND SMART CONTROLLER
Helps protect home from flooding and unwanted water.

COMMUNITY SWIMMING POOL
BioShield commercial ultraviolet disinfection system reduces chlorine usage.

TOTAL WATER MANAGEMENT
Offers tailored solution to efficiently deliver cleaner water for drinking water, ice, fountain beverages and hot drinks.

REVERSE OSMOSIS (RO) SYSTEM
Delivers quality water for great-tasting coffee while offering significant water savings over conventional RO systems.

CONSTANT PRESSURE VARIABLE SPEED BOOSTING SYSTEM
Efficiently delivers reliable, steady water pressure in high rises and hotels.

HIGH PERFORMANCE HVAC SYSTEM PUMPS
Exceed U.S. Department of Energy pump efficiency standards.
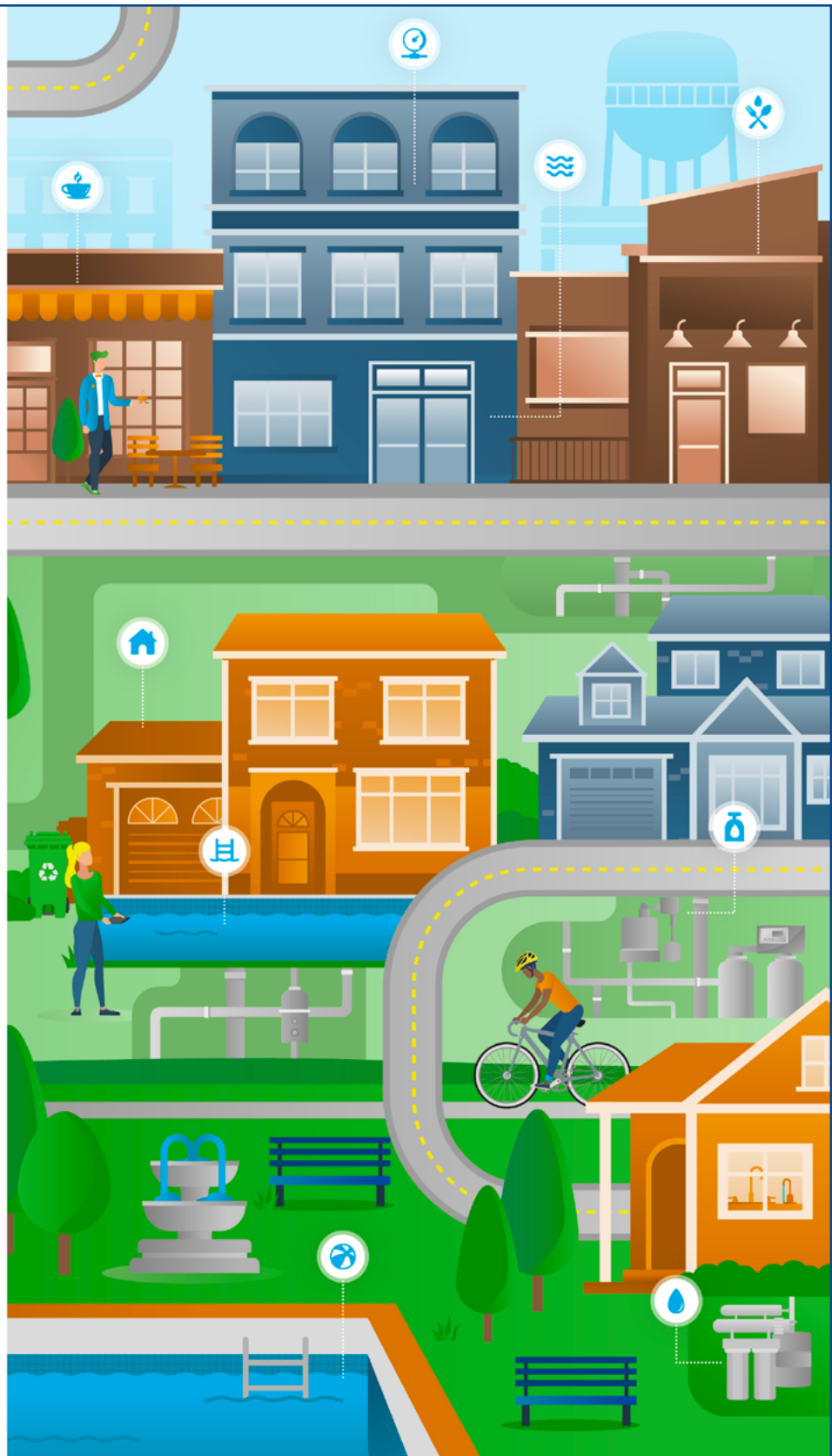
THE IMPACT OF OUR WATER SOLUTIONS

Population growth, urbanization, and increased consumption of goods will increase global pressure on water resources. Tackling these critical water challenges provides opportunities for Pentair to drive business results while delivering real value to society.

Pentair offers smart, sustainable solutions across the industry spectrum. From filtering drinking water for residential and commercial customers to treating wastewater for reuse, as well as treating industrial water for a safer return to the environment—thereby helping to conserve our natural water resources. Further, our residential filtration solutions lessen the need for bottled water, helping keep plastic out of landfills and oceans.

Our water filtration and reuse solutions support communities around the world that need access to potable water, as well as industries seeking technologies that improve water efficiency and reduce costs. As water resources become increasingly scarce, they may need to be transported longer distances from source to end-user. Our energy-efficient pumping solutions help reduce costs while improving the efficiency of transporting water from source to treatment facility, and ultimately, to the end user.

66%
of our solutions support water efficiency, helping to reduce, reuse, or recover water, directly or indirectly.*

64%
of our solutions help improve water quality, including products that deliver cleaner, safer water through solutions such as our residential filtration systems, as well as products that purify water for reuse in manufacturing and industrial applications, or its safe return to the environment.*
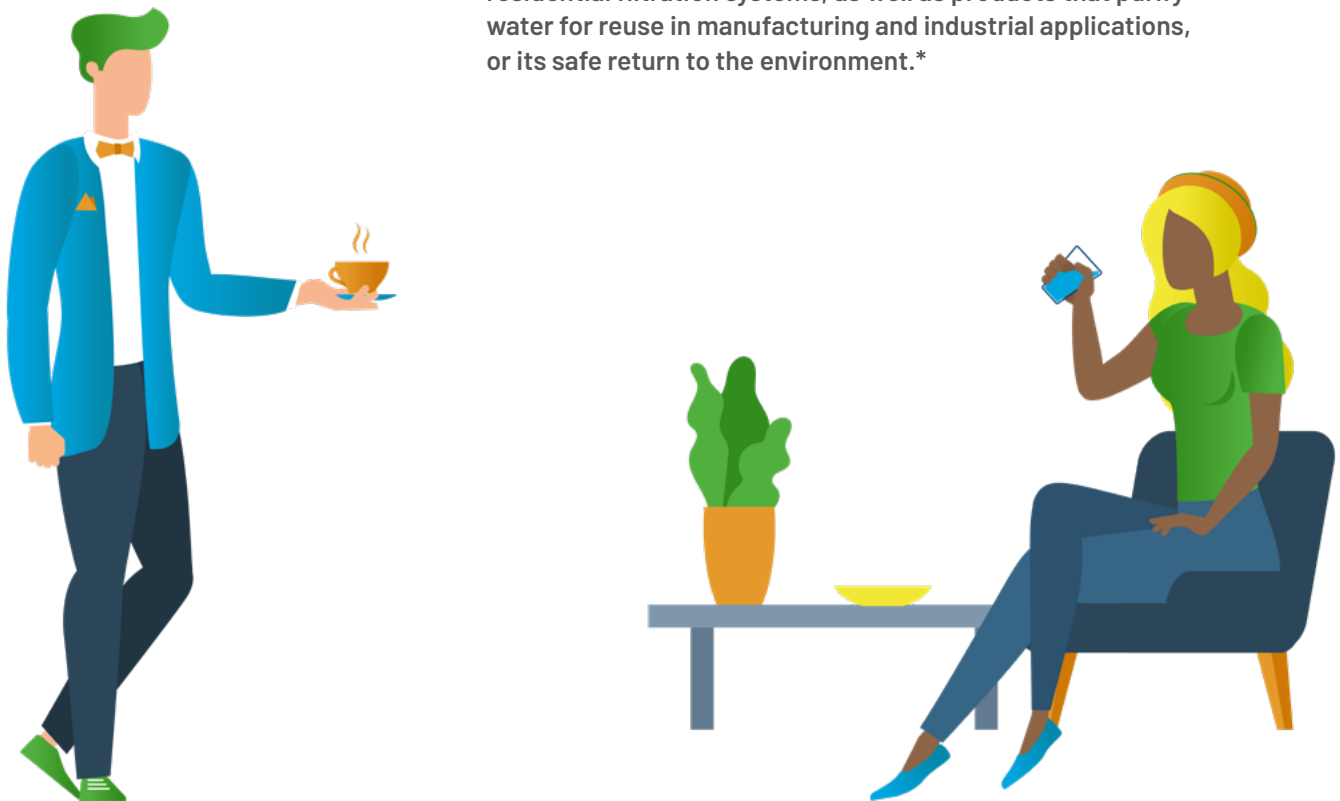
* Based on total sales in 2020 of Pentair's brands meeting this definition, as a percentage of total revenue

CASE STUDY:

Delivering Drinking Water from Surface Water, Sustainably

While water covers approximately 70 percent of the earth's surface, only three percent is fresh water. In addition, much of it is contained in glaciers and snowfields, leaving only approximately one percent of fresh water available for our daily needs—including drinking water, irrigation to grow food, and for manufacturing processes.

Surface water is a critical resource to meet the world's increasing water demands. However, water drawn from rivers, lakes, ponds, and streams can contain bacteria, parasites, viruses, and other potential contaminants from rainfall and runoff.

To help meet the growing demand for clean water around the world, Pentair developed hollow fiber nanofiltration technology that makes it possible to remove microbiology and dissolved organics from surface water in just one-step. This helps decrease the use of chemicals and energy that is typically required to treat surface water, while reducing organic impurities that cause color, odor, and bad taste, along with 99.99 percent of bacteria and viruses. Additionally, as the wastewater from the hollow fiber nanofiltration does not contain chemicals or increase in minerals, it can potentially be returned to the environment without further treatment.

Following a successful pilot test, Pentair's new hollow fiber nanofiltration technology was installed in a full-scale water treatment system in a customer plant in Tasmania, Australia. When drawing from a local river, the water contains a moderately high presence of dissolved organics such as soil organic matter and plant residues. Additionally, during storm events, the water observes high turbidity, or suspended particles, and bacterial contamination.

> **"With a capacity of 60 cubic meters (m³) per hour, the water treatment plant delivers more than 525 million liters, or nearly 139 million gallons, of drinking water to the region annually. "**

INNOVATING TO DELIVER ENERGY EFFICIENT SOLUTIONS

As demand for energy increases, consumers, homeowners, industry, and communities around the globe are striving to reduce energy consumption and waste. Pentair helps reduce costs for customers through innovative technologies that require less energy to operate, or that recover energy to offset the electrical requirements for operation.

Pentair focuses on continuous improvement in product energy efficiency in its design process. From variable speed pool pump technology, to redesigning commercial HVAC pumps to exceed U.S. Department of Energy (DOE) energy requirements, to engineering our industrial, commercial, and residential water filtration technologies to require less energy, we work hard to design each new generation of solutions with reduced energy use demands.

79% of Pentair solutions support energy efficiency, by requiring less energy to operate[+], or by aiding broader systems to operate more efficiently.[*]
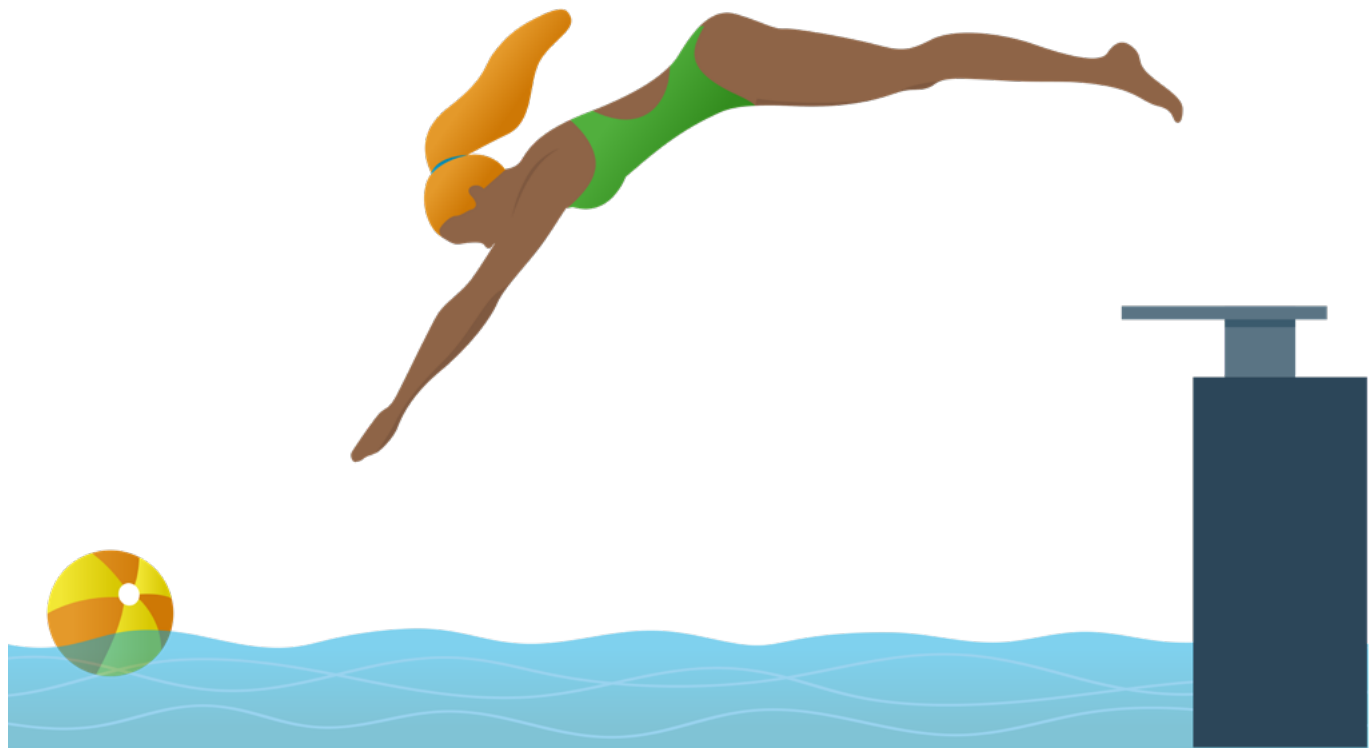
[+] Products subject to U.S. Department of Energy standards, effective July 2021, are not included if the model sold did not comply with the upcoming efficiency requirements.
[*] Based on total sales in 2020 of Pentair's brands meeting this definition, as a percentage of total revenue

AWARD SPOTLIGHT:

Pentair Earns ENERGY STAR® Partner of the Year – Sustained Excellence Award

As an industry leader in innovation, Pentair is accustomed to charting new waters. Working directly with the U.S. Environmental Protection Agency (EPA) to develop an ENERGY STAR category for swimming pool pumps, Pentair was the first pool equipment manufacturer to have an ENERGY STAR certified pool pump in 2013. Because of this, Pentair was recognized as an ENERGY STAR Partner of the Year in 2014. We are proud to have attained this recognition by the U.S. EPA in each subsequent year, 8 years in a row, for continued leadership in protecting the environment through superior energy efficiency achievements.

For pool pumps to earn the ENERGY STAR certification, pumps must be at least 30 to 72 percent more energy efficient than typical pumps. Pentair offers 36 ENERGY STAR certified pool pumps, including the addition of 11 new certified models in 2020. This included four new aboveground pumps, one pressure cleaner booster pump, and six models specifically designated for online and direct-to-consumer sales, broadening access to ENERGY STAR pumps.

Since 2005, Pentair's ENERGY STAR pool pumps have helped U.S. consumers save three billion dollars in operating costs*, which translates into 27 billion kilowatt hours of energy saved. The kilowatt energy savings helped prevent the release of more than 19.1 million metric tons of CO_2, which is the equivalent of GHG emissions from 4.1 million passenger vehicles driven for one year.**

Leading the Way to Further Energy Efficiency

In July 2021, new U.S. DOE regulations go into effect that require minimum efficiency standards for pool pumps, along with upgraded ENERGY STAR standards. Recognizing our responsibility to lessen the environmental impact of our solutions, Pentair collaborated with the U.S. DOE, U.S. EPA, and industry peers to develop and implement these new standards. As a trusted leader within the industry, Pentair takes an active role in providing education and training about these changes with utility rebate program administrators, pool dealers, and installers. This includes online and remote training tools, as well an **educational landing page** available on Pentair.com.

MAKING THE MOST OF ESSENTIAL RESOURCES WITH RESOURCE RECOVERY SOLUTIONS

We work to deliver solutions that enable customers to get more value from the resources they use, while helping to achieve a more sustainable outcome. In industries such as breweries, distilleries, dairies, farms, wastewater plants, and industrial gas, waste streams contain high levels of gas, liquid, and solid organic matter. By looking for opportunities at every stage of our customers' manufacturing processes, our solutions help extract greater value from waste streams. This includes:

▶ BIOGAS UPGRADING

Pentair specializes in cost-effective, sustainable biogas upgrading systems to help customers lower carbon intensity. Our efficient and effective solutions convert biogas produced from organic matter, such as food scraps and animal waste, to bio-methane and food-grade CO_2.

> **Pentair's biogas installation portfolio has the capacity to capture 289,000 metric tons* of CO2 per year, which is the equivalent of CO2 emissions from over 32 million gallons of gasoline consumed.****

▶ CARBON CAPTURE & UTILIZATION

Pentair's innovative technologies allow for the capture, recovery, and purification of CO_2 generated in the manufacturing process. The captured CO_2 can then be recycled and utilized for other applications, preventing it from being released into the atmosphere.

▶ ANAEROBIC AND AEROBIC MEMBRANE BIOREACTORS

Pentair's anaerobic membrane bioreactor technology treats difficult wastewater to produce high-quality effluent that can be reused or more safely discharged back to the environment, while also providing a source of energy. Our aerobic membrane bioreactor offers a reliable and robust process to create directly reusable water from high-strength wastewater.

* Based on installed capacity
** Source: EPA Greenhouse Gas Equivalencies Calculator **www.epa.gov/energy/greenhouse-gas-equivalencies-calculator**

CASE STUDY:

Pentair Biogas Upgrading Solutions

Based on the scenarios set forth by the Intergovernmental Panel on Climate Change (IPCC), companies, countries, and cities around the world need to reduce GHG emissions in our atmosphere to mitigate the worst effects of climate change. To help combat these effects, many of these localities and companies are employing strategies to reduce emissions, such as increasing their energy efficiency and utilizing renewable energy sources.

However, some industries cannot avoid emitting GHGs as part of their processes. To address this, Pentair has developed sustainable solutions to help customers lower carbon intensity by recovering CO_2, methane, and other gas emissions from their processes before these gases are released into the atmosphere and recycling them to produce other valuable byproducts.

SFP (Sustainable Fuel Plant) Group is focused on accelerating the energy transition by upscaling the production of green gas and bio-LNG (Liquefied Natural Gas). By extracting energy from residual flows, a circular economy is created and a significant contribution is made to the energy transition.

In 2021, SFP Group acquired Aben Green Energy's Westdorpe site in the Netherlands, which utilizes biomass from agricultural activities to produce green electricity. In 2019, the site was in need of a larger scale installation to produce renewable gas and maximize uptime. Pentair was selected as the partner for the biogas upgrading and CO_2 recovery system.

The requirements for the project were high: 364 days of operation and reliable biogas production with a comprehensive service concept to ensure plant availability. To achieve this objective, Pentair designed a larger biogas digester to incorporate rotating equipment which allowed for preventative maintenance to ensure maximum availability. The installation is divided into three main areas:

1. Pre-treatment: raw biogas is dehumidified and some impurities removed
2. Hazardous zone: compression and separation of CO_2 from methane
3. Non-hazardous zone: compression, cleaning and cooling/liquefaction of the CO_2

In total, the digester produces approximately 29,000,000 normal cubic meters (Nm^3) of biogas annually utilizing 180,000 tons of waste biomass, a combination of manure and waste products from the food and feed industry. The non-gaseous output from the digester is separated into liquid and solid form. This is then either used locally or sold and exported as a natural fertilizer. The methane contained in the remaining biogas is then concentrated to meet natural gas standards, resulting in the delivery of 18,000,000 Nm^3 of bio-methane annually, which is used by the national grid to supply electricity to approximately 12,000 households. In total, the system produces about 20,000 tons of liquid CO_2 each year, which is primarily sold to greenhouses as air enrichment.

Based on this success, SFP Group engaged with Pentair in 2021 for a biogas upgrading expansion at the Westdope site to further increase production capacity.

> *Pentair proved to be just the right partner for us. Our demands to the uptime were quite high but since commissioning, the installation has been running reliably.*

BAS PETERS,
Operational Director SFP Zeeland

OUR SUSTAINABLE FOOD & AGRICULTURE SOLUTIONS

As the global population grows, food demand is expected to increase up to 56 percent by 2050.* Innovative products and services from Pentair help support sustainable food production by using less water and energy, reducing potentially harmful runoffs, and improving resource efficiency.

Precise Application of Resources

According to the United Nations, approximately 70 percent of the fresh water used around the world each year is for agriculture. Pentair's pumps, spray tips, controls, and accessories support the precise application of water and agricultural chemicals to reduce waste and runoff and support productivity. Our centrifugal pumps, submersible motors and other irrigation products help ensure that water resources are used only where needed. Our precision spray solutions including smart nozzles, precision nozzles, and smart pumps help protect crops through accurate chemical applications, improving coverage and uniformity. Farmers reduce costs and reduce their environmental impact by using less chemical spray, thereby reducing potential runoff to nearby surface water.

OUR SOLUTIONS FOR RESILIENCE

Extreme weather events, such as large storms and heat waves which can result in flooding, drought, and fires, are likely to become more frequent or more intense with climate change.** These harsh conditions can impact the security of essential infrastructure management systems. Pentair's innovative pumping solutions deliver superior quality and dependability in a variety of municipal water and wastewater transportation system environments.

Flood control systems

Pentair manufactures highly engineered systems, including vertical turbine, axial, and mixed-flow propeller pumps capable of moving up to one million gallons of floodwater per minute and averting widespread damage. Our installations help keep urban spaces dry, from small municipalities to the world's largest pumping station in the city of New Orleans.

Fire Suppression

Where reliability of performance is vital, Pentair delivers best-in-class total pump solutions for fire protection for commercial and industrial applications. All products are designed and tested to fire pump codes and standards for superior performance and quality.

* Source: **World Resources Report: Creating a Sustainable Food Future**
** Source: United States Environmental Protection Agency: **Climate Change Indicators**

2.3 Our Approach to Supplier Excellence

As a global company, Pentair is committed to designing, manufacturing, and distributing our products and providing services to our customers in a safe and responsible manner. We care about the environment and health and safety of our workers, customers, and the communities in which we operate, and expect our suppliers to adhere to the same values.

In partnership with our suppliers, we are expanding our social responsibility strategy beyond our operations to build a more sustainable supply chain. Our targets include:

- In 2021, we plan to refresh our Supplier Code of Conduct with increased focus on environmental sustainability and social responsibility.

- In 2022, we plan to launch an enhanced Supplier Code of Conduct alongside an updated supplier assessment process, in which we aspire to:

  - Assess 100% of new suppliers with projected spend of greater than $1M to ESG maturity by 2025

  - Assess top 80% of existing suppliers by spend to ESG maturity by 2030

SUPPLY MANAGEMENT AT PENTAIR

Pentair Supply Management works to improve business unit profitability, customer service excellence, and plant performance through efficient management of the supply chain. Supply Management takes advantage of Pentair's global scale while utilizing local knowledge to help provide supply process improvement.

Our Supplier Excellence program is designed to deliver world-class supplier business performance. We implement Supplier Excellence throughout the supply base, with three main focus areas:

1. SUPPLIER RELATIONSHIP MANAGEMENT

2. SUPPLIER RISK ASSESSMENT AND MANAGEMENT

3. SOURCING GLOBALLY – SUSTAINABILITY AND REGULATORY COMPLIANCE

SUPPLIER RELATIONSHIP MANAGEMENT

We engage with our suppliers throughout our relationship to promote a sustainable, mutually beneficial partnership. This begins with our supplier assessment and development process for suppliers new to Pentair.

Promoting Fair and Ethical Practices

Suppliers receive our **Global Supplier Guide** and **Supplier Code of Conduct** as a part of our sourcing and onboarding process. Pentair's Supplier Code of Conduct formalizes the key principles under which suppliers are required to operate in order do business with us. These requirements include dignity and respect of employees, compensation that is in line with local law, hours required to work, forced labor, and more.

Pentair takes affirmative measures to ensure supplier compliance with our Supplier Code of Conduct, such as announced and unannounced inspections of production facilities. Pentair suppliers must maintain all documents necessary to demonstrate compliance with the Supplier Code of Conduct at each production facility and must allow representatives from Pentair and, if requested, Pentair's customers, full access to production facilities, worker records, and workers for confidential interviews.

Pentair suppliers are expected to take necessary corrective actions to promptly remedy any identified act of noncompliance. Pentair reserves the right to terminate its business relationship with any Pentair supplier who is unwilling or unable to comply with our Supplier Code of Conduct.

Supplier Selection Process

Throughout our supplier selection process, our priority focus remains around business alignment, value creation, and supplier excellence. We follow a Total Cost of Ownership process of approving suppliers, providing measures for value creation and supplier risk analysis to help us determine opportunities for changes to supplier selection.

Pentair assesses new suppliers' financial performance, capacity to serve and grow with Pentair, management systems, and product quality and reliability. As part of this process, suppliers collaborate directly with our design, engineering, and quality teams to determine exact product qualifications, including quality specifications, delivery expectations, and material conformance requirements. Pentair follows a strict new product approval process where parts are audited prior to production approval with a new supplier.

Our strategic sourcing team partners with suppliers to identify nearshore sourcing for local use to optimize our supply chain and logistics processes, while streamlining our value chain and reducing our transportation footprint.

SUPPLIER RISK ASSESSMENT AND MANAGEMENT

Our strategic sourcing team reviews our portfolio and productivity funnel monthly to review status of improvement projects and priorities most impactful to our business. Strategic sourcing also leads Pentair's formal supplier funnel management process with focus on rapid negotiation, strategic sourcing, and Value Add Value Engineering (VAVE). We monitor supplier performance and reliability through a third-party that alerts us when suppliers are at a financial risk threshold and utilize procurement analytics to streamline and simplify our supplier management approach.

Supplier assessments are executed to review internal supplier management systems with a focus on conformance to the Pentair Supplier Guide. This results in goal setting focused on continuous improvement. Suppliers are evaluated through scorecard review, virtual and on-site assessments, and performance-related business review. Specifically, we review the supplier's overall management commitment to and maturity for the following:

- Environmental, Health, and Safety
- Human Capital Management and Human Rights Policies
- Disaster and Contingency Planning (including impact of climate change on operations)
- Quality Management System
- Lean Manufacturing
- Tier II Supplier Management (how our Suppliers manage their supply base)

> *Pentair has been a member of the Automotive Industry Action Group (AIAG) since 2017 and employs many quality, supply chain, and corporate responsibility best practices and tools from this community of practice.*

Suppliers also are expected to engage directly with design engineering to improve quality, performance, and sustainability. Pentair's product council reviews all new product development and opportunities to identify criticality and build the supplier improvement funnel.

The Pentair Supply Management team works cross-functionally to optimize the supply chain by:
- Improving material velocity (reducing supplier lead-times)
- Reducing working capital (improving supplier payment terms & reducing inventory)
- Localizing and consolidating suppliers

Pentair has continued to surveil its suppliers throughout the COVID-19 global pandemic. We pivoted to a virtual assessment approach, resulting in a similar quantity of assessments as previous years. Pentair intends to continue to utilize virtual assessments to supplement in-person assessments and to provide timely touchpoints with our supply base regarding Supplier Code of Conduct compliance.

SOURCING GLOBALLY – SUSTAINABILITY AND REGULATORY COMPLIANCE

As outlined in the Pentair Supplier Guide, it is our expectation for all suppliers to uphold Pentair's standards for environmental compliance, effective human and social programs, and complete legal and ethical compliance as well as trade compliance. A violation of trade compliance can damage Pentair's reputation, give rise to civil or criminal fines, lead to seizure and destruction of goods by government authorities, result in increased government scrutiny, and increase risks that result in loss of import and/or export privileges.

Pentair requires our suppliers to conform to our Conflict Minerals Policy, anti-slavery, and human trafficking guidelines and we utilize a third-party assessment and certification provider for our yearly Conflict Mineral survey. Through this third-party assessment, Pentair also performs an annual survey of our Tier I suppliers regarding presence of conflict minerals. The goal is to receive information from suppliers that constitute 95 percent of our direct spend. When this process detects potential risk in the supply chain, Pentair works to mitigate risk from our supply base as appropriate.

Pentair does not have a direct relationship with smelters and/or refiners; most of the work is carried out indirectly through Pentair's suppliers or through our involvement with industry working groups and coalitions.

For more information, please see our:

- **Partner and Supplier Resources**
- **Conflict Minerals Policy**
- **Conflict Minerals Report**
- **Slavery and Human Trafficking Statement**

SUPPLY SPOTLIGHT:
Sustainable Sourcing

Our manufacturing site in Ashland, Ohio operates its own foundry, where iron components for our Pentair Myers pumps are produced by melting metal and pouring the liquid metal into molds.

To produce these components, the foundry annually recycles an average of 6.5 million pounds of high-quality recycled scrap steel per year from the automotive industry, reusing it and preventing it from going into landfills.

In addition to the recycled scrap steel, the site also recycles the parts of the castings that are removed after sand molding, as well as any scrap metal produced on-site. As a result, components of Pentair Myers pumps produced in Ashland are made from 100 percent recycled material.

WINNING OPERATIONS

3.1 Our Approach to Driving Operational Efficiencies

As a leading provider of water treatment and sustainable solutions, Pentair is dedicated to helping our customers reduce their carbon and water footprint, as well as driving environmental sustainability within our own operations. To hold ourselves accountable in reducing our operational impact on climate change, we have set the following **Social Responsibility Strategic Targets**:

Pentair is committed to the transition to a low-carbon economy through reducing our emissions impacts. Using tools developed by the Science Based Target initiative (SBTi) and in alignment with the Intergovernmental Panel on Climate Change (IPCC) 1.5° scenario:

We are targeting reducing our Scope 1 and 2 greenhouse emissions by 50% from a 2019 baseline by 2030, and aim to achieve carbon neutrality by 2050

Water stewardship is an important focus for the Pentair business.

We are targeting a 30% reduction in overall water withdrawal from a 2019 baseline by 2030

Aligned with Pentair's Win Right values, our targets are core to our purpose-driven brand and integrated into our business strategy. We do not see sustainability within operations as a separate priority; rather, we believe a truly sustainable environmental program must be a part of how we do business.

The EHS Process

Pentair's Environmental, Health and Safety (EHS) process outlines our approach to manufacturing and delivering our products safely and sustainably. It drives improvement not only within operations, but also within our businesses and with strategic suppliers. Developed in accordance with ISO 14001 and ISO 45001, it incorporates regulatory compliance, risk mitigation, culture, event management, and sustainability processes.

This comprehensive process enables continuous improvement in areas affecting our impact on climate change, including water withdrawal and discharge, energy use and associated GHG emissions, waste generation, and waste diversion activities at our manufacturing facilities.

Process effectiveness is reviewed annually and sites are compared across the organization to benchmark performance. Additionally, gaps in performance or opportunities for improvement are tracked and site leadership is expected to achieve continuous improvement.

3.2 Energy Efficiency: Reducing Energy Consumption in Operations

According to the U.S. Energy Information Administration, world energy consumption is anticipated to increase by nearly 50 percent by 2050, with the industrial sector accounting for more than 50 percent of end-use energy consumption in this projection period.* With operations worldwide, Pentair recognizes that responsible energy consumption is a key component of our business strategy.

As a manufacturer, we provide smart, sustainable solutions to help our customers make the most of life's essential resources. Energy is a key component in our ability to service our customers and we use energy in many forms throughout our supply chain. Energy and commodity prices, in addition to factors such as overall strength of global and regional economies, are important considerations for our business and the business of our customers. The cost of energy required for our operations is tracked to ensure we understand our largest drivers and biggest cost reduction opportunities. We factor total use and local energy cost structures into our management decisions in prioritizing energy efficiency, alternate energy sourcing, and demand management processes.

Additionally, we work closely with our third-party service provider to monitor energy demand and pricing, negotiate, and secure cost structures and contracts beneficial to Pentair to help mitigate rising energy costs.

To achieve our GHG emission reduction target **(page 44),** we plan to continue using a prioritized approach focusing on strategic opportunities across our largest drivers of energy use, while continuing to make incremental improvements throughout our operational footprint. We also plan to employ various solutions including:

1. ENERGY USE REDUCTION THROUGH EFFICIENCY IMPROVEMENTS

2. RENEWABLE ENERGY PURCHASE PROGRAMS

3. RENEWABLE ENERGY ON-SITE GENERATION

As energy use reduction simultaneously drives GHG reductions and long-term cost reductions, we have elevated this topic as an important priority. We believe that using energy more efficiently, supplemented with a robust renewable energy strategy, will enable us to reduce our environmental footprint and impact on climate change and to sustainably serving our customers.

Pentair has robust systems in place to track energy use throughout our global operations and drive our energy reduction program, including:

- A third-party management provider tracks usage and cost, as well as reduction opportunities, energy supply partnerships, and on-site energy generation solutions.
- A global management system tracks local site usage data of smaller, local purchases, aggregating up to the enterprise level.

* Source: U.S. Energy Information Administration: **International Energy Outlook 2019**, September 24, 2019

- A global energy use dashboard with multi-metric review to provide visual clarity to our biggest opportunities for improvement in both energy use and GHG reductions.

- Monthly dashboard reviews during sustainability strategy meetings, tracking our operational scorecard with the rest of our Key Performance Indicators (KPI) to support cross-functional continuous improvement projects.

- As part of our rapid improvement kaizen and change management processes, projects are viewed through the lens of environmental sustainability to identify synergies in energy use, water use, and waste generation reduction opportunities, while executing other important business improvement opportunities.

Manufacturing site leaders are accountable for ensuring the site's sustainability strategy is executed and employees are encouraged to identify EHS improvements **(see Winning Workplace, page 63)**. As a site matures in our energy reduction program, environmental sustainability opportunities are increasingly included in the process through suggestions, "find it, fix it" activities, and energy-specific rapid improvement kaizen events.

In 2020, Pentair expanded Scope 1 energy data to include energy consumption from diesel, ethanol, gasoline, kerosene, and propane usage. To understand how efficiently we use resources, energy consumption is calculated by kilo-watt hours (kWh)/Earned Manufacturing Hour for natural gas and electricity, and Metric Tonnes/Earned Hour for CO_2. We define Earned Hour as the number of products manufactured multiplied by the standard hours to manufacture.

ENERGY IN OPERATIONS	2018	2019	2020
ENERGY CONSUMPTION [1] (KWH)			
TOTAL RENEWABLE ENERGY [2]	1,504,802	1,463,630	1,450,616
NATURAL GAS	99,343,495	96,273,951	93,449,240
OTHER (DIESEL, ETHANOL, GASOLINE, KEROSENE, PROPANE)	NA*	NA*	23,351,937
PURCHASED ENERGY	144,155,989	133,877,000	133,295,846
TOTAL ENERGY CONSUMPTION	**245,004,286**	**231,614,581**	**251,547,639**
ENERGY INTENSITY (KWH/EARNED MANUFACTURING HOUR) [1]			
TOTAL ENERGY INTENSITY RATIO	**37.92**	**38.92**	**42.38**
NATURAL GAS - ENERGY INTENSITY RATIO	15.47	16.28	15.74
ELECTRICITY - ENERGY INTENSITY RATIO	22.45	22.64	22.46

1 – Energy data collected for Pentair manufacturing sites only. In prior Corporate Responsibility reports, Scope 1 and 2 energy data only included purchased electricity and natural gas. In 2020, Pentair updated our data collection and analysis methodologies to be more inclusive and have now included that information, where available, in the table.
2 – Two Pentair manufacturing locations have renewable energy in the form of on-site solar.

ENERGY CONSUMPTION (KWH)

2018	245,004,286
2019	231,614,581
2020	251,547,639

- NON-RENEWABLE FUEL (NATURAL GAS ONLY)
- PURCHASED ENERGY
- RENEWABLE FUEL
- NON-RENEWABLE FUEL (DIESEL, ETHANOL, GASOLINE, KEROSENE, PROPANE) *
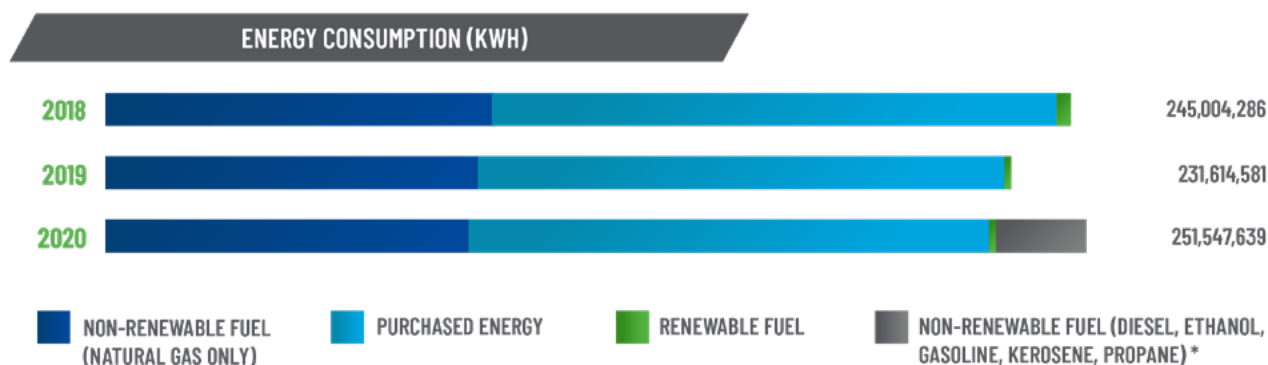
*2018 and 2019 data not available at the time of this report.

2020 Energy Performance

Natural gas consumption at our manufacturing sites decreased 2.9 percent from 2019 to 2020, and electricity use decreased marginally from 2019 to 2020. This was primarily driven by routine energy efficiency initiatives. While COVID-19 risk mitigation measures such as continuous running of HVAC exhaust fans have contributed to higher electricity use related to airflow in manufacturing locations over the course of 2020, our manufacturing electricity consumption stayed relatively consistent with previous years. This increase in HVAC use to continuously circulate and filter air off-set the improvements we would have otherwise seen from electricity improvement projects in 2020. Although we implemented work from home measures for those who could do their job from home, that effort did not have an appreciable impact on our manufacturing locations' energy use as nearly all of these locations had essential employees who remained on site to support operations through the pandemic.

Overall, our reported energy consumption increased 9 percent between 2019 and 2020, which is primarily attributable to the fact that we are now including energy consumption from diesel, ethanol, gasoline, kerosene, and propane in our reporting. Since 2018, Pentair has been able to decrease our use of other forms of energy through energy efficient equipment upgrades, lighting upgrades, compressed air improvements, HVAC and insulation upgrades, and usage pattern optimization.

Renewable Energy at Pentair

We see energy efficiency as an important objective in sustainably achieving carbon neutrality. However, as an essential manufacturing company, we recognize our energy needs will never equal zero. As such, a renewable energy strategy is key to our long-term climate change targets. Although the majority of energy used by Pentair is purchased from third party providers, Pentair utilizes renewable energy installations as part of our global manufacturing strategy. As we continue to reduce our impact on climate change, we are planning to investigate the feasibility of renewable energy purchases and on-site renewable energy installations.

Pentair's Pisa, Italy facility employs a solar roof to support the electricity needs of the facility. In 2020, our solar roof installation produced 1,121,556 kWh of electricity.

Pentair's Milperra, Australia facility also utilizes a solar roof to support the electricity load of the facility. In 2020, our solar roof installation produced 329,060 kWh of electricity.

3.3 Greenhouse Gas Emissions: Reducing Our Impact on Climate Change

We believe that reducing our impact on climate change will contribute to the development of a sustainable and responsible society. As a purpose-driven company we embrace the opportunity to continue to grow our organizational value for all our stakeholders including our employees, customers, communities, and investors. To support our dedication to reducing our impact on climate change, below are our Social Responsibility Strategic Targets for reducing GHG emissions:

Pentair is committed to the transition to a low-carbon economy through reducing our emissions impacts. Using tools developed by the Science Based Target initiative (SBTi) and in alignment with the Intergovernmental Panel on Climate Change (IPCC) 1.5° scenario:

We are targeting reducing our Scope 1 and 2 greenhouse emissions by 50% from a 2019 baseline by 2030, and aim to achieve carbon neutrality by 2050

As described as part of our energy management process, Pentair tracks global energy consumption and emissions generation associated with our direct manufacturing operations.

Though our reported GHG emissions have increased since our 2019 report, this can be primarily attributed to emissions from additional fuel sources not previously reported (e.g., diesel, gasoline, propane, kerosene, and ethanol). With the additional fuel sources accounted for in 2020, Scope 1 GHG emissions increased 50 percent between 2019 and 2020, while Scope 2 GHG emissions remained relatively consistent year over year. Our manufacturing facilities represent a large portion of Pentair's overall energy use and we remain focused on understanding our Scope 1 and 2 GHG emissions impacts. We are working to better understand and manage our Scope 3 emissions across our organization. One source of Scope 3 emissions impacted in 2020 was our business travel footprint. With continuing improvements in digital collaboration technologies and an increase in remote work, we anticipate that business travel across Pentair will continue to decrease.

Beginning in 2021, we plan to set systems in place to increase internal visibility of impacts associated with our operational footprint across the organization, which is key to better understanding value chain impacts and opportunities.

Pentair's plan to make our business model compatible with a net zero economy includes completing a comprehensive GHG inventory and decarbonization plan to identify strategies for reducing carbon emissions within operations and our value chain.

GREENHOUSE GAS EMISSIONS FROM OPERATIONS	2018	2019	2020
TOTAL SCOPE 1 GHG EMISSIONS (MTCO2E)[1]	18,417	17,871	26,783
NATURAL GAS	18,417	17,871	17,374
DIESEL	NA*	NA*	1,962
ETHANOL	NA*	NA*	7
GASOLINE	NA*	NA*	3,677
KEROSENE	NA*	NA*	280
PROPANE	NA*	NA*	167
REFRIGERANTS AND PROCESS	NA*	NA*	3,316
TOTAL SCOPE 2 GHG EMISSIONS (MTCO2E)	77,779	72,363	71,615
ELECTRICITY	77,779	72,363	71,615
HEAT, STEAM, & COOLING	NA*	NA*	NA*
TOTAL SCOPE 1 & 2 GHG EMISSIONS (MTCO2E)	96,196	90,234	98,398
EMISSIONS INTENSITY			
SCOPE 1 AND 2 GHG EMISSIONS INTENSITY (MTCO2E / EARNED HR)	0.015	0.015	0.017

1 – Emissions calculated for Pentair manufacturing sites only. 2018 and 2019 Scope 1 and 2 only included purchased electricity and natural gas. In 2020, Pentair expanded Scope 1 to include emissions from diesel, ethanol, gasoline, kerosene, and propane usage.
In 2020, Pentair updated our methodologies to be aligned to specific local emission factors and have now updated that information, as applicable, in the table.

SCOPE 1 AND 2 GHG EMISSIONS

Year	Value
2018	96,196
2019	90,234
2020	98,398

SCOPE 1 GHG EMISSIONS (MTCO2E)

SCOPE 2 GHG EMISSIONS (MTCO2E)
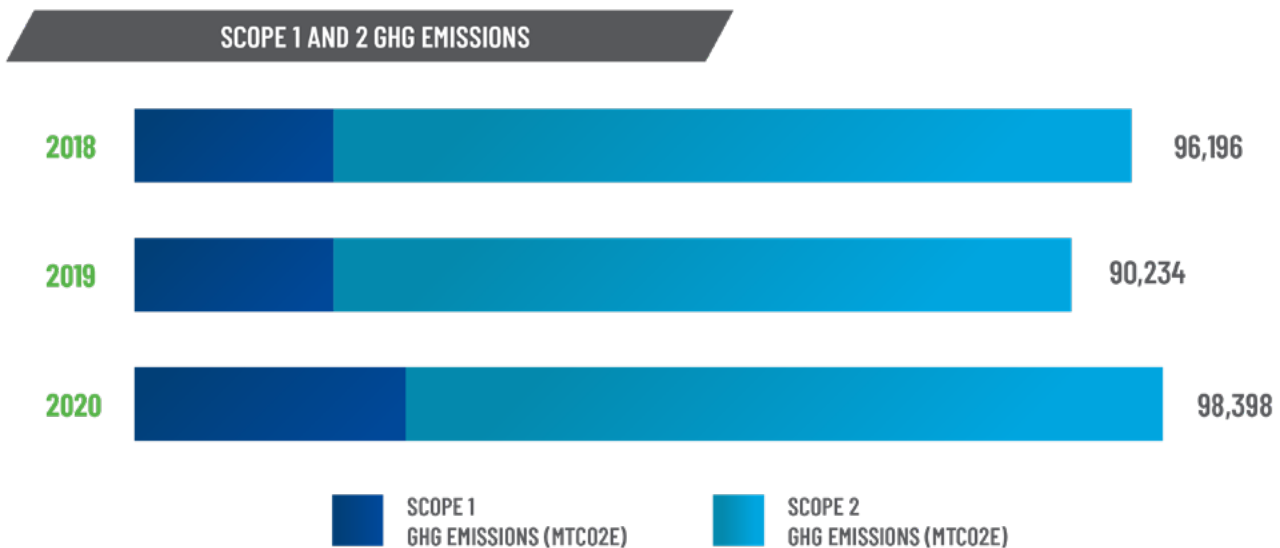
Please see the **Pentair 10-K** for more detail related to our climate change management approach.

* Not availbale at the time of this report.

3.4 Responsible Water Withdrawal and Management

Water scarcity, increased need for consumption, and climate change are growing concerns around the world. More than two billion people live in countries experiencing high water stress, and approximately four billion people experience severe water scarcity during at least one month of the year*. Access to reliable water sources is crucial for the health and sustainment of our communities and ecosystems. Pentair's role in water conservation is integral to our value proposition and is core to our purpose driven company. Water conservation remains a priority element of our strategy to reduce our impact on climate change, and below is our Social Responsibility Strategic Target with respect to reducing our water withdrawal:

Water stewardship is an important focus for the Pentair business.

We are targeting a 30% reduction in overall water withdrawal from a 2019 baseline by 2030

Pentair is focused on water use minimization activities as a primary objective. We follow the same processes for tracking and continuous improvement in water management as we do with energy use. We guide facilities to focus on water withdrawal reductions as well as water recycling and reuse efforts within our operations.

When water is discharged to a public entity, such as a Publicly Owned Treatment Works (POTW), Pentair's regulatory compliance program helps ensure we are acting as good stewards to the environment. Pentair globally tracks issues of non-conformance, and, if identified, works swiftly to return to compliance and implement effective, sustainable corrective actions throughout our global locations. We track any risk identified in our internal regulatory compliance process, in addition to third-party findings, which can include water and climate-related risks. These risks are managed through a global review with executive visibility for accountability.

Discharge location and quality are tracked across our global locations. The majority of our locations discharge to POTW with site-specific discharge requirements, though at the time of this report, water discharge volumes are not available. Sites that discharge to surface water do so under an approved permit with compliance measures and monitoring in place to manage discharge. In 2020, Pentair had zero instances of discharge noncompliance.

Pentair recognizes that water is a shared resource and that our stewardship is important to our stakeholders **(see Winning Communities, page 68)**. For our 2020 report, we are reporting on all sources of water withdrawal within our operations facilities, including water used for manufacturing and testing our products, cleaning our facilities, and supporting the essential needs of our employees. We believe that this provides a more holistic view of our operational footprint. We have recalculated 2018 and 2019 usage data to reflect this change, and calculate water use intensity by converting local unit of measure to megaliters / Earned Hour to better gauge utilization efficiency.

Our approach to conserving water throughout our manufacturing locations has driven many of our manufacturing sites in North America and Europe to reduce overall water withdrawals in 2020. Our Asia Pacific regional municipal water withdrawal rates increased in 2020. This increase was due to expanded manufacturing to support a new filtration product with required efficacy testing. Pentair is dedicated to executing improvement strategies for this increased need and will continue to focus on the reduction of water withdrawal within our operations footprint.

Pentair's sustainability program also encourages recycling and reuse of water within our manufacturing and testing processes, and successful implementation of these solutions are syndicated across our locations for best practice sharing. Moving into 2021, Pentair has identified a number of improvement opportunities that we believe will drive accomplishment of our strategic target.

WATER AND EFFLUENTS	2018	2019	2020
TOTAL WATER WITHDRAWAL (MEGALITERS)[1]	557	554	567
FROM SURFACE WATER	2	1	3
FROM GROUNDWATER	39	6	6
THIRD-PARTY WATER	516	547	558
WATER WITHDRAWAL INTENSITY (MEGALITER/EARNED HR.)	0.000087	0.000094	0.000096

1 – Water withdrawal collected from Pentair manufacturing sites.

TOTAL WATER WITHDRAWAL (MEGALITERS)

Year	
2018	557
2019	554
2020	567
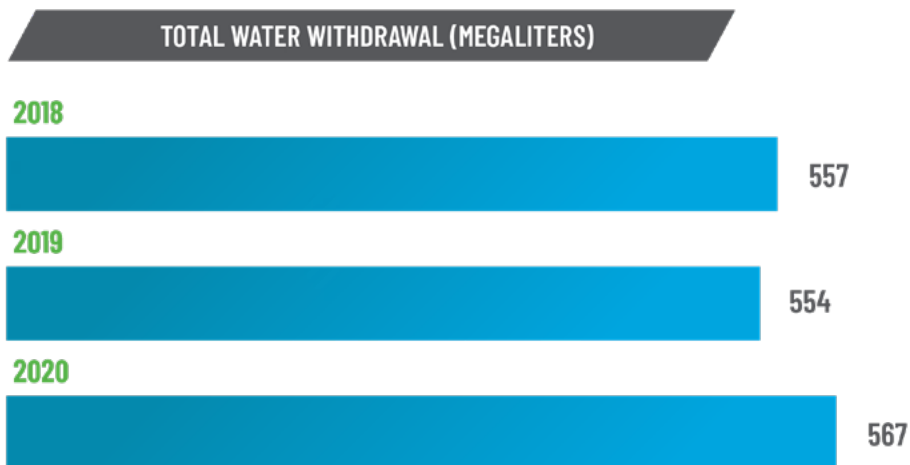
3.5 Waste Management and Significant Waste-Related Impacts

Pentair's manufacturing processes vary globally, with multiple raw materials comprising our purchasing footprint. As such, our operational waste management process must be standardized, yet adaptable, to enable each facility to effectively identify and manage their potential waste impact.

All manufacturing locations are required to perform full source identification and separation in compliance with appropriate regulatory requirements and in conformance with Pentair's Zero Waste program. This metric defines waste diversion as waste materials that are reused in a plant's manufacturing processes, or managed through verified off-site recycling programs. Any generated waste that is landfilled or incinerated is not counted as "diverted material" in the calculation. Any facility that generates hazardous waste must manage that waste according to local regulation, and in many cases this includes incineration with energy recovery. The majority of our waste generated is non-hazardous, and we seek to maximize recycling and reuse opportunities for those waste streams. The waste management hierarchy drives facilities to primarily focus on use reduction, internal reuse, and third-party recycling, and these efforts are more heavily weighted in the calculation process. Reduction efforts yield a stronger improvement in score than simply reuse and recycling.

Pentair partners with a third-party to identify waste management and optimization opportunities as well as appropriate partners for responsible management of generated waste. During our annual Regulatory Compliance Evaluation process, waste management partners are reviewed to ensure continued compliance and appropriate management practices. Waste generation is reported through a global data management portal that is then aggregated at the enterprise level for visibility in improvement opportunities and synergies.

Waste Generation and Management Accounting Process

Similar to our energy and water use management systems, zero waste is fully developed within the EHS portion of **PIMS**. Sites are challenged to integrate material use and waste generation reduction through our value stream mapping process. Pentair's third-party partner manages aggregated reporting with invoice and manifest auditing to ensure accuracy of waste accounting processes. Facilities use this data to report their monthly generation, diversion, and landfill/incineration activities in Pentair's operational scorecard. Zero waste is a primary scorecard metric and is reviewed monthly during business reviews to drive accountability to goals, and remediation efforts are required if a site misses its metrics two months in a row.

Our facilities' waste management and zero waste programs are audited through a formal process developed based upon regulatory requirements, industry benchmarking, and best practices. The results are reviewed by senior operations management, and any significant risks identified are managed through our regulatory compliance process with executive review for accountability. This annual review process helps Pentair identify program improvement opportunities to support continuous improvement.

In addition to our zero-waste metric, we also use recycled material from other sources as a raw material in our manufacturing process to reduce overall waste generation **(see Winning Solutions page 38)**. As we continue to strengthen our environmental sustainability program, we look to globally manage these raw material processes at an enterprise level. This will allow us to recognize synergies across our global locations and identify future opportunities.

Through 2020, Pentair maintained strong performance with respect to waste reduction, reuse, and recycling efforts through our mature zero waste model. Even with increased need for personal protective equipment, cleaning supplies, and social distancing barrier materials to reduce COVID-19 risk, Pentair was successful in continuing to improve on our zero-waste performance. Pentair's zero waste score has remained at 77 percent for 2019 and 2020, a five percentage point improvement as compared to 2018. We reduced overall waste generation from 2019 to 2020, and increased overall waste diverted away from landfill from 2019 to 2020, with 25,067 metric tons diverted in 2020.

Pentair plans to continue to drive continuous improvement efforts, especially in areas of source separation and material reuse, to achieve continuous improvement in each facility's zero waste performance.

REUSING MANUFACTURING WASTE TO PRODUCE MORE SUSTAINABLE PRODUCTS

Ashland Thermfire Installation 2020

Our site in Ashland, Ohio operates its own foundry for metal castings in the manufacture of residential, commercial, and industrial pumps. High-quality sand is crucial to the final outcome of a foundry metal casting. In 2020, we installed thermal reclaim technology to clean the sand of impurities for reuse. Through this process, we are able to produce sand at a higher quality rate than when purchased in raw form, capture reduced operating costs, and reduce silica exposure in our foundry.

Using this emerging class of clean plant technology, we have recognized an annual savings of over $700,000 while also preventing approximately 3,500 tons of sand from being landfilled per year.

Chardon, Ohio Product Reuse

Our facility in Chardon, Ohio uses approximately 6.5 million pounds of high density polyethylene (HDPE) plastic each year to manufacture water filtration and softening equipment for residential customers. Each product manufactured creates roughly 25 to 30 percent (by weight) of excess material that is molded and removed prior to creating the final product. This excess material is then reused as raw material in the next production cycle rather than being scrapped or recycled externally, resulting in approximately 1.9 million pounds of HDPE material being reused every year. Additionally, any product with identified defects such as molded holes, visual, or dimensional deformities, is also reused in the next production batch. While we continue to seek opportunities to reuse 100 percent of HDPE within our manufacturing processes, approximately one percent, or 60,000 pounds, of HDPE is currently sent off site annually for recycling rather than reuse due to contamination or foreign material.

NON-HAZARDOUS AND HAZARDOUS WASTE [1]	2018	2019	2020
TOTAL WASTE GENERATED (METRIC TONS)	32,824	33,923	32,656
NON-HAZARDOUS WASTE GENERATED	NA*	33,408	31,001
HAZARDOUS WASTE GENERATED	NA*	515	1,655
NON-HAZARDOUS WASTE DIVERTED FROM LANDFILL (METRIC TONS)	23,513	25,634	23,703
HAZARDOUS WASTE DIVERTED FROM LANDFILL (METRIC TONS)	NA*	365	1,364
WASTE BY DISPOSAL METHOD			
TOTAL DISPOSED WASTE (METRIC TONS)	9,311	7,925	7,589
NON-HAZARDOUS WASTE DISPOSED	NA*	7,774	7,298
HAZARDOUS WASTE DISPOSED	NA*	151	291
RECYCLING RATE (%)	72%	77%	77%

1 - Waste data for Pentair manufacturing sites.
*Not availbale at the time of this report.

TOTAL WASTE GENERATED (METRIC TONS)

2018	32,824
2019	33,923
2020	32,656
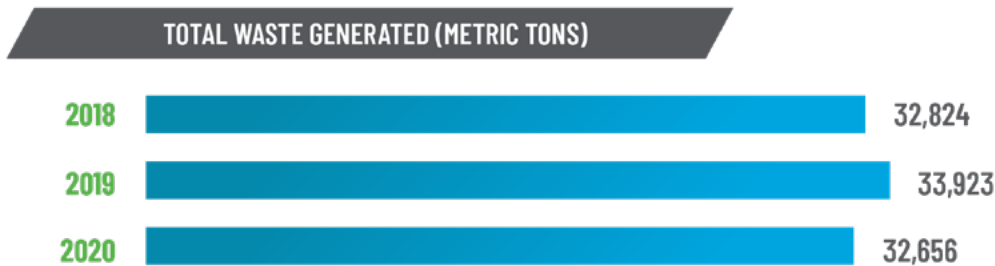
Our positive impact in the Zero Waste program and learnings will be leveraged to drive similar successes in our energy and water use programs. In 2021, Pentair introduced an integrated Environmental Indicator metric as a primary operational scorecard metric. This replaces the zero-waste measure and now incorporates energy use, GHG emissions, water withdrawal, zero waste, and incidences of non-conformance into an integrated metric of environmental sustainability. Facilities are provided site-specific goals for performance as part of our annual planning and strategy deployment process. The Environmental Indicator is reviewed during monthly cross-functional scorecard sessions. Locations not meeting their goals for two consecutive months are required to complete investigations to determine gaps in performance and opportunities for recovery to goal.

WINNING WORKPLACE
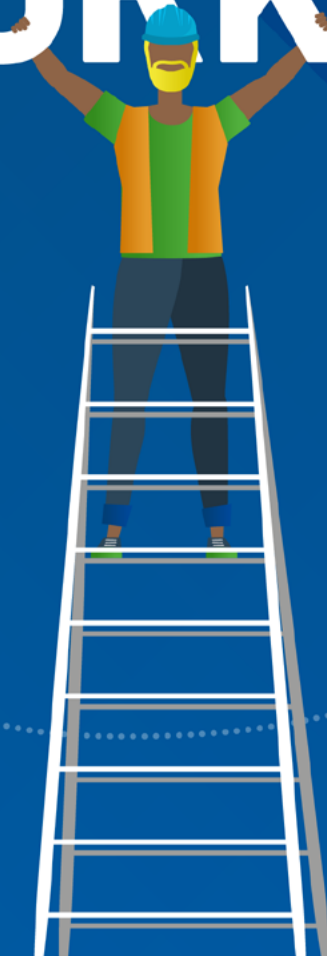
At Pentair, our employees are driven to improve people's lives by making the most of life's essential resources. We are one global team, inspired by our role in improving the world for our customers, and each other.

We are committed to providing a safe and welcoming work environment to attract and retain top talent, cultivating a culture that engages our employees to make a difference, within and beyond the workplace. Our Win Right values, positive culture and commitment to inclusion and diversity foster innovation and curiosity, which, in turn, contribute to Pentair being an industry leader. Both at work and at home, we want our employees to be happy, healthy and well cared for.

Our Global Employee Footprint

2018 — 9,497: 1,094; 1,482; 2,256; 4,665
2019 — 9,290: 862; 1,414; 2,235; 4,779
2020 — 9,878: 1,082; 1,404; 2,188; 5,204

EMPLOYEES BY REGION
- North America
- EMEA
- APAC
- Mexico / LATAM
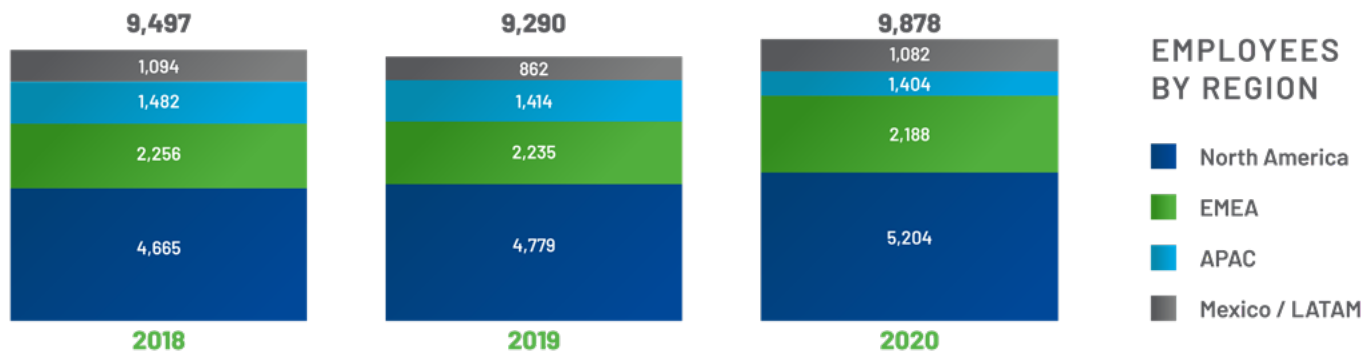
4.1 Pentair's Commitment to Employee Engagement

Engaging our employees is important to Pentair's long-term success, and is more important now than ever before as we prepare for a post-pandemic work environment. We engage with our employees and gather feedback about our employee programs, practices, and policies through a variety of forums and avenues, including:

- **Town hall meetings** where Pentair leaders share strategies and perspectives
- **Quarterly employee webcasts** to ensure our results and expectations are clearly communicated
- **Annual global leadership meetings** with approximately 100 of the company's top leaders to drive growth and productivity initiatives and share best practices
- **Feedback features** on our myPentair employee intranet
- **Employee surveys** sent periodically to gather input on Pentair's culture and other applicable topics

" Pentair was named as one of America's Best Midsize Employers by Forbes. See the complete list here. "

LISTENING TO OUR EMPLOYEES

At Pentair, we place great importance on employee listening sessions at all levels of the organization. Our executive team hosts listening sessions during our global leadership meeting, through townhalls, and during on-site visits with our employees. Our leaders also facilitate listening sessions throughout our functional and regional teams and include a skip-level component to ensure employees feel comfortable freely discussing opportunities.

Listening sessions are important to us as we believe they:

- Provide a consistent process for obtaining **employee input** and **perception** of the culture, workplace, and manager effectiveness
- Help us understand the relationship between **employee experience** and **business outcomes** to prioritize action where it matters most
- Ensure there is an avenue for employees to **voice their opinions**

▶ EMPLOYEE COVID-19 SURVEYS

In 2020, we completed two COVID-19 surveys **(see Winning Company, page 17)**. These surveys provided valuable insights into the experiences of our employees and helped form our planning around the future of work and telecommuting at Pentair. The surveys also informed our employee listening strategies and identified opportunities for more frequent pulse surveys for our operations employees to gather real time feedback on individual policies and actions.

▶ FOCUS GROUPS

Through our Business Resource Groups, **(see Inclusion and Diversity, page 57)** we have engaged our employees in smaller focus groups to help inform our business decisions and strategies. Examples include feedback on Pentair's response to current events, Pentair's Inclusion and Diversity culture, and many others.

EMPLOYEE RECOGNITION

Our employees demonstrate their commitment to each other, our customers, and our world each and every day. We recognize employees who exemplify our Win Right Values and display strong Leadership Competencies as part of our 'People of Pentair' spotlight series. These stories are featured on myPentair (our employee intranet site), included in our global employee newsletter, and highlighted on our social media platforms. We also celebrate our employees by recognizing those that have achieved milestone employment anniversaries, with more than 450 employees reaching 30+ years of service at Pentair in 2020.

Jim Krantz, production supervisor at our manufacturing site in North Aurora, was honored by the New York Stock Exchange as the honorary closing bell ringer on July 27, 2020. Jim and the Pentair team expedited a fire pump to help ensure a suburban Chicago hospital could reopen quickly to care for COVID-19 patients. Jim retired from Pentair in April 2021 after a 56-year career with Pentair.
PHOTO CREDIT: NEW YORK STOCK EXCHANGE

4.2 Living Our Win Right Values Through Inclusion and Diversity

At Pentair, our commitment to inclusion and diversity is part of living our Win Right Values. An inclusive and diverse workforce contributes different perspectives and innovative ideas that enable us to improve every day. We believe that every Pentair employee should be provided equal opportunities to be heard, respected, have a sense of belonging, and contribute to our mission. Race, gender, gender identity, ethnicity, country of origin, age, personal style, sexual orientation, physical ability, religion, life experiences, and many more factors contribute to this diversity.

Through living our Win Right Values, Pentair is committed to continuing to strengthen our existing culture through an inclusive and diverse workplace, by attracting, developing, and retaining top talent and building the inclusion and diversity core capabilities of our organization. By leveraging diverse teams we will enable strong business performance and improve the employee value proposition. Our diversity and inclusion targets include:

Achieving an inclusive and diverse workforce and leadership team that embraces the communities in which we live, work, and serve:

With a specific focus on increasing women in leadership positions globally and Persons of Color representation in U.S. leadership positions

In order to achieve these targets, we have implemented an integrated approach to supporting and promoting workplace inclusion and diversity including:

- Ensuring leadership involvement of our inclusion and diverse programs are part of our existing talent management programs. Leadership is responsible for oversight of the effectiveness of these programs
- Attracting and retaining diverse talent at all levels
- Fostering a globally aware, inclusive culture
- Ensuring our practices are equitable and nondiscriminatory

> *This is only the beginning of the positive change we want to drive within Pentair and in our communities around inclusion and diversity. We realize we have a lot to learn, and we will challenge ourselves to continue the conversation and inspire action toward change that makes a real difference.*
>
> **JOHN L. STAUCH**
> **Pentair President and CEO**

EMPLOYEE DIVERSITY	2018	2019	2020
% OF MINORITIES IN THE WORKFORCE*	42%	39%	42%
% OF MINORITIES IN LEADERSHIP ROLES**	22%	23%	25%
% OF WOMEN IN THE WORKFORCE	30%	30%	31%
% OF WOMEN IN LEADERSHIP ROLES**	27%	28%	28%

* Inclusive of the following racial minority groups: Black/African American, Hispanic/Latino, American Indian/Alaskan Native, Asian, Native Hawaiian/Other Pacific Islander. Data for U.S. employee population only.
** Leadership roles are those of employees who are director level and above.

BUILDING A CULTURE OF INCLUSION AND DIVERSITY

Pentair's culture development programs – One Pentair Culture sessions, Win Right Orientation for new hires, and Team Effectiveness sessions – help lay the foundation for a more inclusive workplace. These programs strengthen the capability of individuals and teams to live Pentair's values. Our culture programs are deployed across the organization to management, professional employees, production employees, and new hires.

Pentair views inclusion and diversity as integrated and aligned with our business strategies and purpose-driven company. While inclusion and diversity is not a new topic at Pentair, the COVID-19 pandemic and the social unrest in response to racial inequity in the United States during 2020 accelerated our journey. These events placed a global spotlight on how far we still must go as a society in confronting racism and systemic injustice. It also deepened our commitment to a diverse workforce, connected by an inclusive culture where our employees have a voice and feel they belong.

Our CEO and the Pentair Executive Team responded with agility, thoughtfulness, and authenticity to events impacting our employees in 2020, including:

- Publicly committed and became a signatory of the CEO Action for Diversity & Inclusion™ coalition

- Hosted a global Day of Unity with an opportunity for employees to use five hours of paid time off to volunteer for social justice programs in their communities

- Issued a **public statement** conveying Pentair's firm opposition to racism and injustice and the Executive Team's commitment to listening, learning, and engaging with communities and employees on racial, social injustice and equity issues

- Provided a double match for eligible employee donations to qualified social justice organizations through the Pentair Foundation

- Conducted **employee listening sessions** with our Executive team, leaders, employees and Black Employee Network Business Resource Group. The sessions explored current events and their impact on our employees, allowing each attendee to hear from others, share experiences, create ideas, and commit to solutions. We also hosted a series of professionally-moderated employee listening sessions comprised of employees from different functions and backgrounds centered around social unrest and racial justice, with nearly 200 employees participating

In 2020, we undertook several initiatives providing additional resources and tools to employees including:

- Created the Inclusion and Diversity Executive Leadership Council

- Delivered Inclusive Leadership education to approximately 500 managers in the U.S.; created a plan to cascade Inclusive Leadership education to managers outside the U.S. beginning in 2021

- Integrated inclusion and diversity priorities into broad corporate communications to our organization including an Inclusion & Diversity educational hub on our employee intranet

- Established two employee-led business resource groups: the Women's Resource Group and the Black Employee Network

- Facilitated parenting support circles to support family care and work life balance challenges during COVID-19

- Engaged in the 21 Day Racial Equity Habit-Building Challenge ©

Kelly Baker, Executive Vice President and Chief Human Resources Officer, was recognized by Diversity Woman Magazine as one of the "Elite 100" extraordinary Black women in the C-suite and executive leaders in Corporate America.

Achievement of 20% or more gender diversity in their executive ranks and on their board of directors.

Pentair was named to the Twin Cities Business "2020 Minnesota Census of Women in Corporate Leadership" Honor Roll for the third consecutive year. The Honor Roll is an elite group of Minnesota companies that have 20 percent or more gender diversity in their executive ranks and on their Board of Directors.

SPOTLIGHT:

Pentair Engineer Honored with STEP Ahead Award

Sonal Gola, Smart Products and Internet of Things Delivery Manager at Pentair, was recognized by the Manufacturing Institute with the Women in Manufacturing STEP (Science, Technology, Engineering and Production) Ahead Award in 2020.

The STEP Ahead Awards honor women who have demonstrated excellence and leadership in their careers and represent all levels of the manufacturing industry, from the factory floor to the C-suite.

Read the full story here.

❝ *My role at Pentair allows me to contribute my abilities as an engineer to help solve water challenges around the world. I am honored to receive this award from the Manufacturing Institute as I hope that it will encourage other women, and especially those in my home country of India, to pursue a career that provides the opportunity to pair their talents and passions to contribute to society.* **❞**

SONAL GOLA
Smart Products and Internet of Things Delivery Manager

EMPLOYEE BUSINESS RESOURCE GROUPS

Our Employee Business Resource Groups provide an opportunity for our employees to develop connections throughout the organization, share experiences and perspectives, support each other in professional and personal development, foster a sense of belonging across the organization, and advise the organization on important business impacts.

Women's Resource Group

The Women's Resource Group works to contribute to the development and advancement of women at Pentair through a supportive and collaborative global community while contributing to and impacting business performance goals.

Black Employee Network

The Black Employee Network was formed in June 2020. The purpose and mission of this group is to strengthen and enhance the relationship of Black employees with each other and with the broader Pentair organization, while also aiming to assist in the recruitment, retention, and empowerment of Black employees. Through professional development, career management, networking and mentoring opportunities, the Black Employee Network strives to promote an inclusive work environment for all employees.

" Being in a position to support the growth and development of our female leaders across Pentair was a highlight of 2020. My experience with the Women's Resource Group has strengthened my feeling of being #PentairProud! "

ELIZABETH SANBERG
Associate General Counsel and Privacy Counsel, Co-leader of the Women's Resource Group

" Because of the social unrest that occurred in 2020, I felt compelled to help establish a business resource group that specifically addresses the needs of the Black and African American community—providing a venue where we can strategize how we can address systemic racism, and discuss diversity and inclusion topics within Pentair and within the communities we live. "

MARCUS PHILLIPS
Director, Marketing Services, Co-leader of the Black Employee Network

EMPLOYEE BREAKDOWN**

	2018	2019	2020
TOTAL NUMBER OF EMPLOYEES	**9,497**	**9,290**	**9,878**
MEN	6,648	6,503	6,732
WOMEN	2,849	2,787	3,098
UNDECLARED/BLANK	–	–	48
TOTAL EMPLOYEES BY CATEGORY			
LEADERSHIP	124	127	127
WORKFORCE	9,373	9,163	9,751
% OF WOMEN			
LEADERSHIP**	27%	28%	28%
WORKFORCE	30%	30%	31%
% OF MEN			
LEADERSHIP**	73%	72%	72%
WORKFORCE	70%	70%	69%
EMPLOYEES BY REGION			
TOTAL	9,497	9,290	9,878
NORTH AMERICA	4,665	4,779	5,204
EMEA	2,256	2,235	2,188
APAC	1,482	1,414	1,404
MEXICO / LATAM	1,094	862	1,082
EMPLOYEE DIVERSITY			
% OF MINORITIES IN THE WORKFORCE*	42%	39%	42%
% OF MINORITIES IN LEADERSHIP ROLES**	22%	23%	25%

* Inclusive of the following racial minority groups: Black/African American, Hispanic/Latino, American Indian/Alaskan Native, Asian, Native Hawaiian/Other Pacific Islander. Data for U.S. employee population only.
** Leadership roles are those of employees who are director level and above.

4.3 Attracting Top Talent

At Pentair, our employees are engaged in developing new solutions and technologies for our customers, continuously improving operations, supporting our teams, and putting our mission in motion through philanthropic and social responsibility initiatives. To remain a leader in delivering smart, sustainable solutions, it is essential we continue to attract top talent aligned with our Company mission.

Delivering a positive and engaging candidate experience throughout the application process is the foundation of the Pentair Talent Center of Excellence (COE) approach. To ensure this candidate experience, we created data-driven dashboards to guide recruitment process improvement in real-time. We measure ourselves through our digital platform's analytical insights to provide the most streamlined and positive candidate experience possible, and review the results regularly to minimize adverse impacts to our process, our candidates, and our hiring practices.

Pentair recognizes there may be inherent biases in traditional recruitment methods and standards. To help ensure that our recruitment process is reaching a broad pool of candidates, the COE utilizes market diversity data and leverages insights to implement proactive recruitment campaigns, targeting potential candidates by function and location. Our recruiting team is trained in diversity recruiting practices, utilizing technology platforms to proactively engage diverse candidates. Interview teams reflect diversity within the organization, and hiring managers undergo unconscious bias training, with 95 percent of hiring managers having completed the training in 2020. New managers are provided with this training within 30 days of hire. Additionally, in 2020 Pentair eliminated questions related to compensation history for U.S. positions.

Our career portal and application process is accessible through mobile applications, reducing complexity for candidates. Job descriptions, including education requirements, are continuously evaluated to ensure we are attracting a wide range of candidates with relevant experience.

Early Career Programs at Pentair

Pentair is dedicated to attracting, developing, and retaining diverse talent through our early careers programs. We see early career programs as a critical funnel for filling the pipeline of our future leaders. We have several early career programs in critical roles and functions at Pentair.

Early Career Leadership Development Programs:

- **Engineering:** Computer Science, Chemical Engineering, Electrical Engineering, Mechanical Engineering
- **Finance:** Accounting, Finance, Economics
- **Supply & Operations:** Supply Chain, Operations Management, Logistics, Industrial Engineering, Mechanical Engineering
- **Product Management:** Business Administration, Finance, Marketing, Management, Industrial Engineering, Mechanical Engineering
- **Sales:** Business Administration, Finance, Economics, Marketing, Sales

Employees selected for these programs are considered top talent at Pentair. Graduates of the program are selected for key roles across the organization, helping build a foundation of top talent for the future.

We also have a Pentair Leadership Development Program for interns. The program is designed to develop a strong early career talent pipeline and identify top talent through work experience. Interns invited to return to Pentair after the 12-week program become part of our early career Leadership Development Programs.

We proactively recruit at more than 40 colleges and universities with leading business and engineering programs across the United States. We are also working to establish relationships and sponsorships with student organizations such as the Society of Women Engineers, National Society of Black Engineers, Society of Hispanic Professional Engineers, National Association of Black Accountants, and Women in Business.

4.4 Investing In Our Future Through Our People

We recognize achievement of our vision to be the leading residential and commercial water treatment company will come through empowered employees who are curious and open to change, focused on our customers, and who demonstrate our Win Right Values and leadership competencies.

Performance Management

The performance management process at Pentair ensures that we are well-positioned to deliver our business results while providing a positive employee experience. The annual process begins with each employee setting goals aligned to the Company's strategic priorities, with progress against goals reviewed mid-year and adjusted as needed. The Annual Performance Review is a time to summarize the entire year by evaluating results against goals and how they were achieved. It is important for employees to hear meaningful feedback focused on their development, and to be rewarded and recognized for their contributions.

Training and Development

At Pentair, all employees lead and influence. In 2020, we continued to offer resources in support of our Leadership Competencies. The Leadership Competencies are a critical part of developing Pentair's professional employees across the world, and are designed to help deliver valuable products and services for our customers and shareholders. The Leadership Competencies are also incorporated into employee performance reviews and development planning opportunities.

OUR LEADERSHIP COMPETENCIES

BE A THOUGHT LEADER

Be Curious.
Be Strategic.

LEARN & GROW

Be Courageous.
Be Agile.

BE ACCOUNTABLE

Deliver Results.
Drive Execution.

MAKE OTHERS BETTER

Leverage Teams.
Develop People.

To support employees in their career journey, a number of tools and resources are shared through the company's employee intranet. We offer live training, on-demand learning, and development guides to employees in multiple languages. Building upon the strong foundation of the program in 2019, Pentair Learning and Development launched **three new programs** in 2020:

1. GROWTH MANAGER FOUNDATIONS
Two week virtual learning journey for new leaders with one year or less of management experience

2. GROWTH MANAGER DEVELOPMENT PROGRAM
Four month virtual learning journey for mid-level leaders with two to three years of experience in managing others

3. COACHING
Virtual workshops launched to senior managers to build capabilities in coaching and team development

Providing Tools for a Virtual Environment

As 2020 presented unique challenges, Pentair created resources for employees in response to COVID-19. Examples of topics covered through these resource offerings included how to work and lead virtually, how to lead during times of change/crisis, and how to ensure personal and professional well-being. Additionally, Pentair built a COVID-19 hub on our intranet site for employees to access videos, articles, and several other resources.

Job-Specific Skill Training

Pentair facilitates technical training across functional areas including Quality, EHS, Operations, Engineering, and Finance. Pentair is a member of the Automotive Industry Action Group (AIAG), which develops common global standards for Quality, Supply Chain, and Corporate Responsibility issues. Through this membership our employees are able to access valuable training, engage in workshops, and learn best practices related to their area of interest. We offer a variety of learning and development programs with functional training managed within each department. Our production employees are trained on a wide variety of job-related topics following a site-specific training calendar as well as self-paced e-learning modules. Our professional population also receives job-specific training and is encouraged to include training and development goals as part of their annual performance process.

In addition to facilitated training, we provide self-paced e-learning modules aligned to our Leadership Competencies, programs to develop technical skills, and our PIMS foundational elements that help to build skills in specific behaviors and tools. Employees can sign up for any offerings to broaden their leadership and technical skills. This e-learning platform is available to our global professional population.

4.5 Employee Health and Wellness

At Pentair, we understand the long-term advantages of offering competitive benefits including programs, services, and resources to help our employees achieve a healthy balance at work and in life. Our standard offerings are available to all full-time employees but may vary due to country regulation or collective bargaining agreements. We provide employees and their families with a wide range of benefits including insurance plans, a retirement savings plan, wellness programs, and paid time off.

In the United States, all full-time employees are eligible to receive the following benefits:

- Disability Insurance
- Life Insurance
- Flexible and Health Saving Accounts and Wellness Programs
- Teladoc Support
- Health Insurance (Medical, Pharmacy, Dental)
- Eight Weeks Paid Parental Leave for Birth and Adoptive Parents
- Two Weeks Paid Caregiver Leave
- Legal Services
- Employee Assistance Program
- Retirement Provision/ 401(k) Plan
- Stock Ownership
- Tuition Reimbursement
- Vacation, Holidays, and Sick Time
- Bereavement, Jury Duty and Military Leave
- Employee Emergency Fund
- Flexible Work Arrangements

In the United States, part time employees are eligible to receive the following benefits:

- Vacation, Holidays, and Sick Time
- Bereavement, Jury Duty and Military Leave
- Retirement Provision/ 401(k) Plan

Wellness Programs

The Pentair wellness program offers benefits to help employees achieve and maintain a healthy lifestyle. Partnering with a third-party wellness provider, we offer tools and resources including rewards and incentives for committing to actions that help employees take ownership and accountability for their health.

In addition, certain Pentair locations host a variety of wellness events throughout the year, including wellness education, flu shot clinics, and weight management/active lifestyle coaching. While many in-person events were not held in 2020 due to COVID-19 restrictions, flu shot clinics were still provided in our large, essential manufacturing locations.

COVID-19 Response

The COVID-19 pandemic highlighted the importance of health and safety in all aspects of our lives, especially within the essential workforce. To read more about our COVID-19 response, including our approach to employee health and safety during this time, refer to **Winning Company, page 17**.

PROVIDING A SAFE WORKPLACE

Pentair views employee health and safety as core to our Win Right values. Our **Environmental Health & Safety (EHS) Guiding Principles** outline our commitment to developing, manufacturing, and delivering our products safely and sustainably. Integrating regulatory compliance and risk management, our EHS program drives foundational behaviors and processes to support a sustainable, proactive, and engaged culture.

Additionally, our program is:

- Informed by ISO 45001, setting the foundation for our locations to pursue certification as appropriate
- Focused on reduction of workplace incidents using well-defined risk identification and mitigation strategies
- Supported by enrichment programs to build sustained engagement and ownership of health and safety throughout the organization, backed by a foundation of regulatory compliance

We are focused on a zero-incident workplace and empower our employees to help drive this goal. We encourage our employees to "Stop Work" any time there is a potential concern regarding safety. We also promote an open door policy for employees to bring concerns to their manager. Each site maintains a confidential health and safety reporting process, and Pentair has a confidential, global Ethics HelpLine for employees. Additionally, locations must meet and/or exceed applicable regulatory safety and health standards.

Pentair's manufacturing site in Sanford, North Carolina achieved Carolina Star Certification for the fourth consecutive year by the North Carolina Department of Labor, recognizing best practices in Committees and Behavior Based Safety.

Safety Management Processes

In 2018, Pentair implemented an EHS culture program throughout our manufacturing and distribution locations focused on employee engagement through predefined management communication, incident investigation, hazard identification / corrective action, and change management processes. As part of the EHS culture program, Pentair developed an EHS playbook, reflecting industry best practices and comprised of six key elements:

1. **Management Engagement:** Strong two-way safety communication is vital for success; employees must be heard and engaged. All leaders are safety leaders and cast a shadow of safety leadership.
2. **EHS Improvement Teams:** All work teams should have representation and all employees should have the chance to participate and engage in EHS improvement, including providing opportunities for EHS to build talent and grow leaders.
3. **Hazard Recognition:** Employees should feel empowered and in control of their own safety at work. We track indicators that can predict trends so teams can promptly investigate the cause and implement effective and sustainable corrective actions.
4. **Immersion and Re-Immersion:** Ongoing evaluation of our safety culture and intentional engagement with our employees helps us see things in new ways as an EHS team, providing opportunities to reinforce good behaviors and address areas of opportunity.
5. **Cultural Capital Investment:** Investment in programs to drive safe work practices and promote employee engagement supports important outcomes, including building trust and increasing job satisfaction, which are critical toward building a positive EHS culture.
6. **Recovery Plan Mode:** Sites constantly monitor for signs of potential cultural impacts and performance gaps, and Recovery Plan Mode processes are utilized to help mitigate and correct.

The maturity of these six elements is measured annually in a review of a site's progress, providing a mapping process to drive success across the organization . Additional measurement includes Pentair's Safety Indicator (SI) score, which tracks information on a global dashboard and is used as a mandatory input to any injury risk assessment and remediation activity. It measures monthly proactive engagement and leading indicators to drive reduction of the following lagging indicators:

- Injury Frequency Rate (IFR)
- Days Away Restricted or Transferred (DART)
- Lost Time Incident Rate (LTIR)

Site leaders are trained on the systemic levers that can be utilized to correct performance gaps, and are accountable to identify the root causes of any performance gap. They must also implement effective solutions that can be leveraged across our operations.

Our formal employee engagement programs on hazard recognition and reporting have clearly defined global program elements with site-specific elements to fit local culture. Employees are given a participation target with incentive and recognition to reward engagement. Hazard reports and behavioral observations are tracked at the site level and include targets, feedback measurement, and risk closure metrics. These metrics are tracked in the site's SI score as the accountability measure to drive a strong EHS culture.

We are committed to improving our performance year-over-year and sites commit to an annual site specific performance improvement target to ensure continuous improvement across Pentair.

Employee EHS Risk Management and Training

Employees are engaged in a wide variety of EHS management training and development, including hazard recognition and reporting, behavioral observation programs, kaizen improvement projects, and risk-specific safety committees with execution targets and accountability. Each site manages its required regulatory training, as well as supplemental enrichment and education to strengthen EHS performance.

EHS training is performed in a variety of ways including daily meetings, monthly classroom training, on-the-job, risk-based training, emergency preparedness courses and drills (weather, fire, active threat, etc.), e-learning, and off-site professional development. Pentair believes an engaged and educated workforce is foundational to a sustainable EHS program and a world-class safety culture.

Safety Performance

Pentair is focused on driving reductions in our incident rate and improving the work environment. Each location is given an annual improvement target that is then aggregated to the Segment and Enterprise level. We are committed to improving our performance year-over-year and sites commit to an annual site specific performance improvement target to ensure continuous improvement across Pentair.

To measure performance, we apply Occupational Safety and Health Administration (OSHA) recordable definitions globally, and track our OSHA incident rate, lost time rate, and incident types at sites worldwide. Pentair's OSHA incident rate is calculated by multiplying the number of recordable injuries by 200,000 and dividing by the total number of employee work hours.

The year-end 2020 injury rate was 1.96, with 14 percent of our manufacturing sites achieving zero recordable injuries in 2020. Our focus on safety culture, risk identification and reduction, and ergonomics helped drive this improvement globally. Additionally, our work on safety has driven reduction in overall incident occurrence, including lost time injuries, property damage incidents, and near miss incidents.

Employee Engagement in Health and Safety

Health and safety employee engagement includes:

- EHS improvement teams with project specific focus
- Site safety steering committees
- Site health and safety rapid improvement teams with employee engagement
- Health and safety training and technical competency building
- Health and safety culture immersion workshops
- Health and safety hazard recognition workshops
- Employee led behavioral safety observations
- Employee "Find It, Fix It" program
- Health and safety hazard hunts
- Health and safety surveys
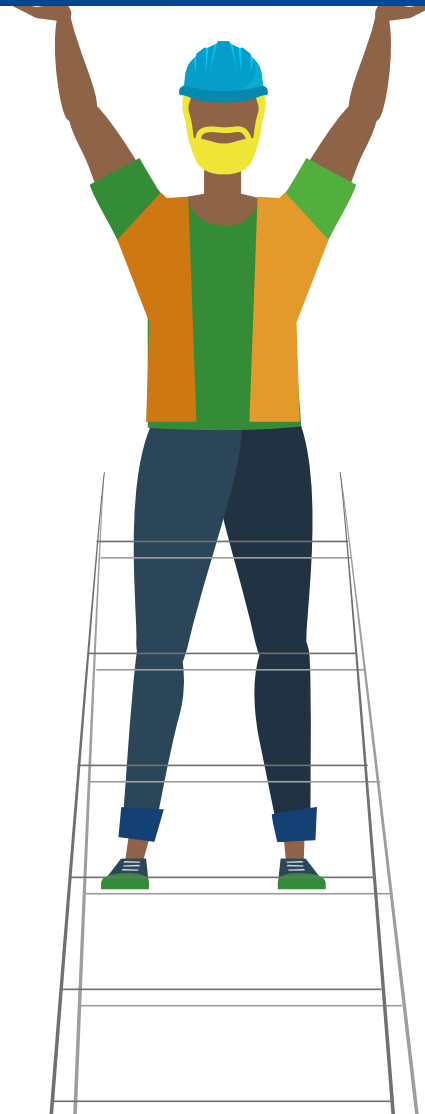
	2019	2020
LOST TIME AND NEAR MISS RATES		
LOST TIME INJURY RATE*	0.79	0.68
NEAR MISS FREQUENCY RATE**	8.63	6.08
WORK-RELATED INJURIES		
FOR ALL EMPLOYEES		
TOTAL NUMBER OF HIGH-CONSEQUENCE WORK-RELATED INJURIES (EXCLUDING FATALITIES)	14	6
TOTAL NUMBER OF LOST-TIME INJURIES	65	54
TOTAL NUMBER OF FATALITIES AS A RESULT OF WORK-RELATED INJURY	0	0
TOTAL NUMBER OF RECORDABLE WORK-RELATED INJURIES	187	155
RATE OF RECORDABLE WORK-RELATED INJURIES***	2.27	1.96
TOTAL NUMBER OF HOURS WORKED (FULL-TIME)	15,561.254	14,585,265
TOTAL NUMBER OF HOURS WORKED (TEMPORARY AND FULL-TIME)	16,494.908	15,778.560
EHS CERTIFICATIONS		
TOTAL SITES WITH EHS MANUFACTURING CERTIFICATIONS	**25**	**25**
% SITES WITH UNIQUE CERTIFICATION TYPE	32%	32%
% SITES WITH ISO 14001	15%	23%
% SITES WITH ISO 50001	6%	13%
% SITES WITH OSHAS 18001	3%	13%
% SITES WITH OSHA - SHARP	3%	13%
% SITES WITH SAFETY STD. CERTIFICATION	6%	13%
% SITES WITH CLEAN INDUSTRY - PROFEPA	3%	13%
% SITES WITH OTHER CERTIFICATION	6%	11%

* Lost time injury rate= (number of lost time injuries*200,000)/ total hours worked
** Near miss frequency rate = (number of near miss incidents *200,000)/total hours worked
*** Rate of recordable work-related injuries = (number of recordable work-related injuries *200,000)/ total hours worked. This number reflects a restatement of 2019 data.

WINNING COMMUNITIES

5.1 Making a Positive Impact

From providing access to filtered drinking water to strengthening the communities where we operate through grants and employee volunteerism, at Pentair and through the Pentair Foundation, we are putting our purpose into practice for people around the world today, as well as for future generations.

Pentair and the Pentair Foundation operate independent grant making programs. Together, these programs engage in grant making focused on the following areas:

1 Water: Delivering sustainable, clean water

We support organizations and collaborate with partners, combining our technology, microenterprise business models, and scientific research to provide sustainable access to safe water, and to support water conservation, water quality, and reuse efforts.

2 Education: Increasing Opportunities

We partner with and support organizations that are working to create high-quality, diverse, and interconnected educational opportunities, including STEM education for students around the world.

3 Community: Creating Engagement Opportunities

We work to strengthen the communities where we operate by offering grants or sponsorships and creating opportunities for service and volunteerism for Pentair employees.

Addressing the Issues of Today

In 2020, as the global community faced the unexpected impacts of the COVID-19 pandemic, the Pentair Foundation made an emergency response contribution of $250,000 to United Way. This contribution was directed globally to communities where Pentair operates and provided emergency assistance for food, shelter, childcare, and other support supplies.

Events of 2020 also served as a call to action for Pentair—and the business community at large—to take a more active role in community efforts toward racial and social justice, equity issues, and rebuilding efforts in communities impacted by social unrest. To empower Pentair employees to take action, the company provided five hours of paid time off to volunteer in their community for organizations dedicated to racial equality and social justice. Further, the Pentair Foundation implemented a double match for employee donations to qualified non-profit organizations focused on social justice and equity issues. Including the matching contributions by Pentair, approximately $140,000 was directed towards these organizations in 2020.

Through Pentair and the Pentair Foundation, our philanthropic impact spans the globe with our programs reaching more than 9.5 million people worldwide in 2020*.

COMMUNITY GIVING PERFORMANCE	FY2020
AMOUNT CONTRIBUTED IN FY2020	$3.43 MILLION
CONTRIBUTIONS TO DATE (SINCE 1998)	$73.15 MILLION

* Based on annual requisite impact reports filed by grantees

OUR EXPERTISE IN DELIVERING CLEAN WATER

We believe that the health of our world depends on reliable access to clean, safe water. We also believe that safe water is a fundamental human right, and foundational to freedom and economic development. These tenets drive the innovation behind the products we manufacture and exist at the heart of our philanthropic investments.

Project Safe Water

Pentair and the Pentair Foundation are working to transform the way safe water is sustainably delivered to people in need. Through Project Safewater, our holistic approach to providing safe water solutions, we collaborate with a range of partners with innovative approaches—combining technology, micro-enterprise business models, and scientific research—to provide sustainable access to safe water.

Since 2007, Pentair has implemented numerous Project Safewater programs around the world. Today, through Project Safewater programs, clean, safe drinking water is provided every day to three million people in the developing world. In 2020, the Pentair Foundation contributed more than $1.5 million to its strategic partners to further advance this mission.

▶ **SAFE WATER NETWORK**
Having launched the first clean water station in India in 2010, ongoing support of Safe Water Network has delivered clean water to over 900,000 people in India via the iJal Stations—small water treatment facilities that produce clean water to be sold at affordable rates.

▶ **WATER MISSION**
Since the inaugural Project Safewater initiative in Colón, Honduras in collaboration with Water Mission in 2007, Pentair, the Pentair Foundation, and Water Mission are now working to expand safe water access to two additional departments in the western region of Honduras – Lempira and Intibucá.

▶ **SHINING HOPE FOR COMMUNITIES**
Building upon the success of a previous collaboration to deliver safe drinking water via an aerial piping system and state-of-the-art water filtration system in Kibera, an impoverished settlement in Nairobi, Kenya, we expanded the grant and plan to provide aid to the Mathare settlement in Nairobi as well.

Pentair and the Pentair Foundation consider funding strategic proposals that meet the following criteria:

▶ Provide opportunity for collaboration using Pentair technology and expertise, leveraging processes and protocols that enable long-term success

▶ Serve a population that lacks access to clean, safe water

▶ Incorporate community level education on the importance of clean water, sanitation, and hygiene

▶ Operate as a microenterprise business model

▶ Demonstrate a successful, sustainable, and long-term operating model

Read more about our Project Safewater initiatives **here**.

SPOTLIGHT:

Pentair Aids in Delivering COVID-19 Hand-washing Stations in Honduras

Admist the COVID-19 pandemic, access to safe water and WASH (Water, Sanitation, and Hygiene) education in the developing world was top of mind for Water Mission, a partner of Pentair and the Pentair Foundation since 2007. According to the Centers for Disease Control and Prevention and World Health Organization, proper handwashing is one of the best ways to help prevent the spread of the coronavirus.

With support from the Pentair Foundation, Water Mission was able to quickly respond to the call for health and hygiene education by providing COVID-19 WASH training to communities in Honduras, which included demonstration of proper safe hygiene practices.

Handwashing stations outfitted with storage tanks of water filtered with Pentair technology to help ensure cleanliness were deployed at clinics, markets, and water access points in more than 140 communities throughout the regions of Colon, Lempira, and Intibuca, serving approximately 13,500 people. In addition to handwashing stations, hygiene kits were provided to system operators along with disinfection training, COVID-19 prevention training, and public health promotion throughout the community.

Source: **Centers for Disease Control and Prevention**

INCREASING OPPORTUNITY THROUGH EDUCATION

One of Pentair's and the Pentair Foundation's three philanthropic focus areas is education. Pentair and the Pentair Foundation believe all students in every community should have access to engaging, quality educational opportunities that enable them to build complex skills and work collaboratively with adults and peers. Education is key to economic development and the improvement of living standards around the world.

In communities where Pentair operates, we fund a variety of innovative and effective Science, Technology, Engineering, and Math (STEM) education programs for K-12 and graduate level students.

Pentair and the Pentair Foundation partner with organizations such as the Boys and Girls Club, FIRST Robotics, Project Scientist, Teach for America, and several universities to offer programs such as:

- After school programs for at-risk youth, focused on STEM principles and STEM career opportunities

- Fellowships for graduate students who are addressing social and environmental issues

- Programs where students explore real world problems, involving environmental, water, food, and health challenges

- International robotics development and competitions

- Community-driven projects led by middle and high school students, incorporating principles of engineering, computing, and technology

- Training and equipping teachers for STEM disciplines

In India and other developing countries, Pentair and the Pentair Foundation work to help children, including those with disabilities, gain access to quality education. This includes organizations such as Pratham, one of India's largest education NGOs, and Opportunity International, a global nonprofit working to end poverty and promote quality education for families in need. Examples of the types of initiatives that we support in these areas include:

- Improving school infrastructure (e.g., by building a secondary school on a site where previously only a primary school existed)

- Funding microfinance loans for schools to make critical improvements, such as building new classrooms, installing running water, buying computers, and hiring additional teachers and staff

- Establishing new schools

- Covering school expenses for children in need

- Providing alternative ways to access education for students who are forced to drop out of school, enabling them to complete required grades and pass national exams

SPOTLIGHT:

Pentair Women in STEM Support Project Scientist

Project Scientist, a 2020 Pentair Foundation grant recipient, works to expand exposure to high-quality STEM curriculum with a diverse population of young girls through year-round programming. Unable to host its 2020 Summer STEM Academy in person, which serves girls ages 4 to 12, the organization pivoted to a virtual experience and looked to its partners to contribute "real life" learning experiences for the event.

In partnership with the Pentair Women's Resource Group, several female Pentair STEM employees volunteered their time to demonstrate possibilities open for girls and women in STEM fields that contribute to building a more diverse workforce for the future.

Our volunteers created programming aimed at educating the students about how Pentair's employees and products help people move, improve, and enjoy water in homes, schools, and on farms where food is grown. The Pentair teams talked to the girls and their parents about their backgrounds, what they do at Pentair, their STEM career journey, and shared a video tour of a Pentair manufacturing facility. They also created water experiments and a trivia game to pique the girls' interest in the field.

Pentair employees created a fun and engaging curriculum focused on the many ways water impacts our daily life.

5.2 Community Outreach and Engagement

CREATING ENGAGEMENT OPPORTUNITIES IN OUR COMMUNITIES

A key aspect of our corporate responsibility approach and commitment is the "Team Pentair" philanthropic engagement program. Pentair's employees come together and drive innovation to improve our communities more effectively by pooling talent and expertise, and to demonstrate impact at scale.

As "Team Pentair," employees give time and talent to important issues, providing leadership to help communities where we live and work. Employees are encouraged to volunteer in teams, using their collective resources to support nonprofit organizations in Pentair communities.

Team Pentair: Double the Impact

Team Pentair encourages and rewards employee-led involvement. To celebrate employees' passions and contributions as they work to strengthen their own communities, Pentair and the Pentair Foundation provide matching grants for team volunteerism and personal charitable giving to eligible organizations. In 2020, to support volunteerism while acknowledging the COVID-19 related social distancing requirements, Pentair enhanced its matching gift program to include virtual team activities **(see page 16)**.

In 2020, employees donated $145,000 to their communities, with the Pentair Foundation matching over $180,000 in team volunteer and personal charitable giving, including the double match extended in 2020 for organizations dedicated to racial equity and social justice **(see page 68)**.

Pentair and the Pentair Foundation match employees' volunteerism and gifts in the following ways:

Volunteering

- Five or more employees collectively volunteering a total of 25 hours as a team can earn a grant of $1,000 for an eligible organization of their choice.

- Employees who serve on the Board of Directors for an eligible nonprofit organization can earn a $1,000 grant for the organization after volunteering 25 hours in a calendar year.

Giving

- Personal monetary donations that employees make to accredited and approved nonprofit/nongovernmental organizations for charitable purposes up to $3,000 per employee, per year.

- Personal monetary donations made to accredited and approved educational institutions up to $3,000 per employee, per year.

2020 TEAM PENTAIR HIGHLIGHTS

Virtual Team Pentair "Care Cards"

Pentair hosted a series of virtual events where employees and families across the nation created cards to brighten the day of seniors, isolated adults, or hospitalized kids. Cards were delivered to local nonprofits chosen by each participant.

Drive-By Food Donations

Employees at our Apex, Cary, and Sanford, North Carolina locations participated in a holiday drive-by food donation benefitting the Food Bank of Central & Eastern North Carolina.
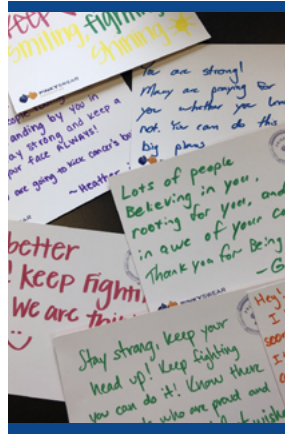
Walk for Water

Employees from 12 sites around the world joined forces as Team Pentair for the fifth annual Walk for Water to benefit Water Mission, a longtime Pentair philanthropy partner that provides safe, sustainable water solutions in developing countries and disaster areas around the globe.

MS150 Riders Raise over $15,000 to Fight Multiple Sclerosis

A group of 11 Minnesota employees and six friends and family members cycled 150 miles as Team Pentair. While the event took place virtually, allowing individuals to cycle the miles independently to maintain social distancing, participants were able to fundraise and celebrate their collective hours as Team Pentair.

WIN
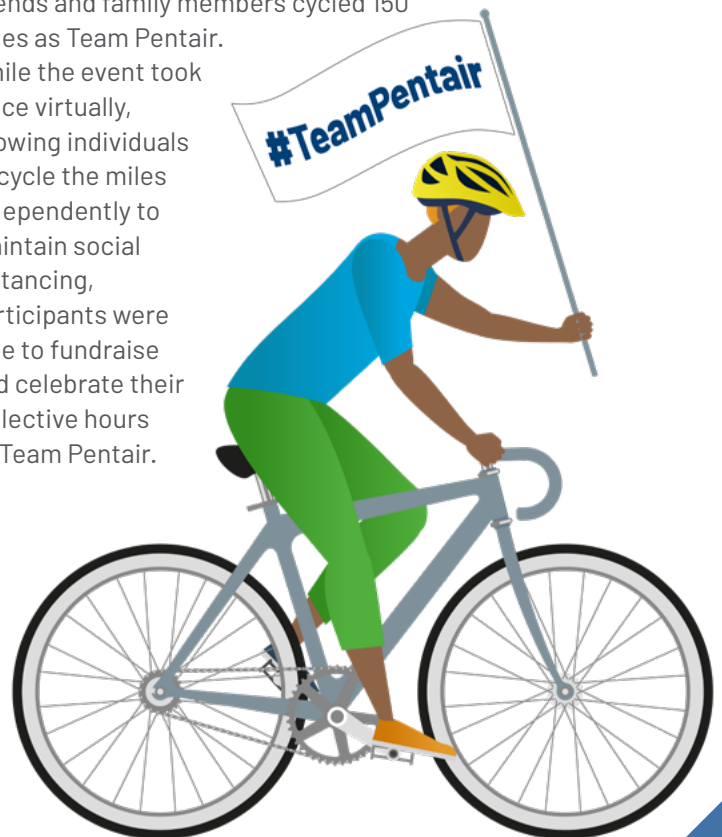
RIGHT

GOVERNANCE

6.1 Governance at Pentair

Pentair's Win Right Values and sound governance practices across all levels of the organization set the foundation for our success. It is through our governance principles and practices that we maintain resilience to potential environmental, market, and regulatory changes and proactively address associated risks. Our governance practices, which are built upon the [Pentair Code of Business Conduct and Ethics](#), enable us to promote business value and deliver results to our stakeholders.

The Pentair Code of Business Conduct and Ethics guides how we conduct day-to-day business, calling on all employees to:

- Manage Pentair according to the highest business, ethical, moral, and civic standards as a public company

- Operate in a manner that earns the respect of our shareholders, employees, communities, customers, suppliers, and all others with a stake in our success

- Contribute to Pentair as a top-performing company, managed for the long-term benefit of all our constituents
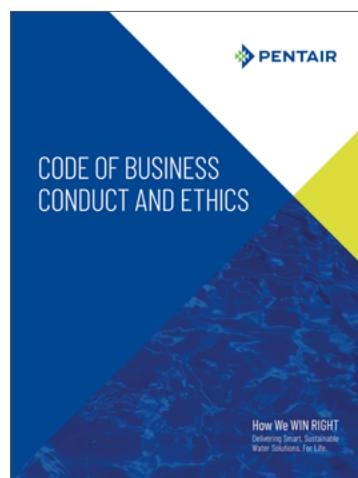
The Board of Directors is responsible for general oversight of our risk management process. The Board focuses on the most significant and material risks facing the business and helps to ensure that management develops and implements appropriate controls and risk mitigation strategies.

At the direction of the Board, we have instituted an enterprise wide risk management process that identifies potential exposure to risks that arise in the course of our business. The Board has determined that the Board as a whole, and not a separate committee, will oversee our enterprise risk management process. Each of our Board Committees has historically focused and continues to focus on specific risks within its respective area of responsibility and regularly reports to the full Board. The Board uses our enterprise wide risk management system as a key tool for understanding the risks facing us, as well as assessing whether management's processes, procedures, and practices for mitigating those risks are effective. Our General Counsel is the primary person responsible to the Board in the planning, assessment, and reporting of our risk profile and this risk management system. The Board reviews and discusses an assessment of and a report on our risk profile on a regular basis, including reports on strategic, operational, financial, cybersecurity, information technology, privacy, and legal and regulatory compliance risks. Our Board of Directors meets at regular intervals to identify and manage risks within our operations, provide oversight of succession planning, provide oversight for Pentair's corporate strategy, and communicate with shareholders and other stakeholders.

ESG is included under our core principles that apply across all aspects of Pentair, including how our business evaluates and mitigates risk. Identification and management of risks are critical steps to maintaining business resiliency and sustainable operations. We proactively manage risks through a dynamic framework that includes:

1. BOARD ENGAGEMENT

Board engagement – The Board periodically reviews the company's strategies related to managing risks from climate change and the Board and the Board's Governance Committee oversee ESG risks, including business sustainability risks.

2. EXECUTIVE ENGAGEMENT

Our Chief Social Responsibility Officer is Pentair's executive officer responsible for ESG. The Chief Social Responsibility Officer leads Pentair's social responsibility program with oversight and strategic direction provided by our Board of Directors and its Governance Committee.

3. INTERNAL AND THIRD-PARTY AUDITING TO ASSESS OUR PROCEDURES

Annually through our business risks review process and periodically throughout the year as applicable we assess climate-related risks across our portfolio, including natural disasters such as floods and earthquakes. These assessments provide us with insights for determining the correct risk mitigation measures for our business so that we can take preventative measures to improve and promote business continuity for our customers.

6.2 Governance Structure Overview

Director Dashboard*

| TENURE BALANCE | GENDER DIVERSITY | RACE / ETHNICITY | DIRECTOR INDEPENDENCE |

- ■ ≤ 3 Years
- ■ 4-6 Years
- ■ 7-9 Years
- ■ ≥ 10 Years

- ■ Male
- ■ Female

- ■ Caucasian / White
- ■ Black / African American
- ■ Middle Eastern / North African

- ■ Independent
- ■ Not Independent
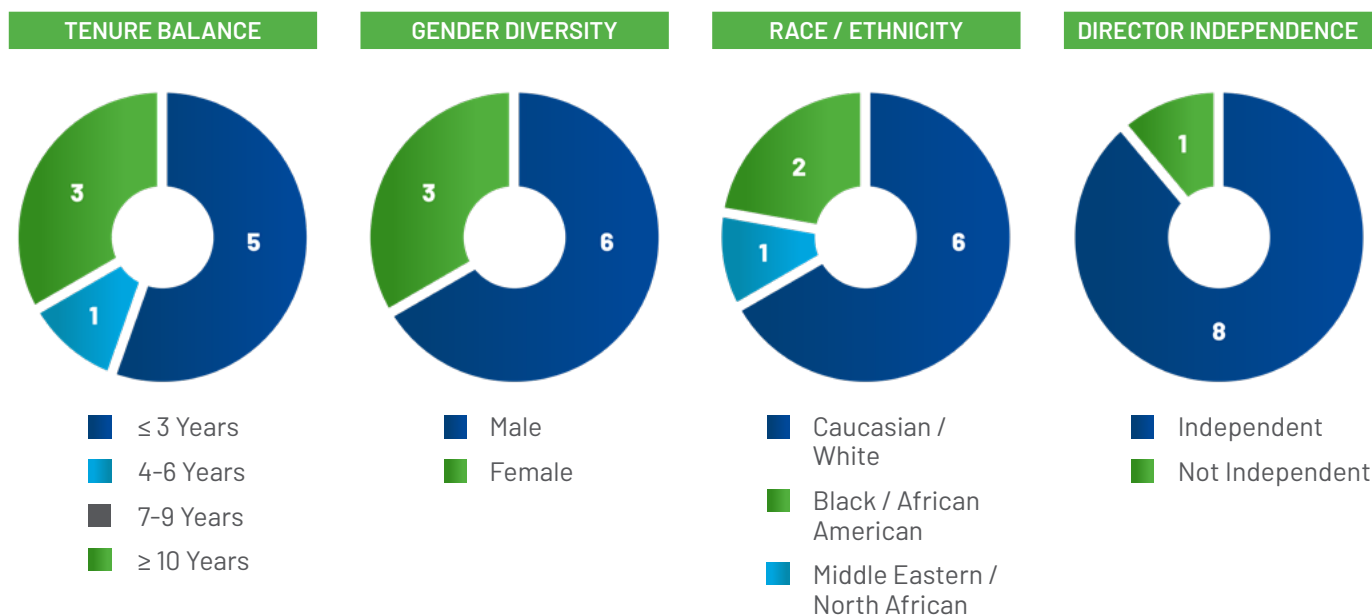
* Data current as of March 5, 2021.

**Mona Abutaleb
Stephenson**

Audit and Finance
Committee

Glynis A. Bryan

Audit and Finance
Committee (Chair)

T. Michael Glenn

Compensation Committee (Chair)
& Governance Committee
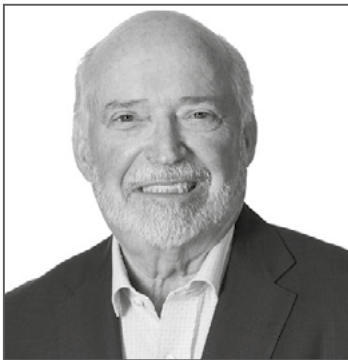
David A. Jones

Chairman of the Board
Compensation Committee
& Governance Committee

Theodore L. Harris

Compensation Committee
& Governance Committee

Gregory E. Knight

Audit and Finance
Committee

Michael T. Speetzen

Audit and Finance
Committee

John L. Stauch

Pentair President
and CEO

Billie I. Williamson

Governance Committee (Chair)
& Compensation Committee

BOARD OF DIRECTORS

- General oversight of risk management
- Oversight of enterprise risk management process
- Assessment of managament's processes, procedures and practices

AUDIT AND FINANCE COMMITTEE

- Accounting and financial controls
- Financial statement integrity
- Financial risk exposures
- Tax policy and compliance
- Other financial-related compliance matters

COMPENSATION COMMITTEE

- Risks related to compensation programs
- Risks related to compensation policies

GOVERNANCE COMMITTEE

- Risks related to corporate governance structure and processes (including director qualifications and independence)
- Code of Business Conduct and Ethics
- Other corporate-related compliance matters
- Business sustainability risks, including ESG

MANAGEMENT

- Assessment and oversight of potential risks
- Development and implementation of controls and risks mitigation strategies
- Administration of enterprise-wide risk management system

REPRESENTATIVE RISKS COVERED

- Strategic
- Operational
- Financial
- Cybersecurity
- Information technology
- Legal and regulatory compliance

Our Board is comprised of a diverse set of individuals who are elected each year by a majority vote. The Board has three Committees which are all made up of independent directors: the Audit and Finance Committee, the Compensation Committee, and the Governance Committee. Summaries of the duties of the Board's Committees are below:

THE AUDIT AND FINANCE COMMITTEE

Responsible for, among other things, assisting the Board with oversight of our accounting and financial reporting processes, oversight of our financing strategy, investment policies, financial condition, audits of our financial statements and of finance-related compliance matters. The Committee also oversees compliance with our Code of Business Conduct and Ethics and other policies. The Committee is directly responsible for the appointment, compensation, evaluation, terms of engagement (including retention and termination), and oversight of the independent registered public accounting firm.

THE COMPENSATION COMMITTEE

Sets and administers the policies that govern executive compensation, including the establishment and review of executive base salaries, cash bonuses, and equity-compensation.

The Committee also sets the Chief Executive Officer's compensation in conjunction with the Board's annual evaluation of his performance.

THE GOVERNANCE COMMITTEE

Responsible for, among other things, identifying possible candidates to become Board directors, monitoring developments in director compensation, reviewing and recommending changes to the Corporate Governance Principles, administering the annual Board and Board Committee self-assessment, and overseeing public policy matters, compliance with our Code of Business Conduct and Ethics and ESG-related matters.

The Board completes self-assessments on an annual basis and identifies areas where the Board can improve operations. Throughout the year, the Board reviews our strategy and monitors management's progress against our goals. At least once per year, the Board and senior management engage in an in-depth strategic review of our company's outlook and strategy, which is designed to create long-term shareholder value and serves as the foundation upon which goals are established.

ESG Governance

Pentair's cross-functional ESG Team is led by the Chief Social Responsibility Officer, with oversight and direction from the Board of Directors. Additionally leaders throughout the organization maintain frequent and open communication with employees to facilitate and ensure alignment with our ESG strategies, initiatives, and efforts. For a complete description of the Pentair corporate governance practices and our approach to risk management, please refer to our **Proxy statement** and our **Form 10-K**, or visit the **Investor Relations page** on our website.

6.3 Ethics and Human Rights

Code of Business Conduct and Ethics

At Pentair, we are committed to conducting business with absolute integrity, which includes protection of human rights and fair labor practices. As a global company, Pentair is committed to complying with applicable international laws, regulations, and global standards as well as to following the local laws of each country where we do business.

At Pentair, we want to make sure our principles, practices, and policies are laid out in a clear manner for employees, suppliers, and shareholders to understand. The **Pentair Code of Business Conduct and Ethics** (the "Code") is one way we communicate our expectations for associates and stakeholders to follow. Our Code requires employees to act with the highest levels of ethics and integrity and to treat others in a fair and equitable manner with zero tolerance for human rights abuses, discrimination, or harassment. Our values of Customer First, Accountability for Performance, Innovation and Adaptability, Positive Energy, Respect and Teamwork, and Absolute Integrity are all reflected in our Code. The Code also describes our commitment to, and policies for, doing business with integrity, including provisions on anti-corruption and anti-bribery.

The Code applies to all Pentair full-time and part-time employees, contractors, executives and Board of Directors. Pentair employees are required to read the Code and sign a commitment statement representing their understanding of the document. Our Directors also certify annually to the Code. Core elements of the Code include:

- An outline of our commitment to abiding by international laws, regulations, and global standards as well as to following the local laws of each country where we do business
- Our commitment to, and policies for, doing business with integrity, including provisions on anti-corruption and anti-bribery

Compliance Training

We communicate our anti-corruption policies and procedures on our employee intranet site as well as through annual and new-hire compliance trainings (online and in-person), with 100 percent of our active professional level employees fully completing the 2020 training. Each Director also completes annual training. In addition, we maintain a proactive third-party risk management program designed to prevent corruption and promote ethical practices. As part of Pentair's third-party risk management program, we communicate Pentair's anti-corruption policies and procedures to business partners worldwide.

Our Anti-Discrimination/Anti-Harassment Policy is part of our Code of Business Conduct and Ethics, available **here**.

Reporting Misconduct

Pentair is committed to creating an environment where employees are encouraged to Speak Up, ask for help, and raise concerns. Open communication contributes to a transparent, collaborative, and honest working environment and we have implemented a number of resources for employees to speak up in the event of misconduct within the workplace. We have an established Pentair Ethics HelpLine that is available to employees in the languages where we operate. The HelpLine can be accessed on the web or by phone through local toll-free numbers in all countries with Pentair employees.

Employees may also report suspected violations directly to their human resources representative or supervisor. In addition to the HelpLine, employees can file a report using the web reporting form available at **PentairEthics.com**. We also have a link to our ethics reporting **website**, where claims can be submitted anonymously online. Lastly, our Office of Business Conduct and Ethics is available for employees to submit unethical behavior complaints directly by phone, e-mail, or letter. We encourage employees to speak up whenever they observe improper or unethical behavior, and do not tolerate retaliation in any form against employees for raising concerns or making good faith reports about possible breaches of law, policy, or ethical violations. For more information, contact the Office of Business Conduct and Ethics at **Ethics@Pentair.com**.
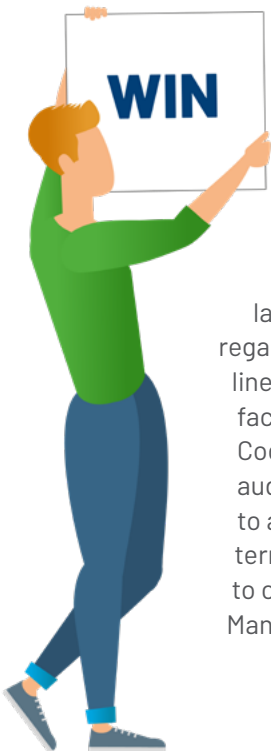
Supplier Compliance

In addition to internal compliance, we extend our expectations for ethical behavior to our suppliers and vendors. Communication with our suppliers is important to us, which is why we have our **Supplier Code of Conduct** to ensure full understanding of supplier expectations. Our Supplier Code of Conduct prescribes the key principles under which suppliers are required to operate, prohibiting forced labor, child labor, discrimination, and compliance with applicable laws regarding human trafficking and slavery. We ensure each of our suppliers is in line with our standards and policies by conducting announced and unannounced facility checkups. Employees are required to report any violation of our Supplier Code of Conduct, which, for the supplier, could result in termination. Pentair audits and assesses many of our suppliers annually and maintains the right to audit suppliers with respect to corrective actions. Pentair has the right to terminate its business relationships with any supplier who is unwilling or unable to comply with the Supplier Code. To read more about our approach to Supply Management, refer to **Winning Solutions, page 34**.
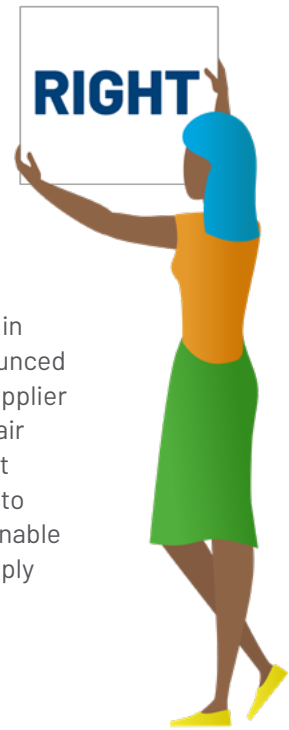
6.4 Privacy and Data Security

Pentair is committed to providing data privacy and security for our customers, employees, shareholders, vendors, and other stakeholders around the world. Many of our business practices include the use of data for sales and services, and it is evident that digitalization and the ability to process data will become increasingly important for continuing innovation for our customers. As Pentair continues to rely on data internally and externally for business opportunities, Pentair has an obligation to take specific precautions when collecting and processing information. Pentair's Global Privacy Office, which is part of the Legal function reporting to the General Counsel, implements global information security and data privacy policies which govern how we collect, process, store, and transmit data lawfully as well as the safeguards we have in place to maintain and prevent unauthorized use or disclosure. Pentair's information security program is aligned to the National Institute of Standards and Technology (NIST) and Cyber Security Framework (CSF) and the program is managed within the IT department reporting to the Chief Financial Officer.

We understand data and information security and privacy involve more than just protection of information and we reinforce our commitment to protecting data and people through global awareness. Pentair provides a reliable and secure environment to protect the customer and employee data provided to us. Pentair has implemented physical and system security measures, as well as data security and privacy principles, and invested significantly in industry leading technologies to provide the appropriate protections that our customers and employees deserve. All professional employees receive cybersecurity education and training. The Company has an established crisis response team and protocols for responding to information security incidents should any occur.

Pentair is committed to complying with applicable privacy and data protection laws wherever it does business. The personal information Pentair collects, regarding employees or any third-party, is treated with care and protected, with policies and practices designed to ensure that information is used lawfully and properly.

Additional information regarding our Data Privacy can be found on the **Privacy Notice** page of our website.

7

ABOUT THIS REPORT

About This Report

This report describes the Pentair strategy, initiatives, performance, management systems, and goals related to Social Responsibility. Content is focused around our priority ESG areas and supplements information in our Annual Report. Performance data in this report is based on calendar year 2020 (January 1, 2020 through December 31, 2020) and also includes strategic developments through April 2021. Restatements of previously reported information are indicated where necessary through each section of the report. Data and information is collected and managed through various internal reporting and management systems.

Pentair is a publicly traded corporation traded on the New York Stock Exchange and incorporated in Ireland with United Kingdom tax residency and managed in Minnesota, United States. Based on filings with the SEC, our beneficial owners as of March 5, 2021 include: The Vanguard Group (10.4%); BlackRock, Inc. (8.1%); and State Street Corporation (5.6%).

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. Alignment to the GRI Standards can be found in the **GRI Content Index on page 85**. Pentair used reporting guidance from SASB and TCFD to further inform reporting, as relevant. Mapping to **SASB and TCFD can be found on pages 95 and 96**. We recognize the dynamic nature of ESG risk and disclosure, and associated financial implications of ESG factors and their criticality to our ability to create long-term value for our stakeholders. We believe that organizations that understand their ESG risks and proactively incorporate them in to their holistic business strategy are well positioned for success, sustainability, and future growth. The framework for this report can be used in the future to demonstrate organizational commitment to sustainability and to measure and compare performance over time. We intend to continue annual reporting. This report has not been externally assured.

Pentair is committed to continuous improvement in our ESG disclosure practices and looks forward to demonstrating our ongoing dedication to our mission to deliver smart, sustainable solutions that empower our customers to make the most of life's essential resources.

Important Legal Information

This report contains statements that we believe to be "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. All statements, other than statements of historical fact are forward-looking statements. Without limitation, any statements preceded or followed by or that include the words "targets," "plans," "believes," "expects," "intends," "will," "likely," "may," "anticipates," "estimates," "projects," "should," "would," "could," "positioned," "strategy," "future" or words, phrases or terms of similar substance or the negative thereof, are forward-looking statements. These forward-looking statements are not guarantees of future performance and are subject to risks, uncertainties, assumptions and other factors, some of which are beyond our control, which could cause actual results to differ materially from those expressed or implied by such forward-looking statements, including the risk that we will be unable to execute our strategy because of market or competitive conditions. All forward-looking statements speak only as of the date of this report. Pentair plc assumes no obligation, and disclaims any obligation, to update the information contained in this report.

The inclusion of information on this report should not be construed as a characterization regarding the materiality or financial impact of that information. For additional information that is material to Pentair plc, including information on the factors that could impact our ability to execute our strategy and other material risks to our business, please see our filings with the Securities and Exchange Commission, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

This report contains links to other Internet sites, and cites to information from other Internet sites. Such links and references are not endorsements of any products or services in such sites, and no information in such site has been endorsed or approved by Pentair.

For questions or comments, please contact **PentairCSR@Pentair.com**.

GRI Content Index

GLOBAL REPORTING INITIATIVE CONTENT INDEX

UNIVERSAL / FOUNDATION

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 102: GENERAL DISCLOSURES			
GRI 102-1	Name of the organization	1. Winning Company - 1.2: Social Responsibility at Pentair - Pentair Social Responsibility Strategic Targets	-
GRI 102-2	Activities, brands, products, and services	1. Winning Company - 1.3: Company Overview	-
GRI 102-3	Location of headquarters	1. Winning Company - 1.3: Company Overview	-
GRI 102-4	Location of operations	1. Winning Company - 1.3: Company Overview	-
GRI 102-5	Ownership and legal form	About this Report	-
GRI 102-6	Markets served	1. Winning Company - 1.3: Company Overview	-
GRI 102-7	Scale of the organization	1. Winning Company - 1.3: Company Overview	-
GRI 102-8	Information on employees and other workers	4. Winning Workplace - 4.2: Diversity and Inclusion - Employee Business Resource Groups	-
GRI 102-9	Supply chain	2. Winning Solutions - 2.3 Supply Chain Responsibility - Global Supplier Guide and Supplier Excellence	-
GRI 102-10	Significant changes to the organization and its supply chain	About this Report	-
GRI 102-11	Precautionary Principle or approach	Throughout entire report	-
GRI 102-12	External initiatives	1. Winning Company - 1.3: Company Overview	-
GRI 102-13	Membership of associations	5. Winning Communities - 5.1: Making a Positive Impact - Increasing Opportunity through Education	-
GRI 102-14	Statement from senior decision-maker	1. Winning Company - 1.2: Social Responsibility at Pentair - Pentair Social Responsibility Strategic Targets	-
GRI 102-16	Values, principles, standards, and norms of behavior	1. Winning Company - 1.3: Company Overview	-

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 102: GENERAL DISCLOSURES			
GRI 102-17	Mechanisms for advice and concerns about ethics	**Pentair Website**	–
GRI 102-18	Governance structure	6. Governance - 6.2: Governance Structure Overview	–
GRI 102-19	Delegating authority	6. Governance - 6.2: Governance Structure Overview	–
GRI 102-20	Executive-level responsibility for economic, environmental, and social topics	6. Governance - 6.2: Governance Structure Overview	–
GRI 102-22	Composition of the highest governance body and its committees	6. Governance - 6.2: Governance Structure Overview	–
GRI 102-23:	Chair of the highest governance body	6. Governance - 6.2: Governance Structure Overview	–
GRI 102-24	Nominating and selecting the highest governance body	6. Governance - 6.2: Governance Structure Overview	–
GRI 102-26	Role of highest governance body in setting purpose, values, and strategy	6. Governance - 6.1: Governance at Pentair	–
GRI 102-27	Collective knowledge of highest governance body	6. Governance - 6.2: Governance Structure Overview	–
GRI 102-29	Identifying and managing economic, environmental, and social impacts	6. Governance - 6.1: Governance at Pentair	–
GRI 102-31	Review of economic, environmental, and social topics	6. Governance - 6.1: Governance at Pentair	–
GRI 102-32	Highest governance body's role in sustainability reporting	6. Governance - 6.1: Governance at Pentair	–
GRI 102-33	Communicating critical concerns	6. Governance - 6.3: Ethics and Human Rights	–
GRI 102-34	Nature and total number of critical concerns	6. Governance - 6.3: Ethics and Human Rights	–
GRI 102-40	List of stakeholder groups	1. Winning Company - 1.2: Social Responsibility at Pentair - 2020 Materiality Assessment	–
GRI 102-41	Collective bargaining agreements	Data Summary Table	–
GRI 102-42	Identifying and selecting stakeholders	1. Winning Company - 1.1: Social Responsibility at Pentair - 2020 Materiality Assessment	–

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 102: GENERAL DISCLOSURES			
GRI 102-43	Approach to stakeholder engagement	1. Winning Company - 1.2: Social Responsibility at Pentair - 2020 Materiality Assessment	–
GRI 102-44	Key topics and concerns raised	1. Winning Company - 1.2: Social Responsibility at Pentair - 2020 Materiality Assessment	–
GRI 102-45	Entities included in the consolidated financial statements	Pentair Website (direct link to be added for final) / 10-K	–
GRI 102-46	Defining report content and topic Boundaries	About this Report	–
GRI 102-47	List of material topics	1. Winning Company - 1.2: Social Responsibility at Pentair - 2020 Materiality Assessment	–
GRI 102-48	Restatements of information	Throughout entire report	–
GRI 102-49	Changes in reporting	Throughout entire report	–
GRI 102-50	Reporting period	About this Report	–
GRI 102-51	Date of most recent report	About this Report	–
GRI 102-52	Reporting cycle	About this Report	–
GRI 102-53	Contact point for questions regarding the report	About this Report	–
GRI 102-54	Claims of reporting in accordance with the GRI Standards	About this Report	–
GRI 102-55	GRI content index	Appendix Table - GRI	–
GRI 102-56	External assurance	About this Report	–

ECONOMIC

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS

GRI 201: ECONOMIC PERFORMANCE

GRI 103-2	The management approach and its components	Throughout entire report	–
GRI 201-1	Direct economic value generated and distributed	1. Winning Company - 1.4 Our Response to the COVID-19 Pandemic	–
GRI 201-2	Financial implications and other risks and opportunities due to climate change	3. Winning Operations - 3.1: Energy Efficiency: Reducing Energy Consumption in Operations	–

GRI 203: INDIRECT ECONOMIC IMPACTS

GRI 103-2	The management approach and its components	1. Winning Company - 1.2: Social Responsibility at Pentair - Pentair Social Responsibility Strategic Targets	–
GRI 203-1	Infrastructure investments and services supported	5. Winning Communities - 5.1: Making a Positive Impact - Increasing Opportunity through Education	–
GRI 203-2	Significant indirect economic impacts	5. Winning Communities - 5.1: Making a Positive Impact - Our Expertise in Delivering Clean Water	–

GRI 204: PROCUREMENT PRACTICES

GRI 103-1	Explanation of the material topic and its Boundary	1. Winning Company - 1.2: Social Responsibility at Pentair - 2020 Materiality Assessment	–
GRI 103-2	The management approach and its components	Throughout entire report	–
GRI 103-3	Evaluation of the management approach	Throughout entire report	–
GRI 204-1	Proportion of spending on local suppliers	–	Data not available at the time of this report

GRI 205: ANTI-CORRUPTION

GRI 103-1	Explanation of the material topic and its Boundary	Throughout entire report	–
GRI 103-2	The management approach and its components	6. Governance	–
GRI 103-3	Evaluation of the management approach	6. Governance	–
GRI 205-1	Operations assessed for risks related to corruption	6. Governance - 6.3: Ethics and Human Rights	–
GRI 205-2	Communication and training about anti-corruption policies and procedures	6. Governance - 6.3: Ethics and Human Rights	–

ENVIRONMENTAL

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 301: MATERIALS			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 301-1	Materials used by weight or volume	–	Data not available at the time of this report
GRI 301-2	Recycled input materials used	2. Winning Solutions	Specific breakdown of recycled material use not currently tracked
GRI 301-3	Reclaimed products and their packaging materials	2. Winning Solutions - 2.2: 2020 Innovative Solutions - The Impact of Our Solutions	Specific breakdown of recycled material use not currently tracked
GRI 302: ENERGY			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 302-1	Energy consumption within the organization	3. Winning Operations - 3.2: Energy Efficiency: Reducing Energy Consumption in Operations	–
GRI 302-2	Energy consumption outside of the organization	Throughout report section	–
GRI 302-3	Energy intensity	3. Winning Operations - 3.2: Energy Efficiency: Reducing Energy Consumption in Operations	–
GRI 302-4	Reduction of energy consumption	3. Winning Operations - 3.2: Energy Efficiency: Reducing Energy Consumption in Operations	–
GRI 302-5	Reductions in energy requirements of products and services	2. Winning Solutions - 2.2: 2020 Innovative Solutions - Innovating to Deliver Energy Efficient Solutions	Pentair is currently evaluating the methodologies used to report on energy requirements for products

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 303: WATER AND EFFLUENTS			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 303-1	Interactions with water as a shared resource	3. Winning Operations - 3.4: Responsible Water Withdrawal and Management	–
GRI 303-2	Management of water discharge-related impacts	3. Winning Operations - 3.4: Responsible Water Withdrawal and Management	–
GRI 303-3	Water withdrawal	3. Winning Operations - 3.4: Responsible Water Withdrawal and Management	–
GRI 303-4	Water discharge	Data Summary Table	–
GRI 303-5	Water consumption	3. Winning Operations - 3.4: Responsible Water Withdrawal and Management	–
GRI 305: EMISSIONS			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 305-1	Direct (Scope 1) GHG emissions	3. Winning Operations - 3.3: Greenhouse Gas Emissions: Reducing our Impact on Climate Change	–
GRI 305-2	Energy indirect (Scope 2) GHG emissions	3. Winning Operations - 3.3: Greenhouse Gas Emissions: Reducing our Impact on Climate Change	–
GRI 305-3	Other indirect (Scope 3) GHG emissions	–	Pentair does not currently calculate Scope 3 GHG emissions
GRI 305-4	GHG emissions intensity	3. Winning Operations - 3.3: Greenhouse Gas Emissions: Reducing our Impact on Climate Change	–
GRI 305-5	Reduction of GHG emissions	3. Winning Operations - 3.3: Greenhouse Gas Emissions: Reducing our Impact on Climate Change	–
GRI 305-6	Emissions of ozone-depleting substances (ODS)	Data Summary Table	–
GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Data Summary Table	–

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS

GRI 306: WASTE

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 306-1	Waste generation and significant waste-related impacts	3. Winning Operations - 3.5: Waste Management and Significant Waste-Related Impacts	–
GRI 306-2	Management of significant waste-related impacts	3. Winning Operations - 3.5: Waste Management and Significant Waste-Related Impacts	–
GRI 306-3	Waste generated	3. Winning Operations - 3.5: Waste Management and Significant Waste-Related Impacts	–
GRI 306-4	Waste diverted from disposal	3. Winning Operations - 3.5: Waste Management and Significant Waste-Related Impacts	–
GRI 306-5	Waste directed to disposal	Data Summary Table	–

SOCIAL

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS

GRI 401: EMPLOYMENT

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 401-1	New employee hires and employee turnover	4. Winning Workplace - 4.3: Talent Attraction - Early Career Leadership Development Programs	–
GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	4. Winning Workplace - 4.5: Employee Health and Wellness - Our Commitment to Employee Benefits and Wellness	–
GRI 401-3	Parental leave	Data Summary Table	–

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 403: OCCUPATIONAL HEALTH AND SAFETY			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 403-2	Hazard identification, risk assessment, and incident investigation	4. Winning Workplace - 4.5: Employee Health and Wellness - Safety Management Processes	–
GRI 403-5	Worker training on occupational health and safety	4. Winning Workplace - 4.5: Employee Health and Wellness - Safety Management Processes	–
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Appendix Table - GRI	–
GRI 403-9	Work-related injuries	4. Winning Workplace - 4.5: Employee Health and Wellness - Safety Performance	–
GRI 404: TRAINING AND EDUCATION			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 405-1	Diversity of governance bodies and employees	4. Winning Workplace - 4.2: Diversity and Inclusion - Employee Business Resource Groups	–
GRI 405-2	Ratio of basic salary and remuneration of women to men	–	Data not reported as it is deemed confidential to the business.

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 406: NON-DISCRIMINATION			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 406-1	Incidents of discrimination and corrective actions taken	–	Data not reported as it is deemed confidential to the business
GRI 412: HUMAN RIGHTS ASSESSMENT			
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 412-2	Employee training on human rights policies or procedures	6. Governance - 6.3: Code of Conduct / Policies / Human Rights and Ethics	–
GRI 413: LOCAL COMMUNITIES			
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	5. Winning Communities - 5.1: Making a Positive Impact - Our Expertise in Delivering Clean Water	–
GRI 416: CUSTOMER HEALTH AND SAFETY			
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 416-1	Assessment of the health and safety impacts of product and service categories	2. Winning Solutions - 2.2: 2020 Innovative Solutions - The Impact of Our Solutions	–
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	–	Data not reported as it is deemed confidential to the business

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS

GRI 417: MARKETING AND LABELING

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 103-1	Explanation of the material topic and its Boundary	Throughout report section	–
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 103-3	Evaluation of the management approach	Throughout report section	–
GRI 417-1	Requirements for product and service information and labeling	2. Winning Solutions - 2.2: 2020 Innovative Solutions - The Impact of Our Solutions	–
GRI 417-2	Incidents of non-compliance concerning product and service information and labeling	–	Data not reported as it is deemed confidential to the business
GRI 417-3	Incidents of non-compliance concerning marketing communications	–	Data not reported as it is deemed confidential to the business

GRI 418: CUSTOMER PRIVACY

DISCLOSURE	DISCLOSURE TITLE	SECTION REFERENCE	NOTES / OMISSION STATEMENTS
GRI 103-2	The management approach and its components	Throughout report section	–
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	6. Governance - 6.4: Privacy and Data Security	–

SASB Mapping

SUSTAINABILITY ACCOUNTING STANDARDS BOARD MAPPING

This table references the SASB Standard for the Resource Transformation - Industrial Machinery and Goods Sector SASB Index

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	SECTION REFERENCE
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	RT-EE-130a.1	3. Winning Operations - 3.2: Energy Efficiency: Reducing Energy Consumption in Operations
Employee Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Rate	RT-IG-320a.1	Data Summary Table
Fuel Economy & Emissions in Use-phase	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Quantitative	Gallons per 1,000 ton-miles	RT-IG-410a.1	Not Applicable
	Sales-weighted fuel efficiency for non-road equipment	Quantitative	Gallons per hour	RT-IG-410a.2	Not Applicable
	Sales-weighted fuel efficiency for stationary generators	Quantitative	Watts per gallon	RT-IG-410a.3	Not Applicable
	Sales-weighted emissions of: (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium- and heavy-duty engines, and (d) other non-road diesel engines	Quantitative	Grams per kilowatt-hour	RT-IG-410a.4	Not Applicable
Materials Sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis	Not Applicable	RT-IG-440a.1	2. Winning Solutions - 2.3 Supply Chain Responsibility - Global Supplier Guide and Supplier Excellence
Remanufacturing Design & Services	Revenue from remanufactured products and remanufacturing services	Quantitative	Reporting currency	RT-IG-440b.1	Not currently tracked

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	SECTION REFERENCE
Number of units produced by product category	Quantitative	Number	RT-IG-000.A	Data Summary Table
Number of employees	Quantitative	Number	RT-IG-000.B	Data Summary Table

Note to RT-IG-410a.4 – The entity shall discuss its strategies and approach to managing fleet fuel economy and emissions risks and opportunities.

Note to RT-IG-440b.1 – Disclosure shall include a discussion of efforts to obtain end-of-life products and parts for remanufacture.

Note to RT-IG-000.A – At a minimum, the entity should indicate the number of units produced for the following product categories: (1) vehicles and agricultural and construction equipment, (2) engines and power generation equipment, and (3) parts and components.

TCFD Mapping

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES RECOMMENDATIONS MAPPING

CORE ELEMENTS OF RECOMMENDED CLIMATE-RELATED FINANCIAL DISCLOSURES

GOVERNANCE

Disclose the organization's governance around climate-related risks and opportunities.

RECOMMENDED DISCLOSURES	SECTION REFERENCE
a) Describe the board's oversight of climate-related risks and opportunities.	6. Governance
b) Describe management's role in assessing and managing climate-related risks and opportunities.	6. Governance

STRATEGY

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.

RECOMMENDED DISCLOSURES	SECTION REFERENCE
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	1. Winning Company
b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning, and opportunities.	1. Winning Company
c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	1. Winning Company 3. Winning Operations

RISK MANAGEMENT

Disclose how the organization identifies, assesses, and manages climate-related risks.

RECOMMENDED DISCLOSURES	SECTION REFERENCE
a) Describe the organization's processes for identifying and assessing climate-related risks.	1. Winning Company 3. Winning Operations 6. Governance
b) Describe the organization's processes for managing climate-related risks.	3. Winning Operations 6. Governance
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	1. Winning Company 3. Winning Operations 6. Governance

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

RECOMMENDED DISCLOSURES	SECTION REFERENCE
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	3. Winning Operations
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks and opportunities.	3. Winning Operations Data Summary Table
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	1. Winning Company 3. Winning Operations

Metric Tables

1. BUSINESS DATA

SALES BY SEGMENT	2018	2019	2020	NOTES
Net Sales (in millions USD)	**$2,965.10**	**$2,957.20**	**$3,017.80**	**-**
Consumer Solutions	$1,578.40	$1,611.70	$1,742.90	-
Industrial & Flow Technologies	$1,385.40	$1,344.10	$1,273.60	-
Other	$1.30	$1.40	$1.30	-

2.1 PRODUCT INNOVATION

RESEARCH AND DEVELOPMENT	2018	2019	2020	NOTES
Total number of patents pending	**267**	**212**	**158**	**-**
Number of patents pending in the United States	105	86	83	-
Total number of patents granted	**1002**	**943**	**810**	**-**
Number of patents granted in the United States	332	351	345	-
Research and Development Spend (million USD)	**$76.7**	**$78.9**	**$75.7**	**-**
Number of engineers specifically dedicated to R&D	**610**	**675**	**692**	**-**
Number of Technology Innovation Centers	**2**	**2**	**2**	**-**

3.1 ENERGY EFFICIENCY

SCOPE 1 & 2 ENERGY CONSUMPTION	2018	2019	2020	NOTES
Total Scope 1 & 2 Energy Consumption (kWh)	**245,004,286**	**231,614,581**	**251,547,639**	Energy data collected for Pentair manufacturing sites only. 2018 and 2019 Scope 1 & 2 only included purchased electricity and natural gas. In 2020, Pentair expanded scope 1 to include emissions from diesel, ethanol, gasoline, kerosene, and propane usage

SCOPE 1 & 2 ENERGY CONSUMPTION	2018	2019	2020	NOTES
Total Non-Renewable Fuel (kWh)	**99,343,495**	**96,273,951**	**116,801,177**	**–**
Natural Gas	99,343,495	96,273,951	93,449,240	–
Diesel	–	–	7,447,776	Diesel fuel was used for stationary and mobile combustion
Ethanol	–	–	28,951	Ethanol was consumed as part of mobile combustion
Gasoline	–	–	14,006,697	Gasoline was used for stationary and mobile combustion
Kerosene	–	–	1,089,313	Kerosene was consumed as part of stationary combustion
Propane	–	–	779,200	Propane was consumed as part of stationary combustion
Total Purchased Energy (kWh)	**144,155,989**	**133,877,000**	**133,295,846**	**–**
Electricity	144,155,989	133,877,000	133,295,846	–
Total Energy Sold (kWh)	**–**	**–**	**227,082**	**Data not available for electricity sold in 2018 and 2019**
Electricity	–	–	227,082	–
Total Renewable Fuel (kWh)	**1,504,802**	**1,463,630**	**1,450,616**	**–**
Onsite solar	1,504,802	1,463,630	1,450,616	Two locations have renewable energy.

PERCENTAGE OF TOTAL ENERGY CONSUMPTION (%)	2018	2019	2020	NOTES
Renewable Energy	**1%**	**1%**	**1%**	**Two locations have renewable energy.**
Electricity	**99%**	**99%**	**99%**	**–**

SCOPE 1 & 2 ENERGY CONSUMPTION	2018	2019	2020	NOTES
Energy intensity ratio (kWh/Earned Mfg. Hr.)	**38.2**	**39.2**	**42.4**	**–**
Natural Gas - Energy intensity ratio (kWh/Earned Mfg. Hr.)	**15.5**	**16.3**	**15.7**	**–**
Electricity - Energy intensity ratio (kWh/Earned Mfg. Hr.)	**22.5**	**22.6**	**22.5**	**–**

Greenhouse Gas Emissions Calculation Methodology:

- Energy sources include stationary and mobile combustion, electricity, and solar energy.

- Electricity and natural gas emission factors are obtained from the EPA's eGrid factors, EU Mayor factors, and IGES Strategic report factors.

- In 2020, the methodology was revised for energy and GHG data collection and analysis. The scope of data collected was expanded to include more fuel, renewable, and refrigerant energy data. Data accuracy was improved through using area-based emission factors. Retrospective data evaluations for 2018 and 2019 were performed based on the new methodology and data was updated.

- Gases included in the GHG emission calculations include CO_2, CH_4, and N_2O. Global warming potentials are obtained from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report. The chosen consolidation approach for emission is operational control.

	2018	2019	2020	NOTES
Total Scope 1 GHG Emissions (MTCO2e)	**18,417**	**17,871**	**26,783**	Emissions calculated for Pentair manufacturing sites only. 2018 and 2019 scope 1 & 2 only included purchased electricity and natural gas. In 2020, Pentair expanded scope 1 to include emissions from diesel, ethanol, gasoline, kerosene, and propane usage
Natural Gas	18,417	17,871	17,374	
Diesel	–	–	1,962	
Ethanol	–	–	7	
Gasoline	–	–	3,677	
Kerosene	–	–	280	
Propane	–	–	167	
Emissions of Ozone Depleting Substances (MTCO2e)	**–**	**–**	**3,316**	Emissions calculated for Pentair manufacturing sites only. Ozone depleting substance data not collected in 2018 and 2019
R-134A	–	–	1,815	
R-410A	–	–	1,335	
R-1234 YF	–	–	0	
R-32	–	–	73	
R-407C	–	–	93	

	2018	2019	2020
Total Scope 2 GHG Emissions (MTCO2e)	**77,779**	**72,363**	**71,615**
Electricity	77,779	72,363	71,615
Heat, Steam, & Cooling	–	–	–

NOTES

2018 and 2019 GHG emission totals are limited to natural gas and purchased electricity. In 2020, Pentair expanded to include stationary combustion, refrigerants, and mobile combustion emission sources. In 2020, Pentair updated our methodologies to be aligned to specific local emission factors and have now updated that information, as applicable, in the table.

	2018	2019	2020
Total Scope 1 and 2 GHG Emissions (MTCO2e)	**96,196**	**90,234**	**98,398**

NOTES

2018 and 2019 GHG emission totals are limited to natural gas and purchased electricity. In 2020, Pentair expanded to include stationary combustion, refrigerants, and mobile combustion emission sources. Pentair updated our data collection and analysis methodologies to be more specifically aligned to local emission factors and have now included that information, where applicable, in the calculation.

EMISSIONS INTENSITY	2018	2019	2020	NOTES
Scope 1 and 2 GHG Emissions Intensity (MTCO2e / earned hr.)	**0.015**	**0.015**	**0.017**	**–**

3.3 WATER CONSUMPTION AND MANAGEMENT

WATER AND EFFLUENTS	2018	2019	2020	NOTES
Total Water Withdrawal (megaliters)	**557**	**554**	**567**	Water withdrawal only collected from Pentair manufacturing sites. Historically, total water withdrawal included only municipal withdrawal. 2020 data includes additional water sources, which constitutes the change in reporting from previous corporate responsibility reports.
From Surface Water	2	1	3	
From Groundwater	39	6	6	
Third-party water	516	547	558	
Water Withdrawal Intensity (megaliter/earned hr.)	**0.000087**	**0.000094**	**0.000096**	
Number of incidents of non-compliance with discharge limits	**–**	**1**	**0**	

SIGNIFICANT SPILLS	2018	2019	2020	NOTES
Total number of significant spills	**–**	**0**	**0**	–

3.4 WASTE MANAGEMENT

NON-HAZARDOUS AND HAZARDOUS WASTE	2018	2019	2020	NOTES
Total Waste Generated (metric tons)	**32,824**	**33,923**	**32,656**	
Non-hazardous waste generated	–	33,408	31,001	
Hazardous waste generated	–	515	1,655	In 2020, we revised our data collection and analysis methodologies and performed retrospective data evaluations for 2018 and 2019 using our new data management approach.
Non-hazardous waste diverted from landfill (metric tons)	**23,513**	**25,634**	**23,703**	
Prepared for reuse	–	574	3,826	
Recycled	–	25,060	19,877	
Other recovery options	–	–	–	
Hazardous waste diverted from landfill (metric tons)	**–**	**365**	**1,364**	
Prepared for reuse	–	12	–	
Recycled	–	352	1,364	
Other recovery options	–	–	–	

WASTE BY DISPOSAL METHOD	2018	2019	2020	NOTES
Total Disposed Waste (metric tons)	**9,310**	**7,925**	**7,589**	
Non-Hazardous Waste Disposed (metric tons)	**–**	**7,774**	**7,298**	In 2020, we revised our data collection and nalysis methodologies and performed retrospective data evaluations for 2018 and 2019 using our new data management approach.
Incineration (with energy recovery)	–	–	–	
Incineration (without energy recovery)	–	1,076	1,223	
Landfill	–	6,698	6,075	
Other	–	–	–	
Hazardous Waste Disposed (metric tons)	**–**	**151**	**291**	
Incineration (with energy recovery)	–	–	–	
Incineration (without energy recovery)	122	134	143	
Landfill	15	17	148	
Other	–	–	–	
Recycling Rate (%)	**72%**	**77%**	**77%**	Pentair calculates a diversion rate which includes reuse and recycling.

4.1 EMPLOYEE HEALTH AND WELLNESS

LOST TIME AND NEAR MISS RATES	2018	2019	2020	NOTES
Lost Time Injury Rate	**–**	**0.79**	**0.68**	For manufacturing locations only. Historically tracked using different methdology than 2020; 2018 data not available.
Near Miss Frequency Rate	**–**	**8.63**	**6.08**	

WORK-RELATED INJURIES	2018	2019	2020	NOTES
For all employees				
Total number of high-consequence work-related injuries (excluding fatalities)	–	14	6	For manufacturing locations only. Historically tracked using different methdology than 2020; 2018 data not available.
Total number of lost-time injuries	–	65	54	
Lost-time injury rate	–	0.79	0.68	

WORK-RELATED INJURIES	2018	2019	2020	NOTES
Total number of fatalities as a result of work-related injury	–	0	0	
Total number of recordable work-related injuries	–	187	155	For manufacturing locations only. Historically tracked using different methdology than 2020; 2018 data not available.
Rate of recordable work-related injuries (# recordable injuries *200,000)/ hours worked)	–	2.27	1.96	
Total number of hours worked (full-time)	–	15,561,254	14,585,265	
Total number of hours worked (temporary and full-time)	–	16,494,908	15,778,561	

For all employees

	2018	2019	2020	NOTES
Total number of high-consequence work-related injuries (excluding fatalities)	–	3	–	
Total number of lost-time injuries	–	4	5	For manufacturing locations only. Historically tracked using different methdology than 2020; 2018 data not available.
Lost-time injury rate	–	1	1	
Total number of fatalities as a result of work-related injury	–	0	0	
Total number of recordable work-related injuries	–	21	26	
Rate of recordable work-related injuries (# recordable injuries *200,000)/ hours worked)	–	5	4	
Total number of hours worked (temporary)	–	933,654	1,193,296	

EHS CERTIFICATIONS	2018	2019	2020	NOTES
Total Sites with EHS manufacturing certifications	**28**	**25**	**25**	**–**
% Sites with Unique Certification Type	32%	32%	32%	–
% Sites with ISO 14001	18%	15%	23%	–
% Sites with ISO 50001	6%	6%	13%	–
% Sites with OSHAS 18001	3%	3%	13%	–
% Sites with OSHA - SHARP	6%	3%	13%	–
% Sites with Safety Std. Certification	6%	6%	13%	–
% Sites with Clean Industry - POFEPA	3%	3%	13%	–
% Sites with Other Certification	9%	6%	11%	–

4.2 TALENT ATTRACTION

RATE OF NEW EMPLOYEE HIRES (%)	2018	2019	2020	NOTES
Under 30 Years Old	12%	9%	11%	-
30 to 50 Years Old	13%	12%	11%	-
50 Years or Older	3%	4%	3%	-
By Gender				
Women	9%	7%	9%	-
Men	19%	18%	16%	-
By Region				
North America	16%	17%	17%	-
EMEA	3%	4%	2%	-
APAC	3%	2%	1%	-
Mexico/LATAM	6%	2%	4%	-

RATE OF EMPLOYEE TURNOVER (%)	2018	2019	2020	NOTES
Under 30 Years Old	11%	8%	7%	-
30 to 50 Years Old	14%	13%	8%	-
50 Years or Older	5%	6%	4%	-
Unknown	0%	0%	0%	-
By Gender				
Women	9%	8%	6%	-
Men	21%	19%	13%	-
Unknown	-	0%	0%	-
By Region				
North America	15%	16%	13%	-
EMEA	4%	4%	2%	-
APAC	3%	3%	1%	-
Mexico/LATAM	8%	4%	2%	-

PARENTAL LEAVE	2018	2019	2020	NOTES
Number of employees entitled to parental leave	-	-	**7,052**	2018 and 2019 parental leave data not available
Number of employees who took parental leave	-	-	**113**	
Return to work rate for employees that took parental leave (%)				
Women	-	-	95%	
Men	-	-	100%	

4.3 EMPLOYEE ENGAGEMENT AND DEVELOPMENT

PERFORMANCE EVALUATION	2018	2019	2020	NOTES
% of employees who receive a performance and career development review; by gender				2018 and 2019 performance evaluation data by employee not available.
Men	-	-	91%	
Women	-	-	90%	

LEADERSHIP PROGRAMS	2018	2019	2020	NOTES
Number of leaders completing Leading in a Time of Crisis	-	-	**140**	-
Number of managers that completed Leadership Essentials training (modified to 4 month program in 2020)	**110**	**59**	**14**	-
Number of leaders completing Leadership Foundations program	-	**20**	**20**	-
Number of participants in Global Effectiveness Workshop	**97**	**25**	-	-
Number of managers that completed Finance for Non-financial Leaders	-	**33**	-	-

4.4 DIVERSITY AND INCLUSION

EMPLOYEE BREAKDOWN	2018	2019	2020	NOTES
% of Women				
Leadership	27%	28%	28%	–
Workforce	30%	30%	31%	–
% of Men				
Leadership	72%	70%	72%	–
Workforce	69%	69%	68%	–

EMPLOYEES BY AGE GROUP (%)	2018	2019	2020	NOTES
Under 30 Years Old				
Leadership	0%	0%	0%	–
Workforce	15%	14%	16%	–
30 to 50 Years Old				
Leadership	69%	67%	63%	–
Workforce	55%	55%	54%	–
50 Years or Older				
Leadership	31%	33%	37%	–
Workforce	30%	31%	30%	–

EMPLOYEES BY REGION	2018	2019	2020	NOTES
Total	**9,497**	**9,290**	**9,878**	**–**
North America	4,665	4,779	5,204	–
EMEA	2,256	2,235	2,188	–
APAC	1,482	1,414	1,404	–
Mexico/LATAM	1,094	862	1,082	–

EMPLOYEE DIVERSITY	2018	2019	2020	NOTES
% of minorities in the workforce	**42%**	**39%**	**42%**	Inclusive of the following racial minority groups: Black/African American, Hispanic/Latino, American Indian/ Alaskan Native, Asian, Native Hawaiian/ Other Pacific Islander. Data for U.S. employee population only.
% of minorities in leadership roles	**22%**	**23%**	**25%**	

COLLECTIVE BARGAINING AGREEMENTS	2018	2019	2020	
Total employees covered by collective bargaining agreements (%)	**20%**	**28%**	**29%**	

5.1 MAKING A POSITIVE IMPACT

COMMUNITY INVESTMENT	2018	2019	2020	NOTES
Annual Donations to Charitable Foundations (million USD)	$3.10	$3.00	$3.43	–
Donations to Charitable Foundations to date (million USD)	$66.00	$69.00	$73.15	–

5.2 COMMUNITY OUTREACH

VOLUNTEERISM	2018	2019	2020	NOTES
Total number of employee volunteer hours	3,119	1,814	855	–

CORPORATE GIVING	2018	2019	2020	NOTES
Total amount of donations matched by Pentair (USD)	$185,000.00	$125,000.00	$180,000.00	–

6.2 GOVERNANCE STRUCTURE

GOVERNANCE AND COMMITTEE BREAK	2018	2019	2020
Total Board Members	8	9	9
Executive	–	–	–
Non-executive	–	–	–
Independent	7	8	8
Number of women	2	3	3
Number of men	6	6	6
Number of racial minorities	1	1	3

NOTES

Inclusive of the following racial minority groups: Black/African American, Hispanic/Latino, American Indian/ Alaskan Native, Asian, Native Hawaiian/ Other Pacific Islander, Middle Eastern/North African.