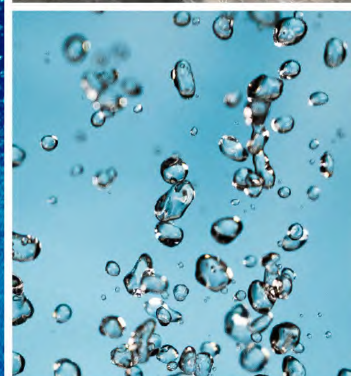
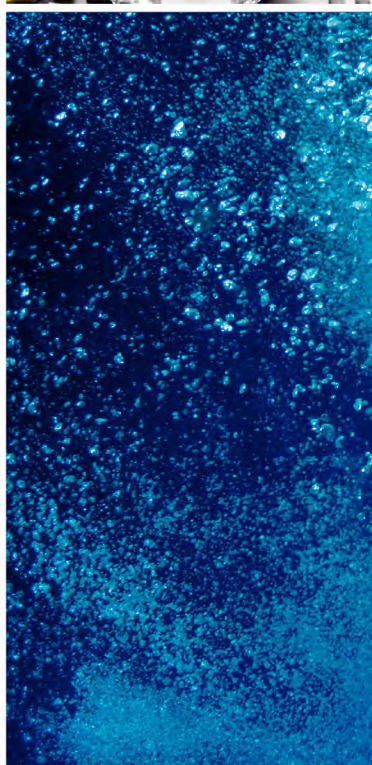
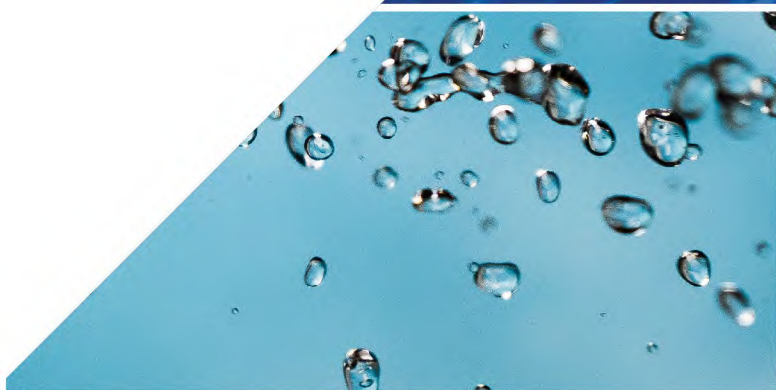


2019 Corporate Responsibility Report

Smart, Sustainable Solutions. **FOR LIFE.**





2019

CORPORATE RESPONSIBILITY REPORT

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DEAR STAKEHOLDERS,

Welcome to Pentair's 2019 Corporate Responsibility (CR) Report: 'Smart, Sustainable Solutions, For Life.' We are pleased to share highlights of our corporate and community citizenship from the 2019 fiscal year.



The foundation of our culture is our long-standing commitment to our Win Right values. These values help guide our organization as we work to achieve our highest potential. We are dedicated to holding ourselves accountable to the highest ethical standards as we drive to deliver on our commitments. I am proud of our approximately 9,500 employees as they have put our values into action while responding to the impacts from the unprecedented COVID-19 pandemic and the social injustice challenges facing our communities. Our teams' responses have had a positive impact on our customers, employees, communities and the global environment that we strive to improve.

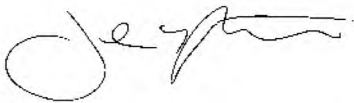
At Pentair, we are committed to doing our part to build and advance unity, equity, and inclusion in our company and in our communities. On [page 58](#) of this report, we share the steps we took in 2019 to strengthen our culture with an energized focus on ensuring an inclusive workplace and leveraging the diverse and unique perspectives and insights of our global employees. A crisis such as COVID-19 emphasizes the need for effective solutions to emerging challenges. Clean, safe water is critical to provide the necessary hydration, food and sanitation needs of the world. Our employees have worked with tremendous agility and commitment to help ensure that our water solutions continue to advance a cleaner, safer, and healthier world.

Our purpose and mission help to empower our employees to make a difference within and beyond the workplace. Sustainability is not an initiative, but instead it is core to how we operate, the products we create, and the customers we serve. Our goal is to demonstrate leadership as a responsible corporate citizen in every country and community where we conduct business. This means, for example:

- ▶ Achieving a steady year-over-year decrease in water withdrawals globally, for a total five percent reduction since our first CR Report in 2016. In particular, our manufacturing sites in North and South America have reduced overall water withdrawals by more than 17 percent during that same period ([page 39](#)).
- ▶ Launching a streamlined product portfolio of energy efficient pumps for commercial building applications that exceed the U.S. Department of Energy (DOE) pump efficiency standards that went into effect in January 2020 ([page 29](#)).
- ▶ Building on our CO₂ recapture technology purchased in 2017 to become a greater force in supporting CO₂ reductions and reuse.
- ▶ Introducing a new Employee Emergency Fund to provide tax-free emergency hardship grants to employees dealing with unexpected and unavoidable financial hardships ([page 71](#)).

I am grateful for what we have achieved, and energized by the strong foundation we have to build upon. With your trust, we will continue to create and support a more sustainable future for all.

Thank you,



John L. Stauch
President and CEO
Pentair



1 A WINNING COMPANY



The need for water touches nearly everything we do. No matter who we are or where we live, we are all connected by our reliance on it. Access to clean, safe water is essential for life; in fact, the health of our world depends on it.

At Pentair, we dive into the deep end, every day, to inspire our customers to move, improve, and enjoy water for happier, healthier lives. We work to meet all of water's mission-critical moments with the kinds of next-wave solutions and services it takes to manage water, helping to ensure that life's most essential element becomes an abundant advantage for our residential, commercial, and industrial customers.

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 resource.

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

At Pentair, success alone is not enough. We seek to Win Right. These two words embody our drive to achieve, and our dedication to act according to the highest ethical standards.

We build success by following our Win Right Values of Customer First, Innovation and Adaptability, Accountability for Performance, Absolute Integrity, Respect and Teamwork, and Positive Energy.

This commitment both inspires the values that define us and is the result of those values. We believe that who we are is as important as what we do; because who we are defines what we aspire to, how we act and what we achieve. Our six values define the ethical standards that shape how we work individually, together, and with partners:

► WIN

CUSTOMER FIRST

We make it easy for customers to do business with Pentair and are tenacious about meeting customer commitments.

INNOVATION AND ADAPTABILITY

We actively pursue continuous improvement, adapting to changing circumstances and applying new ideas.

ACCOUNTABILITY FOR PERFORMANCE

We commit to high standards of performance and demonstrate personal ownership for getting the job done.

► RIGHT

ABSOLUTE INTEGRITY

We are committed to honest and ethical business practices in our dealings with customers, business partners, investors, communities, and each other.

RESPECT AND TEAMWORK

We treat others with respect and openness; we collaborate and align with others for team success.

POSITIVE ENERGY

We display a positive outlook and take responsibility for our impact on others.



Watch [HERE](#)

“Our Win Right Values are close to my heart...Above all, I believe that between people and between businesses, we should treat each other with absolute integrity and honesty.”
-Ken, Human Resources

Delivering Leading Solutions Through **OUR COMPANY**

Our industry leading, proven portfolio of solutions enables people, business and industry to access quality water. It starts with a legacy of solving real problems with smarter technology. Whether it's moving, improving or enjoying water, Pentair's comprehensive range of smart, sustainable water solutions help manage the world's most precious resource. 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.



Beginning January 1, 2020, our company was organized to reflect a new operating structure, resulting in a change to our reporting segments – Consumer Solutions and Industrial & Flow Technologies. These segments are aligned around our product and service offerings by customer type to maximize the customer experience and drive profitable growth.

CONSUMER SOLUTIONS

Energy-efficient water treatment systems and services and pool and spa equipment for homes and commercial businesses.

INDUSTRIAL AND FLOW TECHNOLOGIES

Reliable and efficient water management solutions for homes, communities and industry.

OVERVIEW OF BUSINESS

APPROXIMATELY

9,500

EMPLOYEES IN

25

COUNTRIES ON

6

CONTINENTS

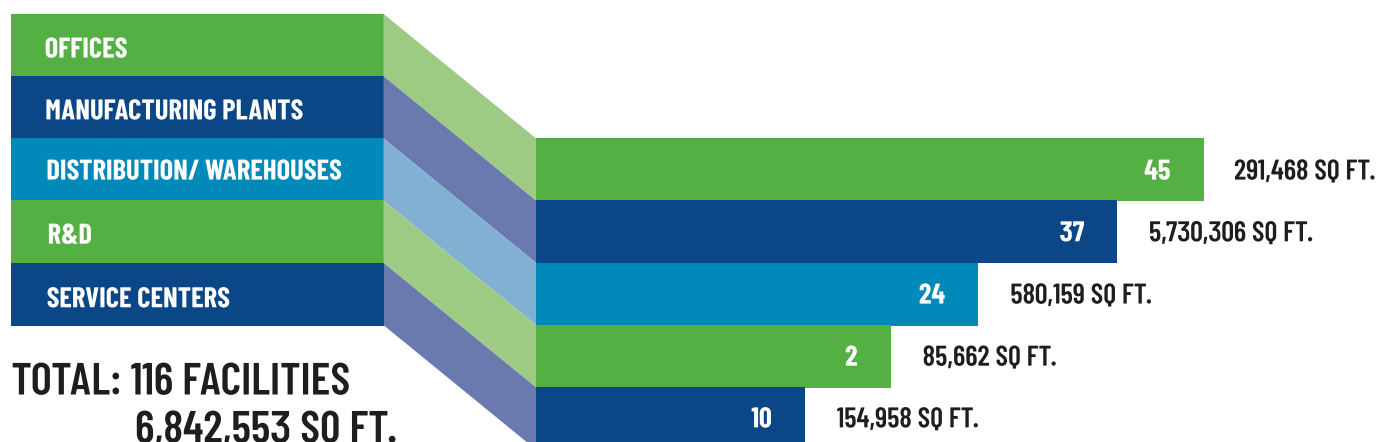
Main U.S. offices: Minneapolis, Minnesota
Global headquarters: London, United Kingdom

OUR FACILITIES YEAR 2019

- 37** Manufacturing Plants
- 10** Service Centers
- 45** Offices (Corporate, Sales, & R&D)
- 24** Distribution/ Warehouses

OUR FOOTPRINT

Facilities and Square Footage (FY2019)



Sales by Segment (In Millions)

SALES	FY2017	FY2018	FY2019
CONSUMER SOLUTIONS	\$1,489.5	\$1,578.4	\$1,611.7
INDUSTRIAL FLOW AND TECHNOLOGIES	\$1,354.9	\$1,385.4	\$1,344.1
OTHER	\$1.3	\$1.3	\$1.4
TOTAL:	\$2,845.7	\$2,965.1	\$2,957.2

* Effective January 1, 2020, we reorganized our business segments to reflect a new operating structure, resulting in a change to our reporting segments. All prior period amounts related to the segment change have been retrospectively reclassified to conform to the new presentation.

For detailed information on sales by business and region, see our [Annual Report](#).

2019 INDUSTRY AWARDS



- ▶ **2019 ENERGY STAR™
Partner of the Year**
Sustained Excellence Award
U.S. Environmental
Protection Agency



- ▶ **OUTSTANDING INNOVATION
AWARD**
Pentair Hypro 3D Spray Nozzle
American Society of Agricultural
and Biological Engineers



- ▶ **BEST NEW PRODUCT**
WhisperFloXF Variable
Speed Pump
International Pool Spa and
Patio Expo



- ▶ **PRODUCT OF THE YEAR
2019**
Pentair Jung Pumpen
Plancofix Nozzle
Architekt and Technology



Pentair accepts the “Best New Product – Equipment Pad” award at the 2019 International Pool Spa Patio Expo. Pictured L to R: Marcus Phillips, Ryan Weaver and De'Mon Wiggins.

PENTAIR AWARDS



Living our Win Right Values Recognition

Each year, Pentair President and CEO John Stauch takes time at the Global Leadership Meeting to celebrate and recognize teams across the company who demonstrated living Pentair's Win Right values in 2019.



Our approach to
CORPORATE RESPONSIBILITY

Pentair is a global company with the people, resources, technology, and values to make a positive impact on the health of the world through its smart, sustainable water solutions. Our Corporate Responsibility (CR) program focuses on building sustainability into our operations and products, and empowering our employees to become involved in our communities.

WINNING SOLUTIONS, OPERATIONS, WORKPLACE, AND COMMUNITIES

WINNING SOLUTIONS: Our focus, every day, is on developing smart, sustainable water solutions that help our customers make the most of life's essential resource. Our industry leading and proven portfolio of solutions enables our customers to access quality water. With some of the world's largest companies among our customers, our product innovations can deliver wide-reaching CR impacts that further a sustainable world.

WINNING OPERATIONS: We apply the same sustainability-focused innovation of our products to our own operations, pursuing continuous improvement in our water use, energy use, waste production, and emissions. We manage our global operations with care for the health, safety, and well-being of our employees, customers, communities and the environment.

WINNING WORKPLACE: Pentair's Win Right values guide how we conduct business every day. We cultivate a positive culture, embrace inclusion and diversity, and foster innovation and curiosity through employee learning and development opportunities.

WINNING COMMUNITIES: Through our charitable giving and employee volunteerism, we work to strengthen communities around the world by increasing access to quality education and by providing sustainable access to safer, cleaner water to people in need.

ENGAGING WITH STAKEHOLDERS

Understanding our stakeholders' key concerns and priorities enables Pentair to refine its strategy and focus resources on improving performance in key areas.

In 2020, we plan to initiate a materiality analysis and stakeholder engagement initiative with internal stakeholders, investors, customers, and partners.

Our goal is to better understand critical areas of business opportunity and risk, the broader context within which our company operates, and the priority actions that we should take to further refine our strategy and communications.

ALIGNING WITH THE GLOBAL GOALS

Pentair believes we can do more together than we can alone. We view the United Nations Sustainable Development Goals (SDGs) as an important roadmap for addressing the world's toughest societal challenges. 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 equality. In collaboration with nonprofit partners, Pentair is working to measure and communicate the contribution our philanthropic corporate responsibility efforts make toward accomplishment of the SDGs.

2 WINNING SOLUTIONS



Water is an essential part of our lives. We rely on it for our health and in our homes, to grow and produce our food, and to generate the energy we consume. As the world's population continues to grow, the need for reliable access to clean, safe water will only increase. In fact, global water demand is projected to increase by up to 30 percent by 2050, driven primarily by industrial, agricultural, and domestic use.*

Combining Pentair's global perspective, deep expertise, and proven innovation processes, we deliver smart, sustainable water solutions that help our customers move, improve, and enjoy water. By building sustainable lifecycle designs into our products and solutions, we help customers anticipate the changes to their business and industry that result from increased resource costs, evolving regulations, and stakeholder demands.



*Source: Burek, P., Satoh, Y., Fischer, G., Kahil, M. T., Scherzer, A., Tramberend, S., Nava, L. F., Wada, Y., Eisner, S., Flörke, M., Hanasaki, N., Magnuszewski, P., Cosgrove, B. and Wiberg, D. 2016. Water Futures and Solution: Fast Track Initiative (Final Report). IIASA Working Paper. Laxenburg, Austria, International Institute for Applied Systems Analysis (IIASA). pure.iiasa.ac.at/13008/.

Our Proven THREE-STEP INNOVATION PROCESS

Pentair's proven "3D" Innovation Process is a key cornerstone of the Pentair Integrated Management System (PIMS) ([page 35](#)). With a focus on Customer First and Lean methodologies, 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. In designing holistic solutions for each industry we serve, we focus on adaptability, creative problem solving, and continuous improvement. At each phase, our designers and engineers look for opportunities to reduce the environmental and social impacts of our products and solutions.

Sustainability Check Points in Our Innovation Process



Research and Development Data

as of December 31, 2019

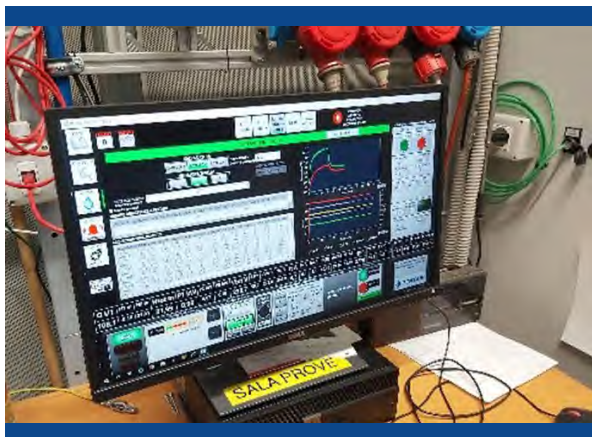
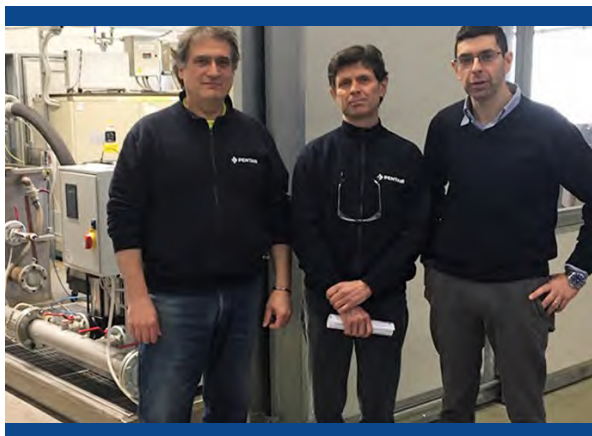
PATENTS	PENDING	GRANTED
UNITED STATES	86	351
FOREIGN	126	592
TOTAL:	212	943

R&D Investments

FY2017	FY2018	FY2019
\$73.2 MILLION	\$76.7 MILLION	\$78.9 MILLION

Personnel resources specifically dedicated to R&D:

- ▶ 675 Engineers
- ▶ 2 Technology Innovation Centers



Spotlight: INVESTING IN DIGITAL TRANSFORMATION & INNOVATION

In 2019, Pentair completed technological enhancements to its testing and calibration capabilities at its Lugnano laboratory in Pisa, Italy.

In doing so, the laboratory received accreditation* by TÜV Rhineland Agency, one of the world's leading testing service providers, to run the main electrical, performance and safety tests for household appliances and mainly electric pumps. Under the supervision of an external certification agency, Pentair engineers are now able to test products internally, saving time while ensuring excellent product quality.

Additional updates at the Pisa site included building a new, larger warehouse to improve stock management, and reduce lead time and downtime, as well as reconfigured production space with automatic, higher capacity production lines. The facility is earthquake-proof and continues to be 100 percent self-powered via hundreds of solar panels on the roof.

*IEC CTF-1 based on ISO/EN 17025:2005

2019

MILESTONES

Pentair has a legacy of trusted brands delivering reliable, accessible and cleaner water. In 2019, Pentair celebrated the:

115th

anniversary of Pentair Fairbanks Nijhuis: fire suppression, municipal & infrastructure, industrial, and commercial HVAC pump and control solutions

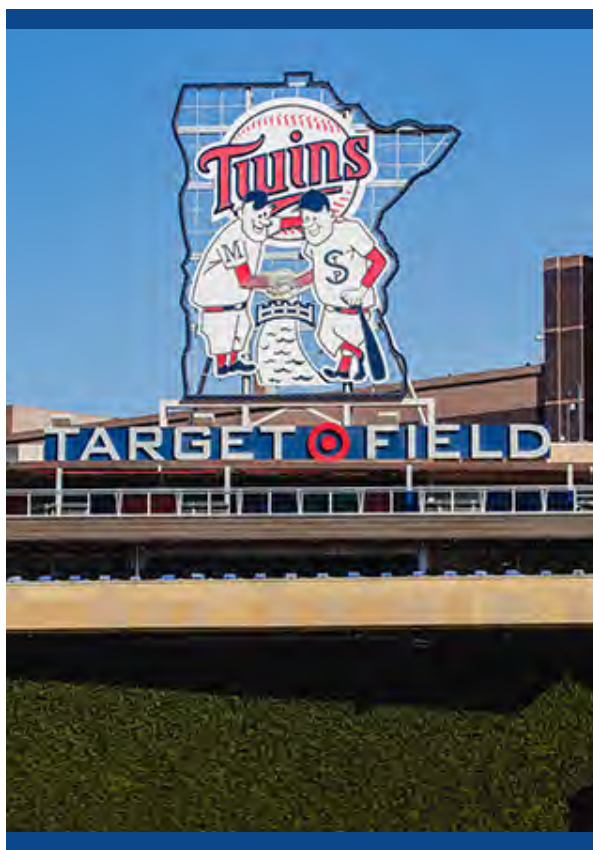
100th

anniversary of Pentair Aurora: fire suppression, municipal and HVAC pumping solutions

95th

anniversary of Pentair Jung Pumpen: high-quality wastewater pumps for residential and municipal applications





Solution Spotlight: A HOME RUN FOR SUSTAINABILITY

In an effort to reduce plastic bottle waste at the ballpark, in 2019 Pentair partnered with the Major League Baseball team the Minnesota Twins to install its filtration technology at nine Pentair Water Filtration Stations throughout Target Field.

With each station delivering the same filtered, refreshing water that Pentair delivers to homes, business and industry around the world, baseball fans can now bring their own reusable water bottles to stay hydrated while spending the day at the ballpark.

Pentair's water technology has been an integral part of the ballpark's sustainability efforts since it first opened for the 2010 season. The Pentair Rainwater Recycle System has captured, purified and reused approximately 20 million total gallons of rainwater at Target Field. The recycled water is used for washing down stadium seats and irrigates the living wall recently installed behind center field.

The collaborative efforts by Pentair and the Minnesota Twins to sustainably manage water use at Target Field contributed to The Minnesota Twins being awarded the 2019 Leadership Award by the U.S. Green Building Council for its outstanding contributions to green building and sustainability in the sports industry.

2019

PRODUCT INNOVATION SHOWCASE



Pentair Heavy Duty Lead Filtration System

Offering a professional grade lead reduction system, the Pentair Heavy Duty Lead Filtration System provides homeowners with peace of mind while reducing reliance on bottled water. The system treats the water from the moment it enters the home to be used for drinking, cooking and bathing. A built-in flow restrictor helps ensure fine filtration without sacrificing water pressure, while the high-efficiency Pentair Fibredyne® cartridge offers flow rates as high as twice that of comparable lead filters.

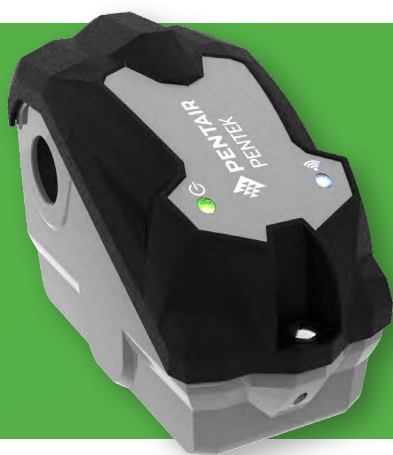
Pentair Pro-Elite Water Softening System

Featuring a sleek, triangular design, the Pentair Pro Elite Softening System delivers a continuous supply of treated water while automatically adjusting to changing water conditions. It also helps homeowners reduce energy use by requiring fewer regeneration cycles – the process through which the water softener flushes out the minerals it catches from the hard water. Softened water allows use of gentler cleaners instead of harsh chemicals and smaller amounts of shampoo, soap and detergent, helping to minimize environmental impacts.



Pentair Pentek® Solar Drive

Designed to simplify solar-powered pumping solutions, the Pentair Pentek Solar Drive integrates a state-of-the-art solar control platform into Pentair's variable speed drive technology. This allows for reliable pump performance even during low levels of sun. Compatible with alternating current (AC) motors, the solar pumping solution is ideal for off-grid applications where access to water is a daily necessity, such as watering livestock.



Pentair Pentek® Defender

Integrated smart technology provides round-the-clock monitoring for well water systems with the Pentair Pentek Defender. In addition to monitoring for common issues that affect well pump performance, the Pentair Pentek Defender also has the ability to shut off the well upon detection of potentially damaging conditions. Connectivity with the Pentair app enables the homeowner to receive timely notifications via text messages and/or emails.

Pentair Warrior Robotic Cleaners

Powered independently by low-voltage electricity, Pentair's Warrior Robotic Cleaners are not reliant on the pool pump or a booster pump—thereby reducing energy consumption while delivering thorough cleaning coverage. Providing the ultimate in cleaning and convenience, the Warrior SI model is enabled with Bluetooth® wireless technology for smart device control.



Pentair WhisperFlo variable speed pump

As the newest addition to Pentair's portfolio of industry-leading pump solutions, the WhisperFloXF VS pump is the first five-horsepower (HP) variable-speed pool pump that runs on single-phase or three-phase input power, making it ideal for large or feature-rich residential and commercial pools. The WhisperFloXF VS pump features an integrated 5HP combined motor/drive solution, intuitive digital controls and is ENERGY STAR certified, providing sophisticated, energy-saving pump technology with lower operating costs.





The Impact OF OUR WATER SOLUTIONS

Population growth, urbanization, and increased consumption of goods will all 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 innovative solutions across the industry spectrum—from filtering drinking water to treating wastewater for reuse or the safer return to the environment—thereby helping to conserve natural 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 will 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 consumer.

Making Every Drop Count: The impact of our solutions

63%

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

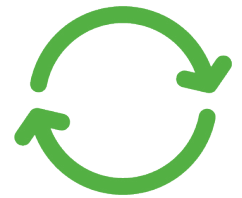
63%

of our solutions help improve water quality, including products that deliver cleaner, safer water through solutions such as our residential lead removal 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 Pentair's top brands as a percentage of total revenue

OUR WATER SOLUTIONS

R EDUCE EUSE ECYCLE



Reduce Demands on Freshwater Resources

- ▶ High-Efficiency Reverse Osmosis and Filtration Systems for Commercial and Residential Applications
- ▶ High-Efficiency Pressure Management Systems for Commercial and Residential Applications
- ▶ High-Efficiency Pool Filters
- ▶ Hot Water Management Solutions
- ▶ Beer and Wine Membrane Filtration to Reduce Water Footprint

Reduce and Recover Water, Nutrients, Energy, and Other Valuable Byproducts

- ▶ Nanofiltration and Ultrafiltration Membranes for Water Reuse
- ▶ Anaerobic and Aerobic Membrane Bioreactors for Wastewater Reuse
- ▶ CO₂ and Biogas Recovery Systems

Award Spotlight: 2019 ENERGY STAR™ PARTNER OF THE YEAR



Driving progress with pool pump technology, Pentair celebrates six years of energy-efficient recognition.

For the sixth consecutive year, the U.S. Environmental Protection Agency (EPA) named Pentair an ENERGY STAR™ Partner of the Year and awarded Pentair the Sustained Excellence designation. This honor recognizes Pentair, an ENERGY STAR partner since 2013, for continued leadership in protecting the environment through superior energy efficiency achievements.

Specifically, Pentair was recognized for its leadership in manufacturing pool pumps that meet ENERGY STAR criteria, the government-backed symbol of energy efficiency. In order for pool pumps to earn the ENERGY STAR certification, the pumps must be at least 30-72 percent more energy efficient than typical pumps.

For the five million homes in the U.S. with an in-ground swimming pool, the traditional single speed pool pump is one of the top three energy-using appliances in the home. Between 2005-2019, Pentair's pool pumps have helped U.S. consumers save \$2.4 billion in operating costs, which translates into 22 billion kilowatt hours of energy saved.*

The kilowatt energy savings helped prevent the release of 17.1 million tons of carbon dioxide, which is the equivalent of 38.6 billion car-driven miles.**

*Savings are based on a weighted average annual kWh savings from the Consortium for Energy Efficiency (CEE) at \$0.11 / kWh. Individual Weighted Energy Factor (WEF) scores and savings may vary by model. For more information regarding the energy efficiency features of current Pentair pool pump offerings, including WEF scores, please visit [Pentair.com/energystar](https://pentair.com/energystar).

**Source: [EPA Greenhouse Gas Equivalencies Calculator](https://www.epa.gov/greenhouse-gas-equivalencies-calculator)



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 applies a Lean Enterprise mentality to solution design, emphasizing continuous improvement in product energy efficiency. We work hard to design each new generation of solutions with reduced energy use demands.

The Impact of Our Solutions

74%

of Pentair solutions support energy efficiency, by requiring less energy to operate, or by aiding broader systems to operate more efficiently.*

*Based on Pentair's top brands as a percentage of total revenue

Energy Recovery Solutions

Our solutions enable customers to get more value from the resources they use. We look for opportunities at every stage of the manufacturing process to extract greater value from waste. For example, in industries such as distilleries, dairies, and bio ethanol production, wastewater streams contain high levels of liquid and solid organic matter such as carbohydrates, alcohols, and bio solids.

Using our recovery technologies, customers can convert waste streams into three valuable resources: water that can be recycled for non-food contact applications within the manufacturing facility; methane that can be used as an energy source; and carbon dioxide that can be reused within the carbonation process.

Energy Efficiency Solutions

Pentair has invested resources for research and innovation to make our products more efficient, helping to reduce the energy footprint of many of our residential, commercial, and industrial solutions. Examples of these solutions and their benefits include:

COMMERCIAL HVAC PUMPS

Pentair released its streamlined product portfolio of energy efficient pumps for commercial building applications in 2019. The new high performance pumps not only meet or exceed the U.S.

Department of Energy (DOE) pump efficiency standards that went into effect in January 2020, but have also been redesigned to deliver greater durability and usability for the end operator.

POOL EQUIPMENT

Pentair was the first manufacturer to introduce variable speed pump technology to the pool industry more than a decade ago, helping pool owners conserve energy resources and reduce energy costs. We continue to expand our portfolio of energy efficient pool equipment to include high-efficiency heaters, including the first hybrid heater to combine a heat pump and gas-fired heater, as well as LED lighting and automation technologies that help owners more efficiently manage their pool.

CONNECTED SOLUTIONS FOR BREWERS

To help breweries achieve great-tasting, high quality beer while reducing energy and water consumption, Pentair developed an IoT service solution for Beer Membrane Filtration (BMF) systems. Designed to help boost operational performance, the IoT service solution allows brewers to run their operations more efficiently and improve product quality and safety, while at the same time, reduce energy, water, and cleaning chemical consumption.

Case Study: **CRAFTING A MORE SUSTAINABLE SPIRIT**

Committed to crafting a sustainable future, a leading whiskey distiller takes care to responsibly steward everything from the water that makes the whiskey to the wood that makes the barrels.

To fulfill this commitment, the distillery continuously looks for ways to further improve and optimize their process. Fermentation vent gas represented an opportunity to recover lost spirits and generate additional value for the distillery, and they turned to Pentair to implement a solution. Pentair Haffmans developed technology that can recover nearly 100 percent of the ethanol vapor contained within the fermentation gas. The ethanol (alcohol) recovered from the vented gas is of equal quality to the ethanol produced inside the fermenter. This allows the customer to put it right back into the product, thereby producing more whiskey from each batch.

Pentair's Ethanol Recovery System is a cost effective, proven technology using a counter flow water wash system to remove ethanol from vented gas. Traditional ethanol recovery methods consume high amounts of water and continuously recycle the recovered ethanol back to the upstream processes. By breaking the ethanol recycling loop, customers are able to not only achieve improved yields, but also reduce water consumption by up to 80 percent.



Our Sustainable FOOD AND AGRICULTURE SOLUTIONS

As the global population grows, food demand is expected to increase up to 56 percent by 2050.* Industry must work collaboratively with governments to take a lead in finding ways to deliver more food, using fewer resources, to meet demand. Innovative products and services from Pentair help to 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.

*Source: World Resources Report: Creating a Sustainable Food Future



Our Solutions FOR RESILIENCE

Extreme weather, flooding, and harsh conditions threaten the security of essential infrastructure management systems. Pentair's best-in-class pumping solutions combine industry-leading efficiency and superior quality, delivering confidence through rugged 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. Installed after the devastating flooding from Hurricane Katrina, Pentair's flood control technology went into action to protect the city from torrential rains produced by Hurricane Barry in 2019.

3 WINNING OPERATIONS



Our Team Approach

TO DRIVING OPERATIONAL EFFICIENCIES

Pentair is a leading, global water treatment company providing smart, sustainable water solutions that empower our customers to make the most of life's essential resource. As a large manufacturing company, we take seriously our obligation to deliver these solutions through responsible business practices that help reduce our environmental impact.

Pentair strives to implement operational efficiencies that help reduce overall environmental impact by applying the same innovation and teamwork that inspires product solutions development. We learn from our successes and failures to do our part to provide sustainable solutions for our communities, our customers, and our employees. Pentair's [Environmental Health & Safety \(EHS\) policy](#) outlines our commitment to developing, manufacturing, and delivering our products safely and sustainably.

This commitment is fueled by Pentair's Win Right values. It is our guiding compass to integrate processes throughout the organization by utilizing Pentair's Integrated Management System (PIMS) to drive continuous reductions in municipal water withdrawals, CO₂ emissions, energy (electricity and natural gas) use, and waste generation, as well as increasing waste diversion activities globally at our manufacturing facilities.

Within the PIMS umbrella, Lean Enterprise management is a core pillar and has a rich history within Pentair dating back nearly two decades. Lean has been utilized to drive improvement, not only within operations where it originated, but also within our businesses and with strategic suppliers. Fundamentally, it is all about making small daily changes, through great teamwork and respect for all, to uncover ways to produce more while using less energy and fewer resources.

In 2019, Pentair announced and completed the acquisitions of Aquion, which manufactures water conditioners, water filters, drinking water purifiers, ozone and ultraviolet disinfection systems and reverse osmosis systems for the residential and commercial water treatment industry, and Pelican Water Systems, which manufactures residential water filtration and softening systems. All statistics in the Operations section of this report include annualized electricity usage, natural gas usage, municipal water withdrawal, and zero waste generation and diversion results for the full year for both Aquion and Pelican.

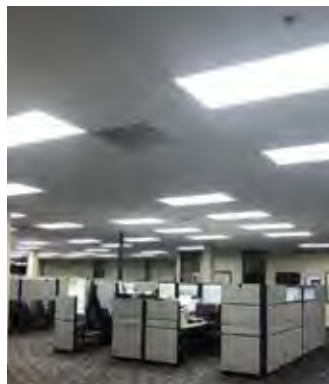
Case Study: **INCREASING PRODUCTIVITY WHILE MINIMIZING ENVIRONMENTAL IMPACT**

Pentair's North Aurora facility, located outside of Chicago, Ill., manufactures emergency pumps and pumping control systems used in commercial, industrial, and municipal applications around the world. With creativity and manufacturing knowledge, the team has come together to improve North Aurora's overall sustainability performance.

Electricity Consumption was 3,092 MWh in 2018 and 3,153 MWh in 2019 vs. 2019 projected electricity consumption of 3,500 MWh without efficient equipment investments.



Identified and repaired system air-line leaks through the preventative maintenance program.



Upgraded fluorescent lighting to new more energy efficient LED lighting in the plant, office, and outside lighting / employee parking areas. The brighter, more efficient lighting improved visibility for employees walking to and from the facility.



Installed new, more efficient air compressors & dryers.



Installed new more energy efficient Chiller / HVAC System.

RESULT

10%

**REDUCTION OF PROJECTED
ELECTRICITY USAGE**

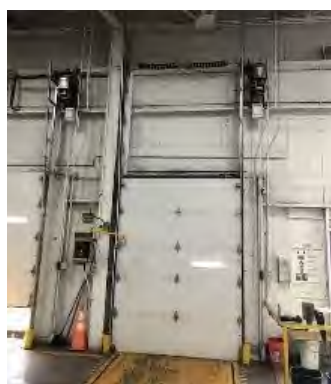
One of the key features of the North Aurora facility is the test lab, which is responsible for analyzing and conducting engineering bench testing on all newly designed fire pump equipment manufactured at the facility. The test lab is also responsible to complete quality testing on each fire pump to ensure pumps meet design specifications prior to shipping orders to customers.

Site collaboration and innovation has allowed the plant to add extended hours in the test lab while minimizing the impact to electricity and natural gas usage. Originally, the site projected that adding hours in the test lab would result in an overall increase of 10 percent electrical use and 28 percent increase in natural gas usage. In 2017, the team conducted an internal Energy Treasure Hunt to look for opportunities to improve efficiencies and implemented resulting initiatives throughout 2018, with the full impact realized in 2019. An Energy Treasure Hunt is a one to three day event that engages employees in identifying energy savings opportunities from behavioral, operational, and maintenance actions. Through these improvements, North Aurora only increased electrical use by 2 percent and natural gas usage increased only by 1.6 percent.

Natural Gas Consumption was 3,575 MWh in 2018 and 3,633 MWh in 2019 vs. 2019 projected natural gas consumption of 4,650 MWh without efficient equipment investments.



Installed new, energy efficient boilers and water heaters, along with the newly upgraded Pentair Aurora end suction pumps (see page 29) to transfer water, further increasing the efficiency of the system.



Installed automated, fast roll-up doors in shipping to minimize air loss when moving products to and from shipping.



Installed more energy efficient roof mounted heaters.



Upgraded HVAC controls to automate heating and cooling across plant office areas. With this technology, maintenance staff can easily monitor heating and cooling to maximize energy efficiencies. Additionally, the new boilers are controlled automatically with actuators and linkage equipment to monitor outside temperature and heat water more efficiently.

RESULT

28% REDUCTION OF PROJECTED NATURAL GAS CONSUMPTION



Managing our
WATER USE

Pentair believes that water is our planet's most precious resource. It is our responsibility to not only promote its efficient use by our customers and consumers, but also within our own operations. At Pentair, we work to reduce municipal water usage through reuse and minimization activities, routine sustainability calls, performance reviews, and with data analytics.

Pentair tracks monthly water usage by reviewing municipal water usage invoices and logging the data into an internal database. Water usage intensity is then calculated by U.S. Gallons / Earned Hour to better gauge utilization efficiency. We define Earned Hour as the number of products manufactured multiplied by the standard hours to manufacture. Our plants evaluate their water use metrics and utilize a PIMS Kaizen, a rapid improvement event, and project plans to determine the best approach to minimize and/or reuse water at the facility.

Pentair Municipal Water Performance

Pentair's mission provides for increased focus on conserving water usage through routine reviews at the manufacturing plant level. This focus, combined with routine preventative maintenance, has contributed to a steady year-over-year decrease in water withdrawals globally, for a total of a five percent reduction since Pentair's first Corporate Responsibility report in 2016. In particular, our manufacturing sites in North and South America

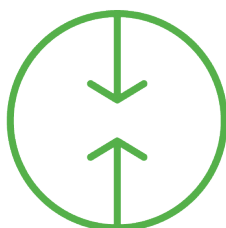
have reduced overall water withdrawals by more than 17 percent during that same period. Our Asia Pacific (APAC) regional municipal water withdrawal rates increased in 2018 and 2019 due to expanded manufacturing to support a new filtration product. As part of our continuous improvement approach, Pentair plans to continue to focus on smart, sustainable solutions to reduce our environmental impact.

Pentair's Water Impact



7,054,805

GALLONS SAVED
SINCE 2016



5%

WATER WITHDRAWAL
REDUCTION SINCE
2016



EQUIVALENT OF
56.4 Million
16 OZ BOTTLES
OF WATER



ENOUGH WATER FOR
64
U.S. FAMILIES FOR
ONE YEAR*

*Source: U.S. Environmental Protection Agency: How We Use Water w/ ["How We Use Water"](#)

DRIVER

Streamlined Production Processes



Our Approach: With a goal to reduce water usage while improving operational efficiencies at our site in Hanover Park, Ill., the Pentair Operations management team conducted an event utilizing PIMS methodology. The team identified the opportunity to streamline cartridge production from three (3) lines to two (2), which provided better flow and reduced overall water usage by 149,000 gallons in 2019. For comparison, that is enough water savings to wash 7,450 loads of laundry using a front load high efficiency washing machine, which averages 20 gallons of water per load.

DRIVER

Rethinking Water Use in Product Testing



Our Approach: The team at our facility in White Bear Lake, Minn., identified an opportunity to reduce water use by transitioning from “wet” to “dry” filter testing in the reverse osmosis filtration line by implementing a process that uses air to test the filters instead of water. This innovative approach not only delivered water savings benefits of 1.4 million gallons realized in 2019, but also improved the longevity of the filters. For perspective, 1.4 million gallons is enough water savings to fill 2.1 Olympic size swimming pools.

By rethinking old processes, the team in Ningbo, China designed a new pump quality test that similarly utilizes air instead of water, resulting in improved quality, safety and reduced plant water usage by 21,926 gallons from 2019 as compared to 2018. For comparison, that is enough water savings to wash 1,096 loads of laundry using a front load high efficiency washing machine, which averages 20 gallons of water per load.

DRIVER

Water Reductions in Pump Test Systems and Irrigation



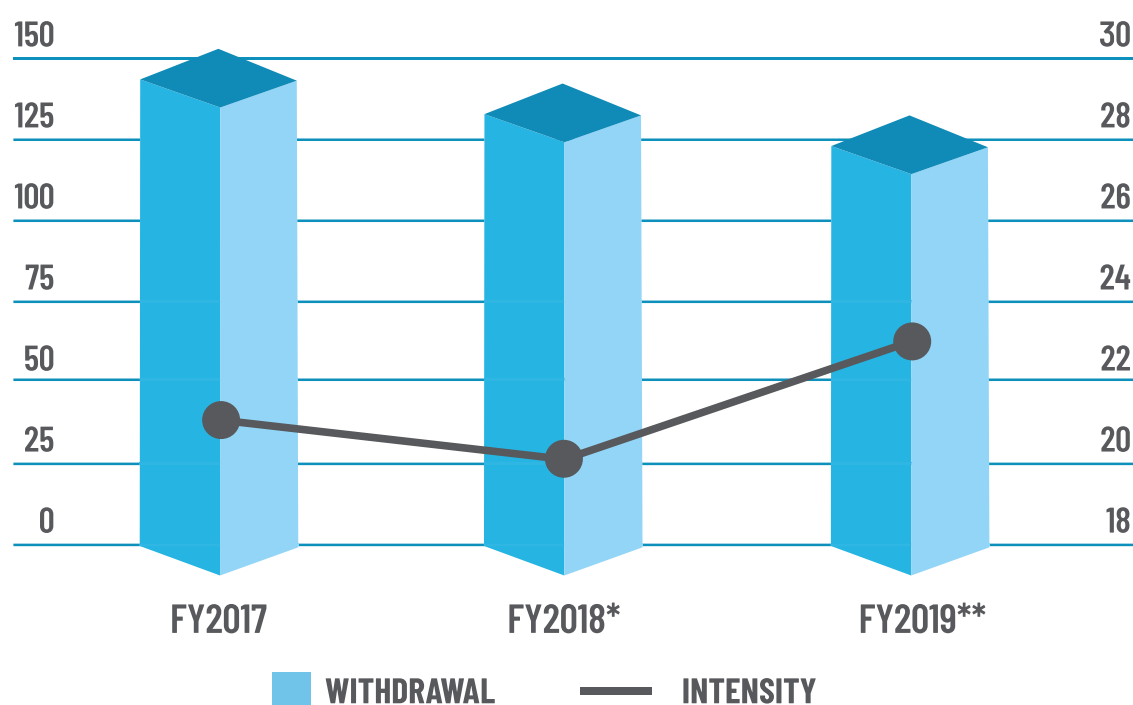
Our Approach: Utilizing PIMS, the engineering, lean and quality teams at Pentair’s site in Dandenong, Australia, evaluated and revised the product quality testing process to reduce the number of water switch warranty tests being completed at the facility by 70 percent. This in turn drove water usage reductions and increased overall operational efficiencies at the facility while still meeting customer expectations.

Facility staff also reviewed the amount of water utilized to irrigate the property grounds and found that the plant species was being overwatered. Staff adjusted watering schedules to optimal levels, helping reduce water usage. Through teamwork and commitment, Pentair’s Dandenong site reduced its overall water using by 234,256 gallons from 2019 as compared to 2018. For comparison, that is enough water savings to wash 11,713 loads of laundry using a front load high efficiency washing machine, which averages 20 gallons of water per load.

MUNICIPAL WATER WITHDRAWAL/INTENSITY BY REGION

**WITHDRAWAL BY REGION
(U.S. GALLONS / MILLIONS)**

**WITHDRAWAL INTENSITY
(U.S. GALLONS/ EARNED HR.)**



MUNICIPAL WATER WITHDRAWAL/ INTENSITY BY REGION (U.S. GALLONS)	FY2017	FY2018*	FY2019**
AMERICAS	70,366,957	63,067,064	59,034,765
EMEA	51,875,790	51,111,868	49,118,028
APAC	18,725,248	21,961,678	26,165,315
PENTAIR TOTAL WITHDRAWAL	140,967,995	136,140,610	134,318,108
WITHDRAWAL INTENSITY (U.S. GALLONS/ EARNED HR.)	21.8	20.43	22.51

*2018 Municipal water withdrawal statistics reflect restatement in U.S. gallons from our originally-published 2018 Corporate Responsibility Report

**Acquired companies Pelican Water Systems and Aquion accounted for 354,603 annualized gallons of municipal water utilized in 2019

How Pentair is **DRIVING ENERGY EFFICIENCY**

Globally, industry uses more energy than any other end-use sector, consuming about 54 percent of the world's total delivered energy.* At Pentair, we believe it is our responsibility to work to reduce consumption of energy resources in our operations as well as our products and solutions.

Our approach combines renewable energy solutions like solar and wind power with smart conservation measures to drive a consistent, year over year reduction in our operational energy use per earned hour. Our facilities gather energy use data from utility invoices and track performance on internal scorecards monthly. As a way to understand how efficiently we use resources, energy consumption is calculated by mWH/Earned Hour for natural gas and electricity and Metric Tonnes/Earned Hour for CO₂.

With the support from Pentair's Environmental Health and Safety department, each site operations team is responsible for identifying, developing and implementing energy use reduction programs. We regularly communicate with site employees to improve awareness of, and support for, energy-saving initiatives and related process changes.



*Source: U.S. Energy Information Administration, [International Energy Outlook 2016](#)

Energy Consumption and EMISSION PERFORMANCE

Overall, Pentair's electrical consumption was reduced from 144,129 MWh in 2018 to 133,877 MWh in 2019. Pentair's intensity numbers remained flat from 0.022 in 2018 to 0.022 in 2019. Natural Gas consumption was reduced from 99,343 MWh in 2018 to 96,275 MWh in 2019, with slight increase in intensity from 0.015 in 2018 to 0.016 in 2019.

Pentair's metrics for measuring Energy successes or opportunities for improvement are through tracking electricity and natural gas consumption in mega-watt hours (MWh). Intensity calculations are also analyzed to better understand how efficiently our plants use electricity and natural gas. Both electrical intensity and natural gas intensity are calculated by the formula MWh/earned manufacturing hours.

DRIVER

PIMS Drives Reduced Electricity and Natural Gas Consumption



Our Approach: The team at our Hanover Park, Ill., site conducted internal Energy Treasure Hunts to find and drive energy efficiencies throughout the plant. As a result, Pentair upgraded lighting to LEDs, identified / repaired thirty-one (31) airline compressor leaks, and upgraded the plant's chiller and HVAC units to increase overall energy efficiency. In addition, Hanover Park's management team used PIMS tools to consolidate the cartridge filter washing and drying line process from three to two lines.

Evidence of these improvements are detailed in end of year results where the site's electricity usage was reduced from 6,459 MWh in 2018 to 5,572 MWh in 2019, which is a 707 MWh usage decrease annually or 11 percent reduction. In addition, these improvements fueled natural gas usage reductions from 4,910 MWh in 2018 to 4,243 in 2019, which is a 667 MWh usage decrease, or 13.6 percent reduction. Combined, that is enough energy savings to power 72 U.S. homes' energy use for one year.

DRIVER

Facility Lighting Upgrades and Preventative Maintenance



Our Approach: The White Bear Lake, Minn. team invested in plant lighting to upgrade from T12 fluorescent to more energy efficient LED lighting. White Bear Lake employees used their preventative maintenance program to identify and repair system airline leaks resulting in additional energy savings. These small changes yielded electrical consumption reductions of 347 MWh or 10 percent. For perspective, that is enough energy savings to power 28 U.S. homes' energy use for one year.

DRIVER

Roof Insulation Upgrades



Our Approach: Pentair installed a new, more energy efficient roof at our site in Winterswijk, the Netherlands. The roof efficiency improvements helped Winterswijk to reduce its natural gas usage from 1,539 MWh in 2018 to 1,288 MWh in 2019, which is a 251 MWh usage decrease of 16.3 percent. For perspective, that is enough savings to power five (5) U.S. homes energy use for one year.

DRIVER

Incremental Improvements Drive Energy Savings



Our Approach: In 2019, our site in Goa, India, worked to improve overall electricity consumption by taking various energy saving improvement initiatives, including:

- ▶ Redesigned the air duct system in the shipping department to increase airflow and allow more efficient cooling
- ▶ Upgraded older piston compressors with variable frequency drive (VFD) motors that are designed to meet varying consumption and pressure demands for more efficient operation
- ▶ Designed and installed a centralized high pressure compressed air distribution system that balances pressure loading/unloading at varying machine stations
- ▶ Upgraded analog control meters with centralized digital metering to capture real-time data acquisition of the network, which allows Goa to produce customized real-time reports used to maximize energy savings

All of these efforts were a part of energy projects that helped reduce electricity usage from 4,972 MWh in 2018 to 4,630 MWh in 2019, which is a savings of 342 MWh annually or 7 percent improvement. For perspective, that is enough savings to power 28 U.S. homes' energy use for one year.

DRIVER

Upgraded Equipment Fuels Energy Savings



Our Approach: The team at our site in Moorpark, Calif., sourced six (6) new hybrid hydraulic molding machines (1-1,500 ton, 3-500 ton, 2-200 ton). The hybrid hydraulic pressure injection molders only use hydraulic pressure when required as opposed to the previous machines that maintained hydraulic fluid pressure at all times, based on programming needs.

The new more energy efficient equipment contributed to Moorpark's sustainability improvements from 9,430 MWh in 2018 to 8,861 MWh saving 569 MWh annually or a 6 percent improvement. For perspective, that is enough savings to power 47 U.S. homes' energy use for one year.

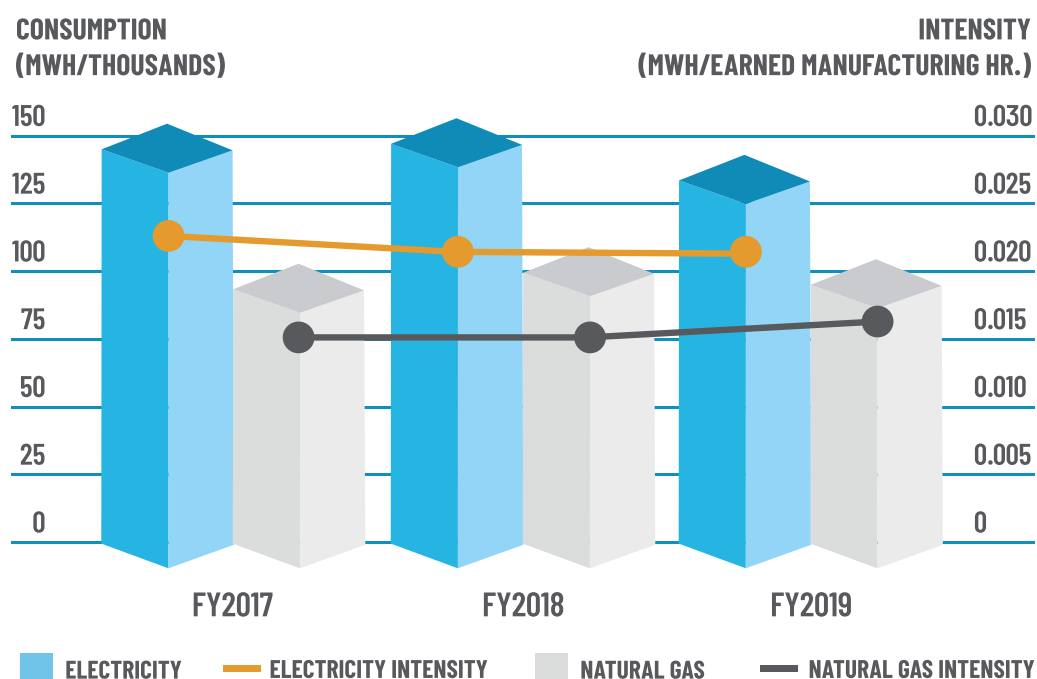
DRIVER

Continued Investments in Renewable Solar Power



Our Approach: Developing innovative solutions and increasing Pentair's renewable energy footprint is a priority at our site in Pisa, Italy, and ingrained in our team's culture. Pisa added on to their existing solar panel roof top in 2018 by installing an additional 200 panels as part of a site expansion. These panels add an additional 46,000 KWh of renewable energy capacity. By year-end 2019, Pisa's roof top solar array helped reduce Pisa's electricity usage by an additional 27 MWh, which allowed Pisa to provide more renewable energy back to the City of Pisa's power grid. For perspective, that is enough green energy to supply two U.S. homes' energy use for one year.

ELECTRICITY AND NATURAL GAS CONSUMPTION/INTENSITY



PENTAIR ELECTRICITY CONSUMPTION AND INTENSITY	FY2017	FY2018*	FY2019
AMERICAS (MWH)	107,526	108,795	102,675
EMEA (MWH)	17,879	17,775	15,523
APAC (MWH)	17,749	17,559	15,679
PENTAIR TOTAL CONSUMPTION (MWH)	143,155	144,129	133,877**
PENTAIR INTENSITY (MWH/EARNED MFG. HOUR)	0.023	0.022	0.022

*2018 Electricity usage statistics reflect restatement in MWh from our originally-published 2018 Corporate Responsibility Report

** Acquired companies Pelican Water Systems and Aquion accounted for 1,431 MWh of electricity consumed.

PENTAIR / REGION NATURAL GAS CONSUMPTION AND PENTAIR INTENSITY	FY2017	FY2018*	FY2019
AMERICAS (MWH)	65,902	77,333	74,351
EMEA (MWH)	24,315	20,404	20,989
APAC (MWH)	4,416	1,606	934
PENTAIR TOTAL CONSUMPTION (MWH)	94,633	99,343	96,275**
PENTAIR INTENSITY (MWH/EARNED MFG. HOUR)	0.015	0.015	0.016

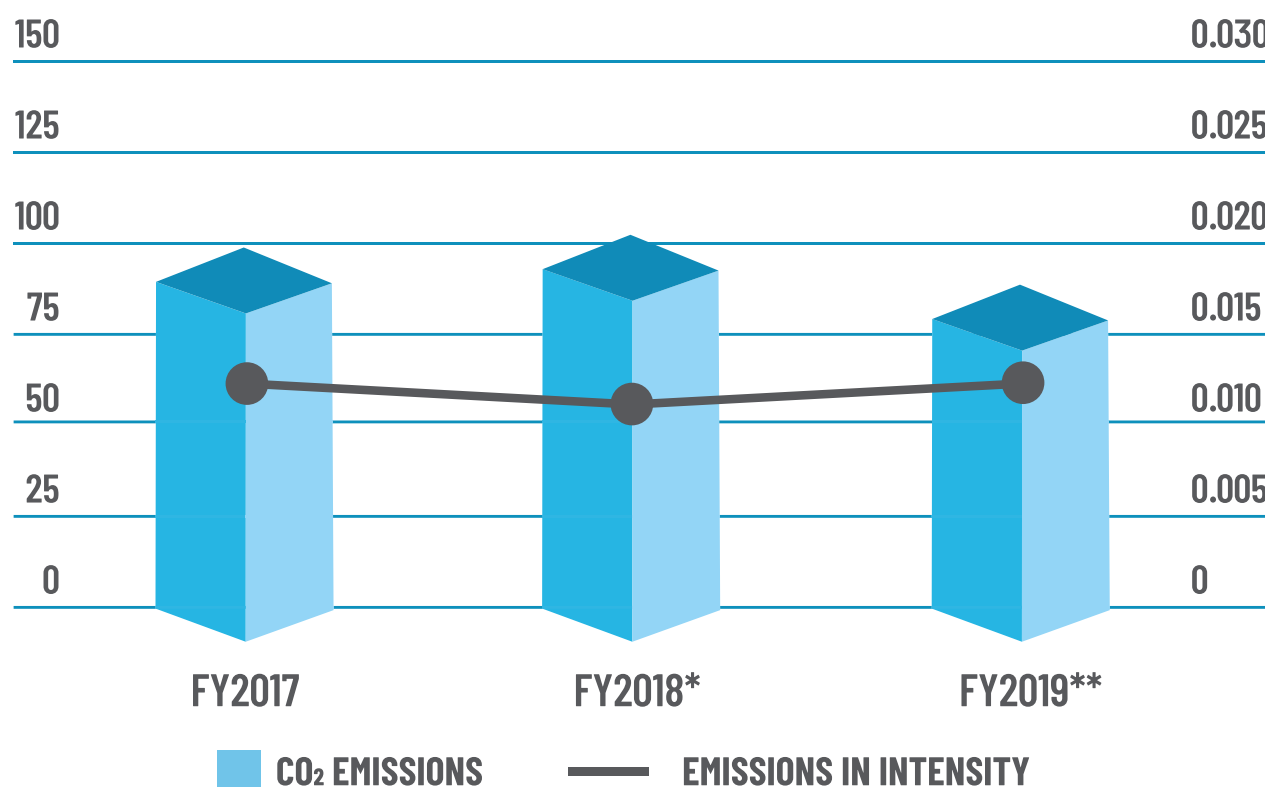
*2018 Natural gas usage statistics reflect restatement in MWh from our originally-published 2018 Corporate Responsibility Report

** Acquired companies Pelican Water Systems and Aquion accounted for 1,197 MWh of natural gas consumed

CO₂ EMISSIONS

CO₂ EMISSIONS
(METRIC TONNES IN THOUSANDS)

CO₂ EMISSION INTENSITY
(METRIC TONNES/EARNED HR.)



TOTAL ENERGY METRIC TONNES CO ₂ EMISSIONS AND INTENSITY	FY2017	FY2018*	FY2019
AMERICAS (MT)	60,624	63,267	59,956
EMEA (MT)	12,498	11,743	10,829
APAC (MT)	8,837	8,243	7,270
PENTAIR TOTAL CO₂ EMISSIONS (MT)	81,959	83,253	78,055**
PENTAIR CO₂ EMISSION INTENSITY (MT/EARNED HR.)	0.013	0.012	0.013

Note: 2018 - 2019 CO₂ emission factors used from EPA - February 2018

*2018 Emissions reflect restatement in MT CO₂ from our originally-published 2018 Corporate Responsibility Report

**Acquired companies Pelican Water Systems and Aquion accounted for 865 Metric Tonnes of CO₂ emitted

Zero Waste Generation and **DIVERSION EFFORTS**

In 2019, Pentair continued efforts to measure our waste recycling and reduction efforts following the Zero Waste model. Having previously utilized Landfill Free metrics, Pentair aligned to Zero Waste in 2018. This metric defines waste diversion as waste materials that are either recycled or reused back in a plant's manufacturing processes, and any generated waste that is landfilled or incinerated is not counted as "diverted material" in the calculation. This model challenges traditional ways of thinking to achieve recycling and reuse targets, and our plants are steadily reducing the amount of waste generated while increasing the amount of waste being diverted.

In order to meet Zero Waste goals manufacturing plants need to divert more material than they send to landfill. Pentair's 2019 Zero Waste diverted percentage score is 77 percent vs. 72 percent in 2018*, a 5 percentage point year over year improvement. This percentage equates to 25,983 tons diverted in 2018 vs. 28,686 tons diverted in 2019. For comparison, the average person produces approximately 4.4 lbs of waste per day, which equates to 1,600 lbs. of waste generated in a year. When comparing the 2019 diverted material tonnage of 28,686, the improved amount would be equal to eliminating all the waste generated annually by 35,858 people.

Pentair plans to continue to drive continuous improvement efforts, especially in areas of source separation and material reuse to achieve our internal Zero Waste goals.

Waste from Manufacturing FY2019

37,442

Tons of Waste
Generated

28,686

Tons of Waste
Diverted

77%

Tons of Waste
Diverted
(Zero Waste Score)

*2018 Zero Waste score reflects restatement from our originally-published 2018 Corporate Responsibility Report

**Acquired companies Pelican Water Systems and Aquion accounted for 411 tons waste generated and 95 tons waste diverted.

DRIVER

Source Separation / Pallet Recycling Reuse Program



Our Approach: Our team in Delavan, Wis., collaborated in various events to review additional source separation and reuse solutions to drive Zero Waste improvement. Delavan rose to the challenge and decided the best approach was through additional source separation methods to ensure that cardboard and plastics are more easily sorted in various locations around the plant. Delavan then added compactor units and combined both cardboard and paper to reduce load times that in turn, maximized loading efficiency and increased recycling tonnages.

Plant staff partnered with their Solid Waste Disposal Company to load broken pallets and crates that are hauled to a landfill. Once at the landfill, the broken pallets are ground into fine chips and used as an additive to earthen material. This material is reused as alternative daily cover to reduce the amount of earthen cover material needed at the landfill, which is a win win for both companies. The results of Delavan's efforts increased the plants waste diversion by 253 tons from 2018 when compared to 2019, which is a 16 percent improvement.

DRIVER

Employee Engagement Helps Drive Performance



Our Approach: Pentair's site in Kansas City, Kan. implemented a "Back to Basics" campaign to improve their Zero Waste % score. This included creating simple site maps identifying waste areas and using Pentair's culture of continuous improvement to increase awareness and overall Zero Waste performance. This, in combination with increased employee awareness training and enhancements in visual management practices increased Kansas City's diversion numbers from 706 tons in 2018 to 1,218 tons in 2019, which is a 512 ton increase. These efforts paid off with a Zero Waste increase from 86 percent in 2018 to 94 percent in 2019, which is an 8 percent improvement.

At our Sanford, N.C., site, the management team collaborated with employees using material handling and visual management processes to improve waste diversion at the facility. The staff used these processes to simplify locations and access of containers to increase employee participation. This translated to increasing the amount of cardboard, plastics, and metals being recycled through better communication and making it easier for Sanford's employees to recycle materials in their respective work cells. The results of these efforts increased plant diversion in 2019 by 187 tons of material with a 1.8 percent improvement.

4 WINNING WORKPLACE



Working together in pursuit of a **COMMON GOAL**

At Pentair, our work is driven by our belief that the health of our world depends on reliable access to clean, safe water. A deep-rooted culture energizes our employees to make a difference within and beyond the workplace. We strive to be the destination for top talent, and work hard to develop and retain high performers throughout their career.

When our employees come to work, we want them to bring their whole selves. 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.

Employee Data – FY2019

EMPLOYEES BY REGION	FY2019
NORTH AMERICA	4,779
MEXICO/LATIN AMERICA	862
EMEA	2,235
APAC	1,414
TOTAL	9,290





Pentair's commitment to
**EMPLOYEE ENGAGEMENT AND
DEVELOPMENT**

Engaging our employees and developing their careers is important to Pentair's long-term success and ties directly to our Win Right culture and values. We engage with our employees and gather feedback about our employee programs, practices and policies through:

Town hall meetings where Pentair leaders share strategies and perspectives

Quarterly leadership webcasts to ensure our results and expectations are clearly communicated. An average of 1,000 employees participated in each webcast in 2019

Annual global leadership meeting attended by approximately 100 of the company's top leaders to drive growth and productivity initiatives and share best practices

Feedback feature on our employee intranet, myPentair.com





Investing in our future with
TRAINING AND DEVELOPMENT

When we invest in our people, we invest in our future. In 2019, we introduced new Leadership Competencies designed to empower and develop all professional employees globally. We believe our employees have the opportunity to display leadership, and the Leadership Competencies are a critical part of developing our professional employees across the world, to deliver for our customers and create shareholder value.

The Leadership Competencies serve as a blueprint for behaviors we believe are critical to our ability to realize Pentair's mission. The Competencies outline behaviors that define what success looks like, and go hand-in-hand with our Win Right values. Our Values outline what is important to us, and our Competencies spell out how we live those values every day. The Leadership Competencies are also a crucial part of the Talent pillar in our Pentair Integrated Management System (PIMS).

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 new tools and resources were developed and shared through the company's employee intranet, myPentair. Available in multiple languages, these resources include:

- ▶ **LIVE TRAINING SESSIONS** to learn about the Leadership Competencies
- ▶ **ON-DEMAND ELEARNING AND VIRTUAL CLASSROOM SESSIONS** to help employees develop the competencies within themselves, on their schedule
- ▶ **VIDEOS** of Pentair leaders sharing their thoughts about how the Leadership Competencies will help develop our employees
- ▶ **DOWNLOADABLE MATERIALS** including a booklet, personal reflection worksheet and discussion guide to help employees on their personal journey

In addition to the Leadership Competency training, Pentair offered the following development programs in 2019:

► **LEADERSHIP ESSENTIALS FOR MANAGERS**

This three-day course targets managers with one to five years of experience leading teams. The aim is to strengthen and improve management skills and provide grounding in Pentair's values and expectations for leaders. In 2019, 59 managers took part.

► **LEADERSHIP FOUNDATIONS**

Focused on leaders that are in their first year of managing people, this program focuses on building growth management skills that are grounded in Pentair's values and Leadership Competencies. Participants learn to apply core leader of people practices such as prioritizing value added work, providing feedback, engaging and motivating teams and driving results through others. Twenty new leaders participated in the pilot program in November 2019.

► **GLOBAL EFFECTIVENESS WORKSHOP**

Targeted at managers and professionals, this program builds skills for working effectively with customers and colleagues across diverse cultures. Real world scenarios help participants understand and apply concepts related to the challenges of being a global business. In 2019, there were 25 participants.

► **FINANCE FOR NON-FINANCIAL LEADERS**

Mastering core financial fundamentals is essential to every role across an organization. In this fast-paced program hosted in collaboration with the University of Minnesota's Carlson School of Business, Pentair leaders learn to analyze and evaluate financial decisions and contribute to the creation of shareholder value. In 2019, 33 managers took part.



Building a high performance work culture 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 the same opportunity to be heard, respected, have a sense of belonging and contribute to our mission. Race, gender, ethnicity, country of origin, age, personal style, sexual orientation, physical ability, religion, life experiences and many more factors contribute to this diversity.

WE TAKE AN INTEGRATED APPROACH TO SUPPORTING AND PROMOTING WORKPLACE INCLUSION AND DIVERSITY INCLUDING:

- Ensuring leadership involvement and ownership
- Attracting and retaining diverse talent at all levels
- Fostering a globally aware, inclusive culture
- Ensuring our practices are fair and non-discriminatory

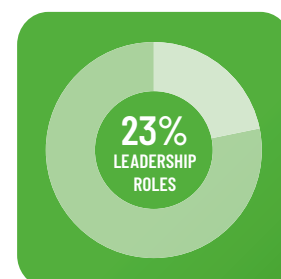
“The more diverse our organization is – the more we grow and learn from each other – the better Pentair will be! A culture of inclusion and diversity begins with all of us.”

– John L. Stauch
President and Chief
Executive Officer

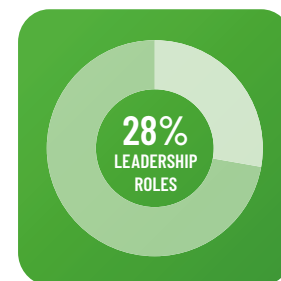
DIVERSITY AND INCLUSION PERFORMANCE – FY 2019

Our statistics are a measure of our performance, and we are committed to advancing a diverse workplace in 2020 and beyond.

MINORITIES*



WOMEN**



Pentair was named to the Twin Cities Business “2019 Minnesota Census of Women in Corporate Leadership” Honor Roll for the second 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.

* 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.

**Global data

Pentair's culture development programs – the One Pentair Culture sessions, our Win Right Orientation for new hires, and Team Reinforcement sessions – lay the foundation in developing an inclusive workplace. These programs strengthen the capability of individuals and teams to live the Pentair values. First launched in 2013, these sessions have been deployed across the organization to include management, professional employees, production employees, and new hires.

In 2019, Pentair committed to further strengthen our culture with a renewed focus on developing an inclusive workplace and leveraging the diverse perspectives and insights of our global employees. In this journey, we are providing employees with resources and tools to look at the ways in which we listen and communicate with each other, respect and value each other's differences, include others in problem solving and respond to personal biases that can influence our behavior. This groundwork for this enhanced program was established in 2019, with the program set to fully launch in 2020.

PENTAIR'S CODE OF BUSINESS CONDUCT AND ETHICS

spells out our commitment to equal opportunity and fair treatment for all. The company does not tolerate acts of harassment, including any conduct or statements made on the basis of protected status that are intimidating, hostile or abusive.

Click [HERE](#) for more information.

The program includes:

▶ A NEW EDUCATION PROGRAM

called "The Power of Inclusion," launching first with managers of people

▶ BUSINESS RESOURCE GROUPS

led by employees to further cultivate an inclusive and supportive work environment

▶ AN INCLUSION & DIVERSITY HUB

on the company's employee intranet featuring background information, resources, employee stories, and more




Providing a HEALTHY WORKPLACE

Pentair is committed to providing a safe workplace for all of our employees. We encourage employees to “Stop Work” anytime there is a potential concern regarding worker safety, and promote an open door policy so that all of our employees feel free to speak to their manager if there are any potential Health, Safety, Compliance or Sustainability concerns. Additionally, each site maintains a confidential reporting process, and we encourage the use of the Ethics Hotline for employees to report anonymously potential safety concerns. All locations, enterprise wide, must meet and/or exceed regulatory agency standards as applicable to each plant’s location.

Pentair has developed its own internal tracking database for reporting needs in an effort to meet both regulatory agency requirements and to produce monthly operational health and safety scorecards. Pentair establishes an injury frequency rate (IFR) reduction goals, and behavior based internal safety indicator (SI) goals for all Enterprise manufacturing plants. This information provides managers with insights needed to target additional training and gap analysis investigation to prevent future occurrences. Relevant learnings are shared globally across Pentair locations for best practice management. 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 2019 incident rate was 2.22, with **six manufacturing sites achieving zero recordable injuries in 2019**. In late 2018, Pentair created and launched an EHS Culture Program focusing on employees through predefined management communication, incident investigation, hazard identification / corrective action and through management of change

processes. We have more work to do and Pentair is committed to continuing to drive a proactive safety culture using this program, which follows the Plan, Do, Check, Act (PDCA) process. Annually, Pentair assesses facility behavior based activities, management system/employee engagement and root cause corrective action processes through utilization of PIMS “Culture, Process, Performance” (CP2). Starting in January 2019, Pentair revised the safety indicator metric to be more forward looking by focusing more heavily on leading indicators; specifically behavior-based reports received monthly, effective closure of proactive reports and the plant culture maturity score as assessed through PIMS annual CP2 assessments. This metric, combined with our PIMS process, rewards associate engagement across the world and drives continuous improvement in safety at our facilities, in the field and at home. For more information, please see our [EHS policy](#) and our [Code of Business Conduct and Ethics](#). In addition, other site certifications are shown in the following table.

EHS MANUFACTURING SITE CERTIFICATIONS	2018		2019	
	LOCATION COUNT	PERCENTAGE OF LOCATIONS	LOCATION COUNT	PERCENTAGE OF LOCATIONS
UNIQUE LOCATIONS WITH CERTIFICATION TYPE	11	32%	11	32%
ISO 14001	6	18%	5	15%
ISO 50001	2	6%	2	6%
OHSAS 18001	1	3%	1	3%
OSHA – SHARP	2	6%	1	3%
SAFETY STD. CERTIFICATION	2	6%	2	6%
CLEAN INDUSTRY – POFEPA	1	3%	1	3%
OTHER CERTIFICATION	3	9%	2	6%

 PENTAIR



COMPENSATION AND BENEFITS

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

- ▶ **DISABILITY AND INVALIDITY INSURANCE**
- ▶ **FLEXIBLE AND HEALTH SAVING ACCOUNTS AND WELLNESS PROGRAMS**
- ▶ **HEALTH INSURANCE (MEDICAL, PHARMACY, DENTAL)**
- ▶ **EIGHT WEEKS PAID PARENTAL LEAVE FOR BIRTH PARENTS, ADOPTIVE AND FOSTER PARENTS (INTRODUCED IN 2019 AND WENT INTO EFFECT IN 2020)**
- ▶ **TWO WEEKS PAID CAREGIVER LEAVE (INTRODUCED IN 2019 AND WENT INTO EFFECT IN 2020)**
- ▶ **LEGAL SERVICES**
- ▶ **RETIREMENT PROVISION**
- ▶ **STOCK OWNERSHIP**
- ▶ **TUITION REIMBURSEMENT**
- ▶ **VACATION, HOLIDAYS, AND SICK TIME**

5 WINNING COMMUNITIES



It is estimated that 1 in 3 people globally do not have access to safe drinking water.* At Pentair, we are putting our purpose into practice for people around the world today, as well as for future generations.

Taking Steps to Make a Positive Impact

As a global water treatment company, we work to improve access to life's most essential resource in communities where the needs are the greatest. By combining our proprietary technology, the expertise and passions of our employees, our corporate resources and a financial commitment by the Pentair Foundation since 1998, we are taking steps to make a positive impact while creating shared value – for society and for our business.

Pentair and the Pentair Foundation focus on three strategic initiatives to guide our corporate and foundation giving:

1 Water: Delivering sustainable, clean water

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

2 Education: Increasing Opportunities

We partner with organizations that are working to create high-quality, diverse and interconnected educational opportunities 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 by Pentair employees.

Through Pentair and the Pentair Foundation, our philanthropic impact spans six continents. In 2019, our programs reached more than 9.5 million people worldwide.

Community Giving (\$) Performance:

\$3 MILLION

Amount donated in FY2019

\$69 MILLION

Donations to date (since 1998)

*Source: Progress on household drinking water, sanitation and hygiene 2000-2017. Special focus on inequalities. New York: United Nations Children's Fund (UNICEF) and World Health Organization, 2019. [Click Here.](#)



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.

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

- ▶ Present an opportunity to contribute Pentair technology and expertise, leveraging the long-term success of our process and protocol
- ▶ 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.

Project Safewater

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, and today provides clean, safe drinking water every day to three million people in the developing world. In 2019, 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**

Having launched 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 (SHOFÇO)**

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, the 2019 grant expanded access in Kibera and a second location in the Mathare settlement.

Spotlight: REPLICATING SUCCESS

All human beings need clean water to survive. Yet, for the millions of people living in the slums outside of Nairobi, Kenya, clean water is not readily available. In households without running water, a shared community tap is their only source of water. Pipe erosion, pollution and unsanitary conditions contaminates most available water, resulting in a high risk of disease and illness.

Shining Hope for Communities (SHOFCO), Pentair and the Pentair Foundation have been working together to bring clean and affordable water to the people living in the Kibera settlement, and in 2019 expanded to replicate the water program, featuring an innovative aerial piping and water filtration systems designed and installed by Pentair, at the Mathare settlement. Mathare is one of the oldest slums in Nairobi, with roughly 400,000 people living in highly vulnerable conditions.

With the Pentair Foundation's support, SHOFCO has made incredible progress in building the infrastructure necessary to bring clean water to Mathare residents. A water source has been secured, and the water treatment plan housing and aerial piping infrastructure is complete. The water kiosks, which will feature attached washrooms, are currently being constructed, and the water system is planned to be fully operational by late summer 2020—bringing clean, safe drinking water to 17,500 residents.



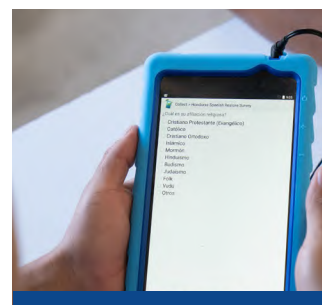
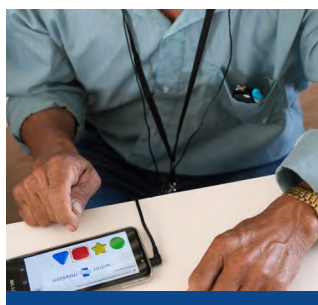
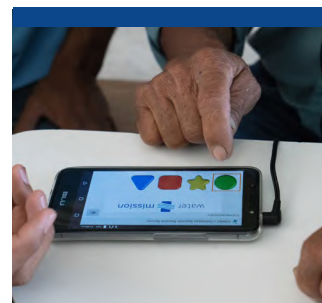
Spotlight: EMPLOYING REAL- TIME DATA TO DRIVE STRATEGIC COMMUNITY DEVELOPMENT

Project Safewater first launched in 2007 through a collaboration with Water Mission to transform the way safe water is sustainably delivered to people in need. Together, our organizations established a replicable protocol—combining technology, micro-enterprise business models, and scientific research—to provide sustainable access to safe water.

To further advance this goal, Water Mission launched the Restore Survey in 2019 with support from the Pentair Foundation. This breakthrough, cost-effective tool is designed to routinely evaluate the impact of safe water, sanitation, and hygiene (WASH) in communities around the world.

Using best in class validation methods to deliver accurate results, the survey was carefully designed and tested in six countries over two years. The Restore Survey collects data about a community's strengths and weaknesses before, during and after a project's implementation cycle. It measures the strength of local management and leadership capabilities, community members' material, emotional, social and spiritual well-being and their current water/sanitation hygiene behaviors across the entire community.

With multiple follow up surveys conducted throughout the lifetime of the project, changes can be tracked over time,



enabling community leaders to adjust the approach when needed and determine the overall impact.

The Restore Survey is conducted on a mobile device, but is not dependent on internet connection. Further, it is only recorded in the local language, allowing participants of all ages and education levels to respond anonymously and at their own pace. Site staff are able to collect, analyze and to share the results with the community in just one day — giving leaders the real-time data they need to collaborate effectively with community members.

The data collected from the Restore Survey allows Water Mission to customize community development initiatives at the offset of a project, supports enhanced community collaboration throughout its implementation, and provides a baseline for accurately assessing the full impact of solutions over time.

Increasing Opportunity THROUGH EDUCATION

One of Pentair's and the Pentair Foundation's three philanthropic focus areas is education. We 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, Junior Achievement, the Science Museum of Minnesota and several Universities to offer programs such as:

- Fellowships for graduate students who are addressing social and environmental issues
- After school programs for at-risk youth, focused on STEM principles and STEM career opportunities
- Senior level, pre-college summer fellowships to help underserved students improve critical thinking and writing skills, gain confidence, and view college attendance as an attainable goal
- 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
- Field trips to STEM museums, camps, and programs

In India and other developing countries, Pentair and the Pentair Foundation partner with organizations such as Pratham, one of India's largest NGOs, and Opportunity International to help children, including those with disabilities, gain access to quality education. Examples of the types of initiatives in developing countries that we support include:

- Improving school infrastructure (e.g., by building a secondary school on a site where previously only a primary school existed)
- Establishing new schools
- Covering school expenses for children in need
- 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
- 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: REACHING AND INSPIRING STUDENTS THROUGH ROBOTICS

For more than a decade, the Pentair Foundation has supported FIRST (For Inspiration and Recognition of Science and Technology) Robotics, a nonprofit organization that utilizes robotics as a tool to inspire youth in science, technology, engineering and math (STEM). Its signature program, the FIRST Robotics Competition, combines the excitement of sport with the rigors of science and technology. In 2019, Pentair's grant provided support for 22 U.S. based teams and four teams in Asia.

For the competition, high school teams receive a parts kit comprised of donated items and components. With limited instructions and working with adult mentors, students have just six weeks to collaboratively design, build, program and test their robots to meet each season's new engineering challenge.

Once these young inventors build their robot, the teams compete to measure the effectiveness of the robot, the power of collaboration, and the determination of students. Each FIRST Robotics Competition season culminates with district and regional events, where qualifying teams compete for awards and a spot at the FIRST Championship event.



The positive impact of FIRST delivers on its stated mission to inspire young people to be science and technology leaders and innovators. Post-participation surveys indicate that by sophomore year of college, 89 percent of FIRST alumni declare a major in STEM fields versus 59 percent of the comparison peer groups. Additionally, young women that participate in FIRST have significant gains in all STEM areas including STEM interest, activity, knowledge and identity with 59 percent declaring a major in engineering or computer science as compared to only 12 percent of non-participating peers.

Creating Engagement Opportunities IN OUR COMMUNITIES

A key aspect of our corporate responsibility approach and commitment is the “Team Pentair” philanthropic engagement program. Volunteerism is a powerful way to impact the communities where we live and work and to keep employees engaged. Through Team Pentair, our employees give their time and talent to support nonprofit organizations.

For example, our employees walk, run, and ride to raise awareness and dollars for great causes around the globe. They also collect food, clothing and essentials for hurricane relief victims and local food banks. From planting trees to building houses, to serving as mentors to young science students, Pentair employees share their time, talents and energy to make a lasting difference in communities from Mumbai to Mexico, and many places in between.

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 2019, the company matched over \$125,000 in team volunteer and personal charitable giving.

Pentair and the Pentair Foundation matches 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 \$1,000 per employee, per year.
- Personal monetary donations made to accredited and approved educational institutions up to \$5,000 per employee, per year.





Spotlight: **NEW EMERGENCY FUND HELPS EMPLOYEES IN NEED**

Pentair is committed to being a leader in the communities where we live and work, which includes supporting employees who may be facing financial hardship as the result of a natural disaster or other unforeseen events.

To help provide this support, Pentair launched a new Employee Emergency Fund in 2019. The global program is funded by Pentair and administered by the Emergency Assistance Foundation to make tax-free emergency hardship grants to employees dealing with unexpected and unavoidable financial hardships, including:

- ▶ A natural disaster such as flood, wildfire, tornado, earthquake, etc. that has qualified expenses
- ▶ An impact on primary residence: fire, flood, etc. not paid by insurance
- ▶ Serious illness or injury not paid by insurance
- ▶ Death of employee or immediate family member

6 GOVERNANCE



Pentair believes that good governance sets the foundation for success. In all our efforts, we seek to “Win Right,” and that starts with how we manage our business. We believe that honesty and integrity should define our relationships with customers, suppliers, investors, and each other. We have the same expectations of our suppliers.

Governance

PRINCIPLES AND PRACTICES

Pentair has long believed that good governance sets the foundation for our company’s success. The governance principles we practice today are built on the [Pentair Code of Business Conduct and Ethics](#), established more than 30 years ago and annually affirmed by our Board of Directors and employees.

These principles, practices and policies include:

- A Board of Directors that is majority independent and with all independent Directors on committees
- Annual election of Directors
- Vote requirement for Director elections is majority voting, except in the case of a contested election
- Proxy access available to shareholders who meet certain ownership, retention and other requirements set forth in our Articles of Association
- Share Ownership Guidelines establish minimum share ownership levels for Directors and executives with a transition period for new appointments
- Company strategy reviewed and monitored throughout the year by the Board
- Board and committee self-assessments conducted annually
- A [Related-Person Transactions Approval Policy](#) designed to avoid conflicts of interest
- Direct access by the Board to independent advisors and experts
- Routine executive Board sessions without management present
- Direct responsibility of the Audit & Finance Committee of the Board of Directors for the retention and supervision of external auditors
- [Corporate Governance Principles](#) that outline how our Board of Directors will operate
- An anonymous helpline available to all employees for reporting compliance or other concerns
- [Political Contributions Policy](#) to ensure that corporate financial contributions are consistent with our core values while protecting and enhancing stakeholder value

In addition, in 2019, Pentair had Independent Board leadership via an independent, non-executive Chairman of the Board.

For more information on our responsible approach to business and the principles that apply to our Board of Directors’ governance, read our [Corporate Governance Principles](#).

GOVERNANCE STRUCTURES

Pentair's Board of Directors has three standing committees:

Audit and Finance Committee

Assists the Board with oversight of accounting and financial reporting processes, oversight of our financial condition, and audits of financial statements. Engages and oversees the independent registered public accounting firm. Meets with our independent and internal auditors, the Board, and management to review and monitor the adequacy and effectiveness of reporting, internal controls, risk assessment, and compliance with the Code of Business Conduct and Ethics and other policies.

[Click Here](#)

Compensation Committee

Sets and administers policies that govern executive compensation, including establishing executive base salaries and administering cash bonus and equity-based compensation under our equity incentive plans. Reviews annually our executive compensation program for continuing appropriateness and reasonableness through engagement of a human resources consulting firm and evaluation of external market, industry and peer-company practices.

[Click Here](#)

Governance Committee

Identifies individuals qualified to become Directors and recommends nominees to the Board for election at annual meetings of shareholders. Reviews annually and recommends to the Board changes to our Corporate Governance Principles and administers the annual Board and Board Committee self-assessment. Oversees public policy matters and compliance with the Code of Business Conduct and Ethics, including review of our response to major health and safety issues facing Pentair and our policies and practices related to equal employment opportunity, non-discrimination, diversity, and labor relations.

[Click Here](#)

For more information, visit our [Corporate Governance page](#).

Director Dashboard as of 12/31/2019

BOARD COMPOSITION	FY2019
TOTAL BOARD MEMBERS	9
RACIAL MINORITY MEMBERS*	1
FEMALE MEMBERS	3
INDEPENDENT MEMBERS	8

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

CODE OF CONDUCT

Our [Code of Business Conduct and Ethics](#) outlines 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. It 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 full-time and part-time employees, contractors, and Pentair executives and Directors. We communicate our anti-corruption policies and procedures to employees on Pentair's intranet site as well as through annual and new-hire compliance trainings (online and in-person), with our professional level employees fully completing the 2019 training.

In addition, we maintain a proactive third-party risk management program designed to prevent corruption and promote ethical practices. Every employee is asked to sign a commitment statement indicating they have read and understood the Code and will act in full compliance.

"SPEAK UP" RESOURCES

We encourage employees to speak up whenever they observe improper or unethical behavior or actions. Pentair does not tolerate retaliation in any form against employees for raising concerns or making good faith reports about possible breaches of law or policy, or ethical violations.

Pentair maintains several reporting options, including an Ethics HelpLine as a confidential means to report violations of our Code, internal policies, or the law. Available 24/7, in the languages of all countries 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

Employees may also contact the Office of Business Conduct and Ethics directly by phone, e-mail, or letter. For more information, contact the Office of Business Conduct & Ethics at Ethics@Pentair.com.

SUPPLIER RELATIONSHIPS

Our commitment to responsible, sustainable business practices extends to our supplier partnerships. All suppliers must agree to abide by our [Supplier Code of Conduct](#), which requires our business partners to commit to ethical standards and business practices.

Our expectations of our business partners and suppliers include:

- Providing clean and safe working conditions
- Delivering fair wages and benefits according to local laws and practices
- Not tolerating human rights abuses including, but not limited to, child labor
- Not using any type of involuntary or forced labor, including indentured, bonded, or prison labor
- Operating in full compliance with all applicable laws and regulations of the countries which they operate, and also in full compliance with our Supplier Code of Conduct

Pentair has various programs designed to support our Supplier Code of Conduct, such as announced and unannounced inspections of production facilities. Pentair reserves the right to conduct audits, including third-person audits of Supplier facilities, processes, components, materials and finished goods. Employees have a responsibility to report any violations of our Supplier Code of Conduct. Suppliers who do not comply with our Supplier Code of Conduct may be terminated.

Through our procurement policies, we seek business partners, suppliers, and contractors who share Pentair's commitment to socially responsible business practices. We evaluate strategic suppliers using scorecards that we review with them regularly. We identify key needs and gaps related to responsible business for these suppliers, and develop plans to address outstanding issues. In a few selected cases, we invest resources to develop specific skills sets for strategic suppliers.

For more information, please visit:

- [Partner and Supplier Resources](#)
- [Conflict Minerals Policy](#)
- [2019 Conflict Minerals Report](#)
- [Slavery and Human Trafficking Statement](#)

PRIVACY AND DATA SECURITY

Pentair is committed to providing data privacy and security for our customers, employees, investors, vendors, and other stakeholders around the world. Pentair's global information security and data privacy policies govern how we collect, process, store, and transmit data lawfully as well as the safeguards we have in place to maintain and prevent the unauthorized use or disclosure. Pentair reinforces its commitment through global awareness training.

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 and invested significantly in industry leading technologies to provide the appropriate protections that our customers and employees deserve.

Pentair is committed to complying with all applicable privacy and data protection laws, wherever it does business. Any personal information Pentair collects, regarding employees or any third party, will be treated with care and protected, and used lawfully and properly.

Review our [Privacy Notice](#).

POLITICAL CONTRIBUTIONS REPORTING

In 2019, Pentair made no Political Contributions. As defined in [Pentair's Political Contributions Policy](#), such contributions generally include any corporate spending in the form of a gift, loan, advance or deposit of money to political candidates, political parties, organizations primarily engaged in political activities and ballot initiative organizations.

In addition, no U.S.-based trade association or other tax exempt organization to which Pentair made a payment of \$50,000 or more in 2019 reported to Pentair that any portion of that payment was used for political activity purposes.

7 2019 GRI CONTENT INDEX



GRI 102: General Disclosures 2016*

DISCLOSURES / DESCRIPTION	CROSS-REFERENCE / ANSWER
ORGANIZATIONAL PROFILE	
102-1: Name of the organization	Pentair plc
102-2: Activities, brands, products, and services	A Winning Company, Our Company (page 9)
102-3: Location of headquarters	London, United Kingdom
102-4: Location of operations	A Winning Company: Overview of Business (page 10)
102-5: Ownership and legal form	2019 Annual Report and Form 10-K
102-6: Markets served	A Winning Company, Our Company (page 9) 2019 Annual Report and Form 10-K, pp. 1-3
102-7: Scale of the organization	A Winning Company, Our Footprint (page 11) Winning Workplace (page 51) 2019 Annual Report and Form 10-K, p. 4, 16
102-8: Information on employees and other workers	Winning Workplace, Employee Data (page 51)
102-9: Supply chain	Governance, Supplier Relationships (page 76)
102-10: Significant changes to the organization and its supply chain	A Winning Company, Our Company (page 9) 2019 Annual Report and Form 10-K, pp. 3, 23
102-11: Precautionary principle or approach	Audit and Finance Committee Charter
102-12: External initiatives	A Winning Company, Our Approach to Corporate Responsibility (page 15)
STRATEGY	
102-14: Statement from senior decision-maker	Letter to Our Stakeholders (page 4)
ETHICS AND INTEGRITY	
102-16: Values, principles, standards, and norms of behavior	A Winning Company, Our Values (page 8) Governance, Code of Conduct (page 75) Code of Business Conduct and Ethics
102-17: Mechanisms for advice and concerns about ethics	Governance, "Speak Up" Resources (page 75) Code of Business Conduct and Ethics
GOVERNANCE	
102-18: Governance structure	Governance, Governance Structures (page 74) Corporate Governance 2020 Proxy Statement, pp. 16-21

* Pentair's 2019 Corporate Responsibility Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report (with the exception of GRI 303, which is a 2018 Standard).

GRI 102: General Disclosures 2016*

DISCLOSURES / DESCRIPTION	CROSS-REFERENCE / ANSWER
STAKEHOLDER ENGAGEMENT	
102-40: List of stakeholder groups	A Winning Company, Our Approach to Corporate Responsibility (page 15)
102-42: Identifying and selecting stakeholders	A Winning Company, Our Approach to Corporate Responsibility (page 15)
102-43: Approach to stakeholder engagement	A Winning Company, Our Approach to Corporate Responsibility (page 15)
102-44: Key topics and concerns raised	A Winning Company, Our Approach to Corporate Responsibility (page 15)
REPORTING PRACTICE	
102-45: Entities included in the consolidated financial statements	2019 Annual Report and Form 10-K, Exhibit 21
102-46: Defining report content and topic boundaries	A Winning Company, Our Approach to Corporate Responsibility (page 15)
102-48: Restatements of information	2018 operations data - inclusive of waste, water, electricity, natural gas, and CO2 emissions data - has been restated due to accounting errors.
102-49: Changes in reporting	None
102-50: Reporting period	2019 Fiscal Year (January 1, 2019 - December 31, 2019)
102-51: Date of most recent report	2018 Corporate Responsibility Report
102-52: Reporting cycle	Annual
102-53: Contact point for questions regarding the report	About this Report (page 83)
102-54: Claims of reporting in accordance with the GRI Standards	This report references the GRI Standards.
102-55: GRI content index	GRI Content Index (page 79)

* Pentair's 2019 Corporate Responsibility Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report (with the exception of GRI 303, which is a 2018 Standard).

GRI 200-400: Topic-Standard Disclosures 2016*

DISCLOSURES / DESCRIPTION		CROSS-REFERENCE / ANSWER
ECONOMIC		
GRI 201: Economic Performance 2016		
201-1: Direct economic value generated and distributed		Winning Communities, Taking Steps to Make a Positive Impact (page 63) 2019 Annual Report and Form 10-K, p.25
201-2: Financial implications and other risks and opportunities due to climate change		Winning Solutions, Solutions for Resilience (page 33) Winning Solutions, Food and Agriculture Solutions (page 31) 2019 Annual Report and Form 10-K, p. 11
GRI 203: Indirect Economic Impacts		
203-1: Infrastructure investments and services supported		Winning Communities, Our Expertise in Delivering Clean Water (page 65)
203-2: Significant indirect economic impacts		Winning Communities, Our Expertise in Delivering Clean Water (page 65)
GRI 205: Anti-corruption 2016		
205-2: Communication and training about anti-corruption policies and procedures		Governance, Code of Conduct (page 75) Code of Business Conduct and Ethics
ENVIRONMENTAL		
GRI 302: Energy 2016		
302-1: Energy consumption within the organization		Winning Operations, Energy Consumption and Emission Performance (page 43)
302-3: Energy intensity		Winning Operations, Energy Consumption and Emission Performance (page 43)
302-4: Reduction of energy consumption		Winning Operations, Energy Consumption and Emission Performance (page 43) Winning Solutions, Innovating to Deliver Energy Efficient Solutions (page 29)
GRI 303: Water and Effluents 2018		
303-1: Interactions with water as a shared resource		Winning Operations, Managing our Water Use (page 39) Winning Solutions, The Impact of our Water Solutions (page 25)
303-3: Water withdrawal		Winning Operations, Managing our Water Use (page 39)

* Pentair's 2019 Corporate Responsibility Report applies the 2016 version of the GRI Standards; "2016" refers to the Standards issue date, not the date of information presented in this report (with the exception of GRI 303, which is a 2018 Standard).

GRI 200-400: Topic-Standard Disclosures 2016*

DISCLOSURES / DESCRIPTION

CROSS-REFERENCE / ANSWER

ENVIRONMENTAL	
GRI 305: Emissions 2016	
305-1: Scope 1 GHG emissions	Winning Operations, Energy Consumption and Emission Performance (page 43)
305-2: Scope 2 GHG emissions	Winning Operations, Energy Consumption and Emission Performance (page 43)
305-4: GHG emissions intensity	Winning Operations, Energy Consumption and Emission Performance (page 43)
305-5: Reduction of GHG emissions	Winning Operations, Energy Consumption and Emission Performance (page 43)
GRI 306: Effluents and Waste 2016	
306-2: Waste by type and disposal method	Winning Operations, Zero Waste Generation and Diversion Efforts (page 48)
SOCIAL	
GRI 401: Employment 2016	
401-2: Full-time benefits not provided to temporary/part-time employees	Winning Workplace, Compensation and Benefits (page 61)
GRI 403: Occupational Health and Safety 2016	
403-2: Types of injury and rates of injury	Winning Workplace, Providing a Healthy Workplace (page 59)
GRI 405: Diversity and Equal Opportunity 2016	
405-1: Diversity of governance bodies and employees	Winning Workplace, Building a High Performance Work Culture through Inclusion and Diversity (page 57) Governance, Governance Structures (page 74)
GRI 407: Freedom of Association and Collective Bargaining 2016	
407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Governance, Supplier Relationships (page 76)
GRI 415: Public Policy 2016	
415-1: Political contributions	Governance, Political Contributions Reporting (page 77)
GRI 416: Customer Health and Safety 2016	
416-1: Assessment of the health and safety impacts of product and service categories	Winning Solutions, The Impact of our Water Solutions (page 25)
GRI 418: Customer Privacy 2016	
418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	None. We consider 'significant' fines as those listed in our 10-K.

ABOUT THIS REPORT

This report provides data and highlights covering Pentair's fiscal year 2019, which runs from January 1, 2019 to December 31, 2019, and references the GRI Standards. When we refer to 2019 in the text, we are referencing our fiscal year.

In 2019, Pentair announced and completed the acquisitions of Aquion, which manufactures water conditioners, water filters, drinking water purifiers, ozone and ultraviolet disinfection systems and reverse osmosis systems for the residential and commercial water treatment industry, and Pelican Water Systems, which manufactures residential water filtration and softening systems. All statistics in the Operations section of this report include annualized electricity usage, natural gas usage, municipal water withdrawal, and zero waste generation and diversion results for Aquion and Pelican Water Systems.

We will pursue GRI Core status, and work to align with additional leading ratings and ranking to further bolster the strength of our approach and performance.

For more information, or to provide feedback, please contact
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