



2022 GRI Index

Universal Standards 2021

GRI 1: Foundation 2021

Claims of reporting in accordance with the GRI Standards.

Ashland has reported in accordance with the GRI standards for the reporting period 1 October 2021 to 30 September 2022

GRI Content Index.

This document serves as our 2022 GRI Context Index. It is organized and labeled by GRI Standard and Disclosure number. Each reporting item is described on the index or linked to additional materials.

GRI 2: General Disclosures

2-1: Organizational Details

Name of the organization.

[ASH 2022 Annual Report \(ashland.com\)](#) p. 1

Location of organization's headquarters.

[ASH 2022 Annual Report \(ashland.com\)](#) p.1

Countries of operation.

[ASH 2022 Annual Report \(ashland.com\)](#) p. 4-6, p. 11

Nature of ownership and legal form.

[ASH 2022 Annual Report \(ashland.com\)](#) p.1

2-2: Entities Included in Consolidated Financial Statements

[ASH 2022 Annual Report \(ashland.com\)](#) (see item 8: Financial Statements and Supplementary Data" in form 10-K

2-3: Reporting period, frequency, and contact point:

Reporting period for the information provided.

Ashland's fiscal and reporting year is Oct. 1, 2021, to Sept. 30, 2022.

Reporting cycle.

The reporting cycle is annual and based on Ashland's fiscal year.

Contact point for questions regarding the report or its contents.

Sarah Phelan
Director, Sustainability and PCHH
Sarah.Phelan@ashland.com

2-4: Restatements of information:

The effect of any restatements of information given in previous reports, and the reasons for such restatements.

Key EH&S and ESG metrics in the 2022 ESG report have been re-stated to reflect only Ashland's current manufacturing, office and lab footprint. This was completed following several divestitures and acquisitions from prior years. This restatement allows for an accurate and transparent comparison of year over year performance in EH&S and in environmental footprint data.

Ashland committed to setting science based targets- as part of preparing for this, the company re-assessed scope 3 targets using methods aligned with the GHG protocol and primarily spend based estimates. This was a change from previous methods using the Quantis estimation tool. To ensure like to like comparisons, data from 2020-2022 was updated using the current scope 3 methodology and 2020-2021 data was restated.

2-5: External Assurance

A description of the organization's policy and current practice with regard to seeking external assurance for the report.

Ashland has not obtained external assurance for the development of this online report. However, Ashland has rigorous internal policies and practices that provide assurance about the accuracy of the content of this report. They include the following internal and external processes:

- **Internal Audit:** We have a rigorous internal audit process that evaluates our operations in the following areas: environmental, health & safety, process safety, quality, Responsible Care® management systems, and financial & business processes.
- **U.S Securities and Exchange Commission (SEC) Filings:** We file or provide information, including our annual, quarterly, and current reports, and proxy statements to the U.S. SEC. We are subject to its rules and regulations.
- **Global Standards of Business Conduct:** All Ashland employees worldwide are required to complete annual training on the legal and ethical standards presented in the Global Standards of Business Conduct.

Additionally, we require our employees to certify their compliance with our business code of conduct, anti-corruption and insider trading.

- **Environmental, Health and Safety Organization:** We have established a global EHS organization, and we are committed to ensuring compliance with applicable environmental, health, safety and security laws, regulations, technical specifications and internal standards, while adhering to high ethical standards.
- **Community Advisory Panels:** We are transparent with regard to our operations and encourage our facilities to establish community advisory panels to provide a forum to exchange information on plant activities with the local community. We provide extensive information regarding our sites and provide constructive response to issues raised at these community advisory panels. See Engaging Stakeholders section.
- **External Partnerships:** We partner with many external organizations on a project or ongoing basis to address operational and community issues. See the Engaging Stakeholders section.
- **1-800-ASHLAND:** Ashland has established an open reporting system to allow our employees to report on EH&S, security, and compliance related concerns. It is also available to our customers and suppliers who can report issues of concern and seek advice and assistance.
- **Environmental and Social Impact Assessments:** Prior to constructing new facilities or expanding existing ones, we conduct an environmental and social impact assessment to determine what effects the project would have on the community.

Certifications

Headquartered in the U.S.A., Ashland is an active member of the American Chemistry Council. Because we are a global company, we also participate in similar organizations in other countries as well as the International Council of Chemical Associations. As an indication of our commitment to Responsible Care, we have obtained third-party certifications to RC14001, which includes the internationally recognized ISO 14001 certification and adds additional health, safety, security, and chemical industry requirements. Currently, Ashland has 24 international sites participating on a group RC14001 certification, and we are working toward certifying all our manufacturing locations. Also, as part of our commitment to health and safety, 16 of our sites have obtained an additional OHSAS 18001 certification, an international health and safety management system.

2-6 Activities, value chain, and other business relationships

Primary brands, products, and/or services.

[ASH 2022 Annual Report \(ashland.com\)](#) p. 3-7

[Ashland | about Ashland](#)

[Ashland | Business Units](#)

Markets served.

[ASH 2022 Annual Report \(ashland.com\)](#) p. 3-7

Scale of the reporting organization.

[Ashland | about Ashland](#)

[ASH 2022 Annual Report \(ashland.com\)](#) p.3-7

Describe the organization's supply chain.

Ashland's global operations require that we form relationships and conduct business with thousands of suppliers that provide services and materials to support our businesses. Ashland purchases basic raw materials that are processed through many stages to produce products that are sold as either intermediates or finished products at various points in those processes. Ashland spends approximately \$440 million per year for raw materials to support our manufacturing.

Several of the primary raw materials used by our business are as follows:

- Natural and synthetic and semisynthetic polymers derived from plant and seed extracts, cellulose ethers and vinyl pyrrolidones, as well as acrylic and polyurethane-based adhesives.
- Primary raw materials include products of natural origin, cotton linters, wood pulp; petrochemical materials such as ethylene oxide, propylene oxide, caustic soda, solvents, and water.

Supplier Code of Conduct

In 2014, Ashland issued a Supplier Code of Conduct which is routinely refreshed and outlines what Ashland expects from its suppliers with respect to labor and employment rights, environmental impacts, health and safety, business ethics, social responsibility, and global trade practices.

Suppliers are expected to adhere to this code, and must operate in full compliance with the laws and regulations of the countries they operate in. Our goal is that our suppliers—who are integral to Ashland—will embrace these values and share our commitment to sustainability.

Supply Chain Security-

Throughout our supply chain Ashland applies various security standards, wherever we operate throughout the world. Ashland adheres to the following security standards and guidelines:

- American Chemistry Council's (ACC) Responsible Care® Security Code
- Department of Homeland Security (DHS) Chemical Facilities Anti-Terrorism Standards (CFATS)
- Tier II Customs-Trade Partnership Against Terrorism (C-TPAT), a supply chain and border security program
- Authorized Economic Operator (AEO), a customs security program developed by the European Union

In addition, through our open and global reporting system employees, customers and suppliers can report on environmental, health & safety, security and compliance related concerns through 1-800-ASHLAND. Issues reported through our system are thoroughly investigated.

Transportation Safety

Through our activities that reduce risk, we improve transportation safety performance, operate with improved equipment, and enhance our emergency response capabilities. These activities include:

- A comprehensive qualification, selection and performance management program for our logistic service providers;
- Applying transportation security and safety standards that defines requirements for shipments made by Ashland;
- Working with TRANSCAER® by providing training to our transportation partners; and
- Implementation of a comprehensive crisis management plan that allows Ashland to quickly and effectively respond to a potential or actual crisis situation.

Our goal is to reduce Ashland's potential impact of our transportation activities by reducing in-transit releases. Ashland has a comprehensive program to prevent incidents during transportation, which includes:

- Collecting information on transportation incidents;
 - Investigating and analyzing the root causes; and
 - Developing and implementing corrective and preventive actions.
- This program is not limited to transportation incidents, but also incidents that may occur at contracted warehouses and terminals.

Significant changes to the organization and its supply chain.

[ASH 2022 Annual Report \(ashland.com\)](https://www.ashland.com) "A note from our Chair and CEO"

2-7 Total workforce by employment type, gender, employment contract and region (FY 2022).

Gender	Co-Op (Trainee)		Interns (Trainee)		Temporary		Fixed Term Contract (Fixed Term)		Regular	
	Total	(%)	Total	(%)	Total	(%)	Total	(%)	Total	(%)
Female	0	0	5	56	31	45	6	43	1,197	31
Male	5	100	4	44	37	55	7	50	2,683	69
Undisclosed	0	0	0	0	1	0	1	7	19	0
Total	5	100	9	100	69	100	14	100	3,899	100

Employee Type	Aisa Pacific		EMEA		Latin America		North America	
	Total	(%)	Total	(%)	Total	(%)	Total	(%)
Contract	0	0	0	0	0	0	5	0.24
Fixed Term	3	1	10	1	1	0	0	0
Interns (Trainee)	0	0	0		7	2	2	0
Regular	622	99	799	99	388	85	2,089	99.37
Tempory	0	0	1	0	62	13	6	0.29
Total	625	100	810	100	458	100	2,102	100

Gender	Full-Time		Part-Time	
	Total	(%)	Total	(%)
Female	1,140	31	26	60
Male	2,548	69	17	40
Undisclosed	26	0	0	0
Total	3,714	100	43	100

d) Less than 1% of labor in fiscal year 2022 was performed by non-employee workers. Ashland utilizes contracted labor at select sites for several purposes, including-but not limited to-janitorial work, waste management, manufacturing, assistance with large projects, and more.

e) [ASH 2022 Annual Report \(ashland.com\)](#) p. 10 “seasonality”

f) This data was taken from Ashland’s Human Resources records. Some numbers may be estimations.

2-8: Workers who are not employees

See 2-7, above. Some of the information under the revised GRI universal standards is still being gathered and reviewed and is not available at this time.

2-9: Governance Structure and Composition

a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.

[Directors and Officers | Ashland Inc.](#)

[Board Committee Summaries | Ashland Inc.](#)

[ASH 2022 Annual Report \(ashland.com\)](#) (see “Corporate Governance” inside back cover, Item X “Executive officers of Ashland” pg. 18

[2022 ESG report](#) p. 39, p. 44

Composition of the highest governance body and its committees

[Directors and Officers | Ashland Inc.](#)

[Board Committee Summaries | Ashland Inc.](#)

[ASH 2022 Annual Report \(ashland.com\)](#) (see “Corporate Governance” inside back cover, Item X “Executive officers of Ashland” pg. 18

[2022 ESG report](#) p. 39, p. 44

2-10: Nomination and Selection of the Highest Governance Body

[Corporate Governance Guidelines | Ashland Inc.](#)

[Director Independence Standards | Ashland Inc.](#)

[ASH 2022 Annual Report \(ashland.com\)](#) (see “Corporate Governance” inside back cover, Item X “Executive officers of Ashland” pg. 18

[2022 ESG report](#) p. 39, p. 44

2-11: Chair of the Highest Governance Body

[Corporate Governance Guidelines | Ashland Inc.](#)
[Director Independence Standards | Ashland Inc.](#)
[ASH 2022 Annual Report \(ashland.com\)](#) (see “Corporate Governance” inside back cover, Item X “Executive officers of Ashland” pg. 18
[2022 ESG report](#) p. 39, p. 44

2-12: Role of the Highest Governance Body in Overseeing the Management of Impacts

a. Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. b. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.

[ASH 2022 Annual Report \(ashland.com\)](#) (see “Environmental Matters” p. 7)
[2022 ESG Report](#) p. 39, p. 44

Role of the highest governance body in setting purpose, values, and strategy

[Board Committee Summaries | Ashland Inc.](#)
[ASH 2022 Annual Report \(ashland.com\)](#) (see “Corporate Governance” inside back cover, Item X “Executive officers of Ashland” pg. 18
[2022 ESG report](#) p. 39, p. 44

Identifying and managing economic, environmental, and social impacts

[Board Committee Summaries | Ashland Inc.](#)
[ASH 2022 Annual Report \(ashland.com\)](#) (see “Corporate Governance” inside back cover, Item X “Executive officers of Ashland” pg. 18
[2022 ESG report](#) p. 39, p. 44

Effectiveness of risk management processes

[Board Committee Summaries | Ashland Inc.](#)
[ASH 2022 Annual Report \(ashland.com\)](#) (see “miscellaneous” p. 7-9, “Item 1A, Risk Factors” p. 13-22, “Corporate Governance” inside back cover, Item X “Executive officers of Ashland” pg. 18
[2022 ESG report](#) p. 39, p. 44

2-13: Delegation of Responsibility for Managing Impacts:

a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics. b. Whether post holders report directly to the highest governance body.

Ashland's Vice President of Global Operations, EHS, and Quality holds this responsibility. This position reports to the CEO and Chairman of the Board on at least a quarterly basis..

2-14: Role of the highest governance body in sustainability reporting:

Ashland's board of directors reviews and approves the Ashland annual ESG report and content prior to issuance.

2-15: Conflicts of interest

[Director Independence Standards | Ashland Inc.](#)

2-22: Statement on Sustainable Development Strategy

Statement from senior decision-maker.

[2022 ESG Report](#) (see: "Chair and CEO message")

2-23: Policy Commitments

Whether or how the precautionary approach or principle is addressed by the organization.

Ashland supports the intent of the Precautionary Principle with regard to risk management. We have established formal programs throughout our organization to identify potential impacts from risks and develop appropriate action plans to mitigate those risks. Our risk management program covers all aspects of our operations-from design of our operations, product development, raw material sourcing and production through the distribution of our products to our customers.

Ashland's commitment to environmental, health and safety excellence is reflected in our Responsible Care program and implementation of the American Chemistry Council's (ACC) Responsible Care Management System (RCMS) throughout our global operations. We are currently enhancing RCMS by implementing the Product and Process Safety Codes that will further strengthen our risk management processes

A description of the organization's values, principles, standards, and norms of behavior.

[Ashland | Global Code of Conduct](#)

2-26: Mechanisms for Seeking advice and Raising Concerns

A description of internal and external mechanisms for: i. seeking advice about ethical and lawful behavior, and organizational integrity; ii. reporting concerns about unethical or unlawful behavior, and organizational integrity.

All Ashland employees worldwide are required to complete annual training on the legal and ethical standards presented in the [Ashland | Global Code of Conduct](#). Annual training is provided for all employees either through online training modules or through instructor-led training sessions by the Law Department. The online modules are available in multiple languages.

Specific corporate policies and procedures also support the [Ashland | Global Code of Conduct](#) and are accessible through the employee intranet.

Ashland has established an open reporting system (1-800-ASHLAND) to allow our employees to report on EH&S, security and compliance-related concerns, but also for emergency and non-emergency response. The 1-800-ASHLAND phone number is available on Ashland's internal intranet website and external website (ashland.com) so that anyone-including our customers and suppliers-can report issues of concern and seek assistance.

2-28 Memberships in associations

Memberships in associations and/or advocacy organizations.

Ashland is an active member of a variety of associations and organizations. Engaging through these groups is an important part of the company's efforts to engage with key stakeholders, which includes suppliers, regulators, customers, shareholders, and others. Some of the associations Ashland is active in include:

- The American Chemistry Council (ACC)
- Society of Chemical Manufacturers and Affiliates (SOCMA)
- The Conference Board
- The European Chemical Industry Council (CEFIC)

Ashland also supports The Nature Conservancy and the Wildlife Habitat Council through donations and active restoration efforts at legacy sites.

2-29: Approach to Stakeholder Engagement

A list of stakeholder groups engaged by the organization.

Ashland's stakeholders include employees, customers, suppliers, owners, contractors, business partners, governmental and non-governmental organizations, unions, industry colleagues, non-profit organizations, and the communities where we operate.

The basis for identifying and selecting stakeholders with whom to engage.

All Ashland solvers take an employee development course on business ethics and are prepared to conduct due diligence when interacting with external parties.

The organization’s approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.

We respond to many direct requests from our stakeholders regarding the company’s environment, health and safety and social responsibility policies, programs and performance.

Ashland gathers specific feedback from internal sources to better understand how the company interacts with its key stakeholders. This analysis is conducted on an ongoing basis throughout the company. The table below shares some of the many stakeholder engagement practices. Although it is not inclusive of all stakeholder engagement practices, it summarizes the core elements of how the company engages stakeholder groups on topics of interest.

Stakeholder	How Ashland's Engages	Issues of Interest
Employees	<ul style="list-style-type: none"> • CEO-led companywide quarterly town hall meetings • Company webcasts • Daily intranet articles • Regular employee communications from executives and business leaders • Training sessions • Employee surveys • Employee networks • Employee hotline • Wellness programs • Work councils and union interactions • Volunteerism • Employee satisfaction surveys and action plan from feedback 	<ul style="list-style-type: none"> • Company performance & strategy • Business opportunities • Benefits program • Compensation • Legal issues • Community outreach • Volunteering • Education & training program • Employee satisfaction

Customers	<ul style="list-style-type: none"> • Direct Contact through sales and customer relationship manager • Customer service call centers • Survey • Trade shows • Industry meetings • Technical applications and support • Training Sessions and workshops • ISolve Portal for routine customer requests 	<ul style="list-style-type: none"> • New product & technologies • Product performance • Product safety • Carbon foot printing of products • Cost • Business process improvements • Regulatory compliance
Investment Community	<ul style="list-style-type: none"> • One-on-one meetings • Quarterly earnings announcements • Conference Calls • News release and SEC filings • Annual Report • Annual meeting of shareholders • Online investor center 	<ul style="list-style-type: none"> • Financial performance and outlook • Dividend commitment Plans for use of cash • Merger and acquisition strategy • Transparency • Organic growth prospects • Timely communications • Company ESG portfolio and ESG investments • Near and long term decarbonization strategy
Suppliers	<ul style="list-style-type: none"> • On-on-one meetings • Contract negotiations • Performance reviews • Online supplier portal • Environmental, Social, and Governance assessments 	<ul style="list-style-type: none"> • Growth opportunities • Quality • Cost • Innovation • Sustainability of business relationship Sustainability program maturity

<p>Government and Regulations</p>	<ul style="list-style-type: none"> • Visit to elected officials and agencies • Industry and Trade associations • Direct Contract • Plant tours and site visits for government officials • Grassroots advocacy 	<ul style="list-style-type: none"> • Compliance with regulations • How policies affect Ashland operations • Business and political priorities • Job preservation and creation
<p>Local Communities</p>	<ul style="list-style-type: none"> • Interaction with civic organizations • Business groups • Public education support and interaction • Local sponsorships • Chamber of Commerce membership • Community meetings and events • Community volunteerism • Community Advisory Panels (CAPs) • Visits by community emergency services • City or state and industrial park association membership • Local Emergency Planning Committees (LEPCs) 	<ul style="list-style-type: none"> • Jobs & employment • Safety • Emergency preparedness • Environmental protection • Charitable giving
<p>Philanthropic and non-profit organizations</p>	<ul style="list-style-type: none"> • Charitable contributions and employee-giving programs • Employee volunteerism and giving programs • Disaster response • Local sponsorships • Collaborative partnerships 	<ul style="list-style-type: none"> • Giving programs • Employee engagement and community involvement • Collaboration and partnerships • The Nature Conservancy Donations • Wildlife Habitat Council restoration efforts

2-30 Percentage of total employees covered by collective bargaining agreements.

Ashland complies with all federal and state workplace laws including those associated with labor organizing activities. About 28 % of Ashland employees are covered by collective bargaining agreements globally.

3-1 Process to Determine Material Topics

a. An explanation of the process for defining the report content and the topic Boundaries. b. An explanation of how the organization has implemented the Reporting Principles for defining report content.

Ashland performed a formal materiality assessment, using an analytical tool (Datamaran) with additional feedback from key members of the leadership team. The output of this materiality assessment is shown in the [2022 ESG report](#) (p. 5) and was used to help structure external reports and ensure coverage of highly material topics. Ashland's online Sustainability Report contains information on the company's performance in the following areas: environmental stewardship, social aspects, health and safety, product stewardship, community development and economic performance. This report includes information on our majority-owned operations where Ashland operates. We report our management systems, goals, and objectives in terms of their importance to our stakeholders-in accordance with the GRI Standards.

Our primary audience for this report includes, but is not limited to, the following stakeholders:

- Current shareholders and prospective investors;
- Current and prospective employees seeking to work for a sustainability-minded company;
- Communities where we operate that want to understand how we manage and operate our business as a responsible corporate citizen;
- Suppliers with whom we partner, who are critical to our operations; and
- Government and non-government agencies that have an interest in our business and operations.

We have chosen what to include in the report through the analysis of our stakeholder requests and needs through a formal materiality assessment process.

3-2 Material Topics

A list of the material topics identified in the process for defining report content.

Material Aspect	2022 GRI Material Topic	Internal Boundry	External Boundary
Responsible consumption and production	201: Economic Performance 302: Energy	All global operations	Governmental agencies, communities surrounding our operating locations, investors, customers, NGOs
Innovation and technology	201: Economic Performance	All global operations	Customers, consumers, governmental agencies, NGOs, investors
Product design and lifecycle management	301: Raw materials 305: Greenhouse Gas Emissions 304: Biodiversity 303: Water 306: Waste	All global operations	Governmental agencies, communities surrounding our operating locations, investors, customers, NGOs
Environmental footprint	304: Biodiversity 303: Water 306: Waste	All global operations	Governmental agencies, communities surrounding our operating locations, investors, customers, NGOs
Climate change risks and management	305: Greenhouse Gas Emissions	All global operations	Governmental agencies, communities surrounding our operating locations, investors, customers, NGOs
Product and service safety and quality	308: Supplier Assessment	All global operations	Customers, consumers, governmental agencies, NGOs, investors
Transparency	All material Topics as listed	All global operations	Customers, consumers, governmental agencies, NGOs, investors
Business model resilience	201: Economic Performance 301: Raw Materials	All global operations	Customers, consumers, governmental agencies, NGOs, investors
Ethical corporate behavior	102: General Disclosures	All global operations	Customers, consumers, governmental agencies, NGOs, investors

Governance structures/mechanisms	102: General Disclosures	All global operations	Customers, consumers, governmental agencies, NGOs, investors
Customer privacy and data security	418: Customer Privacy	All global operations	Customers, consumers, governmental agencies, investors
Inclusion & diversity, employee engagement	401: Employees 405: Diversity and Equal Opportunity	All global operations	Customers, consumers, governmental agencies, NGOs, investors
Employee health and safety	401: Employees 403: Occupational Health and Safety	All global operations	Customers, consumers, governmental agencies, NGOs, investors
Community engagement	201: Economic Performance 401: Employment 413: Local Communities	All global operations	Governmental agencies, communities surrounding our operating locations, customers, NGOs, investors
Human rights	412: Human Rights Assessment	Sites located in at risk areas	Governmental agencies, communities surrounding our operating locations, customers, NGOs, investors

In addition to reporting on these material aspects, we continue to provide relevant information on many other topics to meet the needs of our diverse stakeholders.

Significant changes from previous reporting periods in the list of material topics and topic Boundaries.

In 2022 Ashland underwent a formal materiality assessment as described above. The material topics identified have been cross referenced to the GRI standards. Through this exercise the following disclosures have been added to the index:

- 403: Occupational Health and Safety
- 405: Diversity and equal opportunity
- 410: Security practices
- 412: Human Rights Assessment

- 413: Local Communities

Topic-Specific Standards

200 Economic

201 Economic Performance

Management Approach

(103-1) Explanation of the material topic and its Boundary.

- This topic is material as it relates to Ashland's financial performance and its shareholders.
- The internal Boundary for this topic is all global Ashland operations. The external Boundaries are shareholders, investment community, lenders, and financial analysts globally. Ashland's business relationships and decisions are directly linked to its economic performance.
- The financial information included in this report comes from Ashland's overall 2022 Annual Report.

(103-2) The management approach and its components.

a-c. [Annual Report](#) (see "A Note from Our Chair and CEO" pg. 6-8; "Management's Discussion and Analysis of Financial Condition and Results of Operations" pg. 27)

(103-3) Evaluation of the management approach.

[Annual Report](#) (see "A Note from Our Chair and CEO" pg. 6-8; "Management's Discussion and Analysis of Financial Condition and Results of Operations" pg. M1-M41)

(201-1) Direct economic value generated and distributed.

[Annual Report](#) (see Item 8. "Financial Statements and Supplementary Data" in Form 10-K, pg. F1-F59)

(201-2) Financial implications and other risks and opportunities due to climate change.

[Annual Report](#) (see "Climate Change and Related Regulatory Developments" in Form 10-K, pg. 9)

(201-3) Defined benefit plan obligations and other retirement plans.

[Annual Report](#) (see Note M. "Employee Benefit Plans" in Form 10-K, pg. F-37-F-41)

300 Environmental

301 Materials

Management Approach

(103-1) Explanation of the material topic and its Boundary.

- a. Ashland's use of raw materials is pertinent to this report as our purchase and usage of materials relates to our economic, environmental, and social impacts.
- b. The internal Boundary of this topic is all global operations. The external Boundaries are Governmental agencies, communities impacted by our supply chain, customers, NGOs. Our purchases can directly impact stakeholders and our impacts are linked to our business relationships.
- c. Our analysis of our supply chain is ongoing. We are joining new external organizations and reporting systems to receive feedback on our suppliers. As this is still in process, our information about our suppliers may not be accurate yet.

(103-2) The management approach and its components.

- a. Our purchasing function and sourcing managers within each of our commercial units are responsible for the selection of suppliers. All potentially new suppliers are screened and required to provide information about their environmental, health and safety practices and confirm that they are compliant with applicable regulations. All suppliers are required to sign our Supplier Code of Conduct.
- b. Our purchasing function and sourcing managers ensure Ashland purchases the proper raw materials to manufacture our product. Our sustainable sourcing management approach ensures our suppliers around the globe help our businesses meet objectives for profitability, growth, innovation and sustainability.
- c.
 - i. [Supplier Code of Conduct](#)
 - ii. Our sustainable sourcing team is committed to assessing our current and future suppliers to ensure our raw materials are retrieved responsibly.
 - iii. In 2022, our sustainable sourcing team has onboarded 230 raw material suppliers through the [EcoVadis](#) assessment, representing 96% of raw material spend. The team will be continuing this effort with the goal of onboarding all suppliers of direct and indirect materials.
 - iv. Ashland is working with suppliers that have scores below 45 to help them understand and improve factors impacting their scores.
 - v. Our management approach utilizes EcoVadis, [SEDEX](#), and [COSMOS standards](#) as resources to evaluate the sustainability of our raw materials.
 - vi. Our Supplier Code of Conduct and 1-800-ASHLAND phone number allow Ashland and its stakeholders to express grievances and concerns in terms of this material topic.

(103-3) Evaluation of the management approach.

Our sustainability procurement team has set and is executing against specific targets to improve Ashland's sustainable sourcing initiatives. The procurement team meets regularly (at least monthly) to discuss these initiatives and progress. Progress towards goals is tracked regularly to ensure these targets are met.

Goals and progress are highlighted in [Ashland's 2022 ESG report](#) on pages 7-9.

(301-2) Percentage of recycled input materials used to manufacture the organization's primary products and services.

Site specific recycling programs are highlighted on page 15 of Ashland's [Ashland's 2022 ESG report](#)

A listing of upcycled products is highlighte on page 25 of [Ashland's 2022 ESG report](#)

302 Energy

Management Approach

(103-1) Explanation of the material topic and its Boundary.

- a. This topic is material as Ashland uses energy to manufacture products, transport products and employees, and run all basic corporate and plant operations.
- b. The internal Boundary is all global operations. The external Boundaries are governmental agencies, communities surrounding our operating locations, customers, NGOs. The company is directly linked to its own energy usage. Our business relationships have indirect impacts, as our customers and suppliers also have individual energy usage impacts.
- c. The data used to evaluate energy usage comes from different sources and encompasses locations around the world. The large scale and multi-step process to input data creates a possibility for error in the final numbers. Some numbers reported may be estimations.

(103-2) The management approach and its components.

- a. The Environmental, Health, Safety & Quality Committee collaborates with our Sustainability & Environmental team to set goals and discuss management of Ashland's energy usage. Ashland also tracks energy usage for further analysis of areas of improvement and progress towards achieving goals.
- b. The purpose of our energy use management is to ensure Ashland is sourcing and using energy sustainably in order to reduce our carbon footprint and improve efficiency.

- c. i. Ashland's VP of EHS and the VP of Operations share the responsibility for developing the plan to achieve our 2025 goals.
- ii. Ashland's Environmental, Health, Safety, and Quality Committee and our sustainability team are committed to reducing energy consumption, increasing renewable and clean energy usage, and sourcing energy responsibly.
- iii. Our 2025 goal for energy usage is to reduce energy use in intensity by 10 percent from our baseline year usage—calendar year 2020. Additionally Ashland has set science based targets which will rely on renewable energy as well as emissions reduction efforts to meet targets.
- iv. See i.
- v. Our energy use data comes directly from our sites.
- vi. Our stakeholders can communicate energy grievances through our 1-800-ASHLAND number.
- vii. Ashland decreases energy usage where we can.

(103-3) Evaluation of the management approach.

Performance in reducing emissions is reported quarterly to the board of directors. The senior leadership team provides feedback and strategic direction on targets and absolute/intensity based emissions reductions efforts. Performance in this area is tied to employee incentives and undergoes a formal review annually.

As we near 2025, we will evaluate our progress towards reaching our energy reduction goal as well as our management approach for this material topic. We will assess areas of weakness and implement new changes and programs to undertake.

(302-1) Energy consumption within the organization.

Current Content: Direct and Indirect Energy Consumption

Direct Energy Consumption (gigajoules)			
Fuels	FY22	FY21	FY20
Natural gas	4,656,677	4,288,176	4,265,513
Fuel oil	16,660	18,866	29,648
Coal	0	0	0
LPG	42,740	47,023	44,629
Other	1,274,598	1,309,250	1,048,907
Total	5,990,210	5,663,316	5,388,697
Indirect Energy Consumption (gigajoules)			
Energy type	FY22	FY21	FY20

Direct Energy Consumption (gigajoules)			
Fuels	FY22	FY21	FY20
Electricity	1,794,666	1,684,899	1,637,675
Steam	1,308,208	1,433,818	1,143,259
Other	0	0	0
Total	3,102,873	3,118,718	2,780,935

f. These totals were converted and totaled in an Excel sheet, using raw numbers reported from Ashland plants and corporate sites. Some numbers may be estimates.

g. Published conversion factors are used.

303 Water & Effluents

Management Approach

(103-1) Explanation of the material topic and its Boundary.

- This topic is material as Ashland uses water to manufacture products run corporate and plant operations.
- The internal Boundary is all global operations. The external Boundaries are governmental agencies, communities surrounding our operating locations, customers, NGOs. The company is directly linked to its own water usage. Our business relationships have indirect impacts, as our customers and suppliers also have individual water use impacts.
- The data used to evaluate energy usage comes from different sources and encompasses locations around the world. The large scale and multi-step process to input data creates the potential for error in the final numbers. Some numbers reported may be estimations.

(103-2) The management approach and its components.

Ashland continues to actively understand, manage and work toward reducing our overall water footprint. Ashland has a water management standard that provides a global framework for both general and specific elements for water management within the company. The standard requires Ashland operations to manage their water resources through understanding their water use, compliance with regulatory requirements, systematic conservation and reporting water usage. Water input is tracked and reported for all manufacturing sites. Water discharge and use are still challenging metrics for some locations and we are working to improve data collection.

(103-3) Evaluation of the management approach.

Performance in reducing water input (on an intensity basis) is reported quarterly to the board of directors. The management team provides feedback and strategic direction on targets and intensity based emissions reductions efforts. Performance in this area is tied to employee incentives and undergoes a formal review annually.

As we near 2025, we will evaluate our progress towards reaching our water reduction goal as well as our management approach for this material topic. We will assess areas of weakness and implement new changes and programs to undertake.

(303-1) Interactions with water as a shared resource.

a. Manufacturing operations account for a majority of Ashland's water footprint (96%). Ashland estimates that an additional 4% of water use comes from non-manufacturing sites, including laboratories, distribution centers and office complexes. Ashland uses water in four main operations: product manufacture, heating and cooling, cleaning, and sanitation. The tables below detail our water input and discharge by type.

Water Management and Conservation

Water Withdrawal by Source (in millions of cubic meters)	FY 2022	FY 2021	FY2020
Municipal water input	7.3	7.2	7.3
Surface water input	7.9	7.8	8.0
Total Water Usage	15.7	15.3	16.2

Water Discharge by Type (in thousands of cubic meters)	FY 2022	FY 2021	FY2020
Groundwater	2.9	1.7	0
Surface water	1,667	1,567	1,549
Treatment Facility	456	463	532
Total Discharge	2,126	2,032	2,081

b. During this reporting period, Ashland performed a water stress analysis using the [WBCSD Global Water Tool](#). The results allow our Sustainability & Environmental team to identify sites which are currently operating in high water stress regions.

c. Environmental 2025 Goals will address water usage by targeting a 10% intensity based reduction from 2020. The water target has been applied across

all locations and future efforts will focus on ashland's locations in regions of high and very high water stress (11% of ashland's water use is in areas of high or extremely high water stress,). Ashland analyzes suppliers' environmental impacts through tools such as [EcoVadis](#) and [CDP](#) reporting. We use the results of these surveys to identify areas of opportunity and work with suppliers to reduce our water impacts.

304 Biodiversity

Management Approach

(103-1) Explanation of the material topic and its Boundary.

- a. Biodiversity is a material topic for Ashland as the company has programs and initiatives in place to protect and restore ecosystems.
- b. The internal Boundary is Ashland manufacturing and corporate locations situated near at-risk areas. The external Boundary is government agencies in at-risk areas, organizations restoring biodiversity, and local communities. Ashland is indirectly linked to impacts on biodiversity through the company's supply chain and business relationships.
- c. Ashland does not monitor direct impacts on biodiversity.

(103-2) The management approach and its components.

- a. Ashland has a team in place to monitor engagement with external partners who work to restore and protect biodiversity in affected areas. Ashland has achieved certification with the Wildlife Habitat Council (WHC)- see Ashland's [ESG report](#), page 16, page 28
- b. Ashland works to achieve WHC certification in order to honor the Ashland way—to respect, protect, and advance the people we work with, companies we serve, shareholders who invest in our future, communities we're a part of, and planet we share.
- c. Ashland does not have a formal policy for this material topic.
 - ii. Ashland is committed to maintaining current sites with WHC certification, as well as adding new sites when feasible.
 - iii. Ashland does not have formal targets for this material topic.
 - iv. Ashland's Director of Sustainability and Personal Care responsible for following through on WHC processes to continue biodiversity protection efforts.
 - v. The WHC serves as Ashland's resource for biodiversity protection guidance and information.

vi. Stakeholders can file a biodiversity-related grievance through Ashland's 1-800-ASHLAND number.

vii. Ashland currently has 4 sites certified with the WHC. Ashland is working towards a 5th site receiving certification.

(103-3) Evaluation of the management approach.

a. i. There is no formal mechanism for evaluating this management approach in place.

ii. There are no results from an evaluation from the management approach.

iii. No adjustments have been made to the management approach as a result of an evaluation process.

(304-3) Habitats protected or restored.

[2022 ESG Report](#) (see: "Wildlife Habitat Council" page 16, page 28)

305 Emissions

Management Approach

(103-1) Explanation of the material topic and its Boundary.

- a. This topic is material as Ashland produces emissions while manufacturing products, transporting products and employees, and running all basic corporate and plant operations.
- b. The internal Boundary is all global operations. The external Boundaries are governmental agencies, communities surrounding our operating locations, customers, NGOs. The company is directly linked to its own emissions. Our business relationships have indirect impacts, as our customers and suppliers also have individual emission impacts.
- c. The data used to evaluate emissions comes from different sources and encompasses locations around the world. The large scale and multi-step process to input data leads to error in the final numbers. Some numbers reported may be estimations.

(103-2) The management approach and its components.

- a. The Environmental, Health, Safety & Quality Committee collaborates with our Sustainability & Environmental team to set goals and discuss management of Ashland's greenhouse gas emissions. Ashland also tracks emissions for further analysis of areas of improvement and progress towards achieving goals.
- b. The purpose of our emission production management is to ensure Ashland is operating sustainably in order to reduce our emissions and take responsibility for our environmental impact, as well as protect the air quality surrounding our sites for employee health reasons.

- c.
 - i. Ashland maintains an Air Standard that requires all manufacturing sites to develop an emissions inventory and comply with all local rules, regulations, and permits. Sites are encouraged to undertake projects which decrease emissions.
 - ii. Ashland is committed to our 2025 GHG emissions goal and has leadership in place to ensure achievement. At this time there is not a separate goal for non GHG emissions- sites are required to comply with all governmental regulatory requirements and are regularly audited internally to ensure ongoing compliance efforts.
 - iii. Our 2025 goal for emissions is to decrease emissions 10% in intensity from our baseline amount in calendar year 2020.
 - iv. See i.
 - v. Our Scope 1 and Scope 2 emissions data comes directly from our sites. We estimate our Scope 3 emissions using spend based estimates aligned with the US greenhouse gas protocol.
 - vi. All grievances can be filed through the 1-800-ASHLAND number.
 - vii. Emissions reduction activities are led by individual manufacturing sites. Some examples of reduction programs include the installment of motion sensors and process improvements.

(103-3) Evaluation of the management approach.

As we near 2025, we will evaluate our progress towards reaching our emission reduction goal as well as our management approach for this material topic. We will assess areas of weakness and implement new changes and programs to undertake. This process will continue again as we establish future emissions and energy goals.

(305-1) Direct (Scope 1) GHG emissions.

- a. Our Scope 1 GHG total amounted to 331,192 metric tons of CO₂ equivalent in 2022.
- b. Gases included in the calculation include CO₂, CH₄, N₂O. A survey of other emissions sources was conducted and it was determined that other GHG emissions (primarily refrigerants and ammonia) were only due to equipment failures and leaks- in the last three years, these emissions were less than 5% and therefore were excluded from the scope.
- c. Ashland has one site with scope 1 biogenic emissions from the combustion of wood in an on site boiler, used to generate steam. These are tracked as part of the scope 1 GHG emissions inventory (see a.), and in 2022 biogenic emissions were 17004 MT CO₂e.
- d. Our base year for emissions calculations is calendar year 2022.
 - i. Calendar year 2022 is Ashland's baseline because during the setting of science based targets the emissions this year were considered the most reflective of current operations globally, since 2020. Global economic and business disruptions during COVID impacted operations in 2020 and 2021 and data from

that time is not considered representative- for transparent reporting, data from prior years is still shared below. At this time, all intensity based emissions targets (including GHG intensity based targets) have a baseline year of 2020.

ii. Total Scope 1 emissions in 2022 amounted to 331,192 metric tons of CO2 equivalent.

iii. There have been no recalculations of baseline emissions.

e. Published emission factors are used when calculating the Global Warming Potential.

f. Our consolidation approach for emissions consists of operational control.

g. These totals were reported using a database reporting tool (Product Suite, a Velocity EHS program). Values were entered by site contacts and corporate resources, then converted and totaled in an Excel sheet, using raw numbers reported from Ashland plants and corporate sites. Some numbers may be estimates.

305-1 Direct (scope 1) GHG Emissions

Scope 1 GHG Emissions (Metric Tons) by Region			
	FY 2022	FY 2021	FY 2020
North America	281,412	275,883	267,527
South America	2,113	2,480	2,439
EMEA	47,271	38,391	42,921
Asia Pacific	397	398	393
All Regions	331,192	317,153	313,281

305-2 Indirect (Scope 2) GHG Emissions

Scope 2 GHG Emissions (Metric Tons) by Region			
	FY 2022	FY 2021	FY 2020
North America	180,547	181,986	183,491
South America	844	953	933
EMEA	27,885	25,603	27,401
Asia Pacific	34,477	33,645	35,264
All Regions	243,753	242,188	247,090

b. We currently do not report market-based emissions- these were calculated and reported to SBTi along with location based emissions. In the future Ashland will consider adding both to external reporting.

c. Gases in the scope 2 calculation include CO2, CH4, N2O, HFCs, PFCs, SF6, and NF3.

d. Our base year for emissions calculations is calendar year 2022

- i. Calendar year 2022 is Ashland's baseline because during the setting of science based targets the emissions this year were considered the most reflective of current operations globally, since 2020. Global economic and business disruptions during COVID impacted operations in 2020 and 2021 and data from that time is not considered representative- for transparent reporting, data from prior years is still shared below. At this time, all intensity based emissions targets (including GHG intensity based targets) have a baseline year of 2020.
- ii. Total Scope 2 emissions in 2022 was 243,753 metric tons of CO2 equivalent.
- iii. There have been no recalculations of baseline emissions.
- e. Published emission factors are used when calculating the Global Warming Potential.
- f. Our consolidation approach for emissions consists of operational control.
- g. These totals were reported using a database reporting tool (Product Suite, a Velocity EHS program). Values were entered by site contacts and corporate resources, then converted and totaled in an Excel sheet, using raw numbers reported from Ashland plants and corporate sites. Some numbers may be estimates.

(305-3) Other indirect (Scope 3) GHG emissions.

- a. 705,365 metric tons CO2e
- b. This calculation includes all gases.
- c. Scope 3 biogenic CO2 emissions are accounted for in the overall inventory, as part of raw material spend. These estimates are spend based and aligned with the US GHG protocol. In the future we look forward to improving all estimates and quality of data.
- d. Categories and activities included are shown below:

Category	Status
Category 1 - Purchased Goods & Services	Relevant - Calculated
Category 2 - Capital Goods	Relevant - Calculated
Category 3 - Fuel- and Energy-related Activities	Relevant - Calculated
Category 4 - Upstream Transportation & Distribution	Relevant - Calculated
Category 5 - Waste Generated in Operations	Relevant - Calculated
Category 6 - Business Travel	Relevant - Calculated
Category 7 - Employee Commuting	Relevant - Calculated
Category 8 - Upstream Leased Assets	Not Relevant
Category 9 - Downstream Transportation & Distribution	Relevant - Calculated
Category 10 - Processing of Sold Products	Relevant - Not Calculated
Category 11 - Use of Sold Products	Not Relevant
Category 12 - End-of-Life Treatment of Sold Products	Relevant - Calculated
Category 13 - Downstream Leased Assets	Not Relevant

Category 14 - Franchises	Not Relevant
Category 15 - Investments	Relevant - Calculated

- e. The baseline year for this is 2022. Calendar year 2022 is Ashland's baseline because during the setting of science based targets the emissions this year were considered the most reflective of current operations globally, since 2020. Global economic and business disruptions during COVID impacted operations in 2020 and 2021 and data from that time is not considered representative.
- f. The emissions calculation was performed using the support of a consultant and spend based estimates, and was provided to the SBTi for the target approval process.
- g. The calculations were prepared using an excel table with extensive calculations aligned with the GHG protocol. This table will be reviewed and updated annually.

306 Effluents and Waste

306-1 Waste Impacts

Ashland measures and reports hazardous waste generation for all of its locations, but does not currently measure value chain waste generation. Waste is generated primarily from manufacturing as a byproduct of processing. This material is recycled where feasible and there are ongoing initiatives in place to reuse or recycle materials. A smaller stream is generated from lab testing and sampling.

306-2 Management of Significant Waste Impacts

Ashland has global targets to reduce waste generation- see [2022 ESG report](#), p. 12. Ashland sites have taken steps to reduce waste generation, on p. 15.

306-3 Waste Generation

[2022 ESG report](#), p. 4

306-4 Waste Diverted from Disposal

Ashland does not report this at this time but will look to do so in the future. TRI data is aggregated and reported in the [2022 ESG report](#) (p. 4), for all sites within the Ashland footprint required to report.

306-5: Waste Designated for Disposal

307 Environmental Compliance

Management Approach

(103-1) Explanation of the material topic and its Boundary.

a. This topic is material as Ashland interacts with government agencies and obeys environmental compliance rules while manufacturing products, transporting products and employees, and running all basic corporate and plant operations.

b. The internal Boundary is all global operations. The external Boundaries are governmental agencies, communities surrounding our operating locations, customers, NGOs. The company is directly linked to its own compliance choices. Our business relationships have indirect impacts, as our customers and suppliers also have individual procedures for environmental compliance.

c. As we are a global company, we deal with regulations and standards across several countries and governments. Our environmental compliance management must keep up with changing regulations

(103-2) The management approach and its components.

a. Ashland has designed and implemented a Responsible Care management system. Based on the ISO 14001 environmental management system, the American Chemistry Council added additional health, safety, security, and chemical industry requirements to create the RC14001 technical specification. Ashland maintains a "multi-site" external certification to RC14001, which automatically includes ISO 14001 certification. Some of our sites show their dedication to health and safety by obtaining the OHSAS 18001 certification at the same time as RC14001. These external certifications provide transparency to our leadership and stakeholders to indicate our RC management system is satisfying both external and internal requirements.

b. Ashland decided to certify to these standards to demonstrate compliance to requirements and a commitment to continual improvement.

c. Ashland has an [RC Policy](#) that provides the leadership direction and philosophy. This policy is translated into other languages so that every employee globally can understand and support the direction of our management system.

i. Commitments are also defined in our RC Policy. In fact, we have a "poster" version of the policy that is titled, "our commitments."

ii. Our RC Policy and poster define 3 main goals: Operating with Zero Incidents, Ensuring Compliance, and Reducing our EHS&S Impacts. Each year, we

develop more specific objectives, targets, and plans that support these 3 overarching goals.

iii. Responsibilities are defined in many ways throughout our management system. However, aligning with RC14001 requirements, ultimate responsibility and accountability for the RC management system rests with our leadership. Each employee plays a role in carrying out our management system requirements, and these responsibilities are defined in procedures, job descriptions, another tool utilized.

iv. Financial and personnel resources are allocated and assigned by Ashland leadership to meet the commitments defined in our RC Policy.

v. Ashland has a mechanism for any employee or external stakeholder to voice comments or complaints. This is processed through our 1-800-ASHLAND toll free reporting hotline. Once calls are placed, entries are made into an incident tracking system for investigation and corrective action.

vi. Ashland's RC management system consists of an overall documented manual and is supplemented with many company standards that define our requirements. These requirements are the same for any location in our control, regardless of the physical location or zip code. It is noteworthy to mention that Ashland was selected as the 2018 American Chemistry Council's company of the year for Responsible Care performance. Ashland's [2022 ESG report](#) page 16 highlights additional and recent recognitions.

(103-3) Evaluation of the management approach.

a. Ashland follows our management system approach, which includes a step called "management review." At the senior management level, management reviews occur quarterly. Each site operating under our management system also conducts a management review, which may occur at a different frequency, depending on the culture at the site.

i. Evaluating the effectiveness of the management system is one of the purposes of the management review process. A series of inputs are evaluated. One of the outputs is an evaluation of the effectiveness of the management system.

ii. Records of each management review is maintained officially as documented information. This includes meeting minutes, action items, and presentation materials.

iii. Other outputs or decisions made during the management review include any adjustments or changes that are needed to achieve objectives or to continually improve our performance.

(307-1) Non-compliance with environmental laws and regulations.

During this reporting period, Ashland had 9 NOVs: 8 with no monetary sanctions, one with a resulting fine. The total amount paid in fines during this reporting period is \$2,068 USD. Any non-compliance can be reported through our 1-800-ASHLAND number.

308 Supplier Environmental Assessment

Management Approach

(103-1) Explanation of the material topic and its Boundary.

This section is addressed in detail in this report, in section

[301 Materials](#)

(103-2) The management approach and its components.

[301 Materials](#)

(103-3) Evaluation of the management approach.

[301 Materials](#)

(308-1) New suppliers that were screened using environmental criteria.

Our sustainable sourcing team is committed to assessing our current and future suppliers to ensure our raw materials are retrieved responsibly. In 2022, our sustainable sourcing team has onboarded 230 raw material suppliers through the [EcoVadis](#) assessment, representing 96% of raw material spend. The team will be continuing this effort with the goal of onboarding all suppliers of direct and indirect materials. Year over year improvements are highlighted in our [2022 ESG report](#).

400 Social

401 Employment

Management Approach

(103-1) Explanation of the material topic and its Boundary.

a. Employee matters are of importance to this report as Ashland employees work in many regions of the world with differing regulations in terms of employee health and safety, and benefits. Ashland values diversity in our workforce and believes that companies with strong inclusion and diversity in their culture show increase innovation, better financial performance, reflect the marketplace and catalyze growth by leveraging all of our employees' full potential.

b. The internal Boundary for this material topic is all global operations. The external Boundaries are government agencies focused on health and safety in each of the countries where we operate. Our employees are directly involved in impacts and relationships in terms of the employee material topic.

c. Ashland is a global company operating in several different countries.

(103-2) The management approach and its components.

- a. Ashland's global HR department manages employee benefits, rights, policies, and more. Ashland also has initiatives in place to emphasize [diversity and inclusion](#) within the company.
- b. The purpose of this management approach is to ensure Ashland remains a diverse company and all employee rights are respected. By focusing on inclusion in addition to diversity, we ensure employees feel supported and valued in their work and presence at Ashland.
- c.
 - i. Details of Ashland's diversity and inclusion program are on the company [Inclusion and Diversity](#) page. Ashland has several employment policies, including equal employment opportunity, benefits standards, standards of employee conduct, etc.
 - ii. In recognizing the importance of diversity and inclusion, we are committed to actively creating a collaborative environment of innovation that leverages the talents of a diverse, global workforce to drive a sustainable, competitive advantage that will help Ashland grow and prosper for decades to come.
 - iii. Ashland has specific and measurable diversity improvement goals, in the [Annual Report](#), page 12-13. Our employment goals include: driving the ongoing recruitment of diverse talent, building global leaders with strong cultural awareness, embedding inclusion and diversity into the organization with leaders understanding and promoting strategic importance, and more.
 - iv. It is Ashland's responsibility to comply with all employment laws and guidelines within our countries of operation.
 - v. Ashland offers employees resources through HR department, employee networking groups, educational opportunities, and more.
 - vi. All grievances can be reported and discussed through our HR department, or through our 1-800-ASHLAND number—both internally and externally.
 - vii. Ashland's [Diversity and Inclusion](#) page lists several networking groups (including AWIN and APAN) which have been established with the goal of providing programming to empower certain employee groups within the company.

(103-3) Evaluation of the management approach.

- a.
 - i. [Responsible Care](#)
 - ii. Ashland's inclusion and diversity program includes formal goals reviewed with the board of directors at least annually. This review includes an evaluation of the I&D programs, progress, and targets.
 - iii. There have been no adjustments made to this management approach within this reporting period.

(401-2) Benefits provided to full-time employees that are not provided to temporary or part-time employees.

The chart below displays an overview of benefits offered to employees by country. More detailed financial information about employee benefits can be found in the [Annual Report](#) (see Note M. "Employee Benefit Plans" in Form 10-K, pgs. F37-F43).

Argentina	Belgium	Brazil	China	France	Germany
Death or Accident	CLA 72%	DC Retirement	DC Retirement Savings Plan	CLA 72%	CLA 9%
Disability	Retirement Pension	Death	Death	Retirement	Healthcare
Healthcare	Death	Accident	Accident	Death or Accident	Retirement Pension
Perquisites & Allowances	Disability	Disability	Disability	Healthcare	Time off and Holidays
Cash Incentives	Time off and Holidays	Healthcare	Healthcare	Time off and Holidays	Death or Accident
Human Resources	Total Rewards: Merit & Bonus Plans	Time off and Holidays	Time off and Holidays	Disability	Local Service Awards
Cars	Local Service Awards	Service Awards	Total Rewards: Merit & Bonus Plans	Local Service Awards	EAP and Wellbeing
EAP and Wellbeing	EAP and Wellbeing	EAP and Wellbeing	Service Awards	EAP and Wellbeing	Career Development and Education
Service Awards	Career Development and Education	Total Rewards: Merit & Bonus Plans	EAP and Wellbeing	Career Development and Education	Cars
Career Development and Education	Healthcare	Career Development and Education	Career Development and Education	Car	Total Rewards: Merit and Bonus Plans
Time off and Holidays		Prerequisites and Allowance		Total Rewards: Merit and Bonus Plans	
Total Rewards: Merit and Bonus Plans		Cash Incentives Cars			
Italy	Japan	Mexico	Netherlands	Poland	South Korea

Retirement	Retirement	Pension	CLA 43%	Death or Accident	Time off and Holidays
Death or Accident	Healthcare	Life and Disability Insurance	DC Retirement	Total Rewards: Merit and Bonus Plans	Total Rewards: Merit and Bonus Plans
Time off and Holidays	Time off and Holidays	Time off and Holidays	Pension	Time off and Holidays	Service Awards
Total Rewards: Merit and Bonus Plans	Total Rewards: Merit and Bonus Plans	Major and Minor Medical Insurance	Death or Accident	Service Awards	EAP and Wellbeing
Service Awards	Service Awards	Savings Fund	Time off and Holidays	EAP and Wellbeing	Career Development and Education
EAP and Wellbeing	EAP and Wellbeing	Food Coupons	Total Rewards: Merit and Bonus Plans	Career Development and Education	Pension
Career Development and Education	Career Development and Education	Total Rewards: Merit and Bonus Plans	Local Service Awards	Healthcare	Disability
Disability	Disability	Service Awards	EAP and Wellbeing	Disability	Healthcare
Healthcare	DC Retirement	EAP and Wellbeing	Career Development and Education		Death or Accident
		Career Development and Education	Disability		
		Lunch Service	Healthcare		
		Transportation Service			
Singapore	Spain	Switzerland	Turkey	United Kingdom	United States
Death or Accident	Death or Accident	Death or Accident	Death or Accident	DC Retirement and GF Pension	DC Retirement
Time off and Holidays	Healthcare	Healthcare	Healthcare	Death or Accident	Death or Accident
Total Rewards	Time off and Holidays	Total Rewards:	DC Retirement	Disability	Disability

		Merit and Bonus Plans			
Merit and Bonus Plans	Total Rewards: Merit and Bonus Plans	Service Awards	Time off and Holidays	Healthcare	Healthcare
Service Awards	Service Awards	EAP and Wellbeing	Total Rewards: Merit and Bonus Plans	Total Rewards: Merit and Bonus Plans	Total Rewards: Merit and Bonus Plans
EAP and Wellbeing	EAP and Wellbeing	Career Development and Education	Service Awards	Service Awards	Service Awards
Career Development and Education	Career Development and Education	Time off and Holidays	EAP and Wellbeing	EAP and Wellbeing	EAP and Wellbeing
Healthcare	Retirement	Short and Long Term Disability	Career Development and Education	Career Development and Education	Car or Allowance
	Long Term Disability	Retirement	Disability		Career Development and Education
		Cars (Executive and Sales)			Unions
Australia	Austria	Columbia	Czechia	Hungary	India
Total Rewards: Merit & Bonus Plans	Total Rewards: Merit & Bonus Plans	Disability	Total Rewards: Merit & Bonus Plans	• Time Off and Holidays	Death or Accident
Time Off and Holidays	Healthcare	Death	Time Off and Holidays	Total Rewards: Merit & Bonus Plans	Disability
Service Awards	Time Off and Holidays	Healthcare	DC Retirement Savings Plan	Service Awards	Time Off and Holidays

EAP and Wellbeing	Service Awards	Time Off and Holidays	Service Awards	EAP and Wellbeing	Retirement
Career Development & Education	EAP and Wellbeing	Total Rewards: Merit & Bonus Plans	EAP and Wellbeing	Career Development & Education	Healthcare
	Career Development & Education	Service Awards	Career Development & Education		Total Rewards: Merit & Bonus Plans
		EAP and Wellbeing			Service Awards
		Career Development & Education			EAP and Wellbeing
					Career Development & Education
Indonesia	IRL	Philla	Sweden	Thailand	UAE
Death or Accident	Healthcare	Total Rewards: Merit & Bonus Plans	Healthcare	Healthcare	Death or Accident

Retirement	Total Rewards: Merit & Bonus Plans	Pension	Pension	Time Off and Holidays	Healthcare
Time Off and Holidays	Service Awards	Death or Accident	DC Retirement	Total Rewards: Merit & Bonus Plans	Time Off and Holidays
Permanent Disability	EAP and Wellbeing	Disability	Death or Accident	Disability	Total Rewards: Merit & Bonus Plans
Healthcare	Time Off and Holidays	Service Awards	Time Off and Holidays	Service Awards	Service Awards
Total Rewards: Merit & Bonus Plans	Career Development & Education	EAP and Wellbeing	Total Rewards: Merit & Bonus Plans	EAP and Wellbeing	EAP and Wellbeing
Service Awards	Short and Long Term Disability	Career Development & Education	Service Awards	Career Development & Education	Career Development & Education
EAP and Wellbeing	DC Retirement	Time Off and Holidays	EAP and Wellbeing	Death or Accident	Death or Accident
Career Development & Education	Death or Accident	Healthcare	Career Development & Education		
			Death or Accident		

Vietnam

Total Rewards: Merit & Bonus Plans
Time Off and Holidays
Service Awards

EAP and Wellbeing
Career Development & Education
Accident

403: Occupational Health and Safety

403-1: Occupational Health and Safety Management System

[RC Management System](#)

[Zero Incident Culture](#)

[2022 ESG Report](#) p. 13 -14

[2022 Annual Report](#) Human Capital, p. 10-11

403-2: Hazard Identification, Risk Assessment, and Incident Investigation

[RC Management System](#)

[Zero Incident Culture](#)

[2022 ESG Report](#) p. 13 -14

[2022 Annual Report](#) Human Capital, p. 10-11

403-3: Occupational Health Services

[2022 Annual Report](#) Human Capital Management p. 11-12

403-4: Worker Participation, Consultation, and Communication on Occupational Health and Safety

[RC Management System](#)

[Zero Incident Culture](#)

[2022 ESG Report](#) p. 13 -14

[2022 Annual Report](#) Human Capital, p. 10-11

[Code of Conduct](#)

403-5: Worker Training on Occupational Health and Safety

[Zero Incident Culture](#)

[2022 ESG Report](#) p. 13 -14

[2022 Annual Report](#) Human Capital, p. 10-11

[Code of Conduct](#)

403-6: Promotion of Worker Health

[2022 Annual Report](#) Human Capital Management p. 11-12

403-7: Prevention and Mitigation of Occupational Health and Safety Impacts directly Linked by Business Relationships

[Ashland | sourcing](#)
[Ashland | supplier code](#)
[Ashland | EcoVadis](#)
[2022 ESG Report](#) p. 7-9

403-8: Workers Covered by an Occupational Health and Safety Management System

[2022 ESG Report](#) p. 13
[RC Management System](#)
[Zero Incident Culture](#)

403-9: Work Related Injuries

[2022 ESG Report](#) p. 13 - 14

405: Diversity and equal opportunity

405-1: Diversity of Governance Bodies and Employees

[2022 Annual Report](#) p. 12-13
[Inclusion and Diversity](#)

405-2: Ratio of Basic Salary and Remuneration of Women and Men

[2022 Annual Report](#) p. 13
[Inclusion and Diversity](#)

412: Human Rights Assessment

Ashland is currently evaluating this section and does not disclose human rights assessment information. We will evaluate this for future disclosures aligned with the GRI index.

413: Local Communities

413-1: Operations with Local Community Engagement, Impact Assessments, and Development Programs

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418: Customer Privacy

418-1: Substantiated Complaints

In 2022 Ashland has not identified any substantiated complaints concerning breaches of customer privacy and losses of customer data.