

**UNIVAR SOLUTIONS INC. CORPORATE  
GOVERNANCE GUIDELINES  
(as of July 28, 2021)**

The following guidelines shall apply to the corporate governance of Univar Solutions Inc. (the “Company”) and its Board of Directors (the “Board”). These guidelines supplement the Company’s Fourth Amended and Restated Bylaws, effective May 6, 2021, and the charters of the Board’s committees.

**I. Composition of Board**

*Size and Classification of the Board.* The Board shall consist of between six and fourteen Directors. In conducting its annual assessment of the composition of the Board, the Governance and Corporate Responsibility Committee shall make recommendations to the Board concerning the composition of the Board including its size and qualifications for membership.

The Board members will serve for a one-year term, expiring at the next annual meeting of stockholders following the year of their election, as provided in the Company’s certificate of incorporation.

*Mix of Employee and Independent Directors.* A majority of the members of the Board will satisfy the independence requirements of the New York Stock Exchange relating to Directors. Pursuant to the listing standards of the New York Stock Exchange, a Director is independent if the Board has made an affirmative determination that such Director has no material relationship with the Company (either directly or as a partner, stockholder or officer of an organization that has a relationship with the Company). The Board will consider the independence of Directors annually following a review of all relevant information and a recommendation by the Governance and Corporate Responsibility Committee.

*Term Limits and Mandatory Retirement.* The Board has not established term limits, but on an annual basis the Governance and Corporate Responsibility Committee will review each Director’s continuation on the Board. Without exception and on a mandatory basis, a Director may not stand for reelection at the annual meeting of the stockholders following such Director’s 75th birthday. In addition, without exception and on a mandatory basis, a person who is 75 years of age or older may not be nominated to stand for election at the next annual meeting of the stockholders.

**II. Board Membership Criteria**

The Board seeks a diverse group of candidates who possess the background, skills and expertise to make a significant contribution to the Board, to the Company and its subsidiaries. Selection of an individual reflects demonstration of the following qualities:

A. *Experience* (in one or more of the following):

- high level leadership experience in business or administrative activities;
- specialized expertise in the chemical or distribution industries, or one or more of the key industries served by the Company;

- breadth of knowledge about issues affecting the Company and its subsidiaries; and
- ability and willingness to contribute special competencies to Board activities.

B. *Personal attributes:*

- demonstrated sound judgment, reputation and personal integrity;
- willingness to challenge conventional thinking, as appropriate, to produce the best outcome;
- loyalty to the Company and concern for its success and welfare and willingness to apply sound independent business judgment;
- awareness of a Director's vital part in the Company's and its subsidiaries' good corporate citizenship and corporate image;
- time available for meetings and consultation on Company matters; and
- willingness to assume fiduciary responsibilities.

The Governance and Corporate Responsibility Committee will also consider the benefits of diversity in Board composition, including with respect to experience, age, gender and ethnicity, among others. In identifying candidates qualified to become members of the Board, the Governance and Corporate Responsibility Committee shall seek to include, and request that any search firm it engages endeavor to include, female and/or minority candidates in the initial pool from which director nominees are selected.

The Governance and Corporate Responsibility Committee will review the qualifications and backgrounds of the Directors, as well as the overall composition of the Board on an annual basis and recommend to the full Board the slate of Directors to be recommended for nomination for election at the annual meeting of the stockholders. Nominations to the Board may also be submitted to the Governance and Corporate Responsibility Committee by the Company's stockholders, as permitted by the Company's bylaws. The Chair of the Governance and Corporate Responsibility Committee, acting on behalf of the full Board, will extend the formal invitation to become a member of the Board.

*Limitation on Board Memberships.* Directors will advise the Chair of the Board and the Chair of the Governance and Corporate Responsibility Committee in advance of accepting an invitation to serve on another public company board. No Director will serve on more than three other public company boards (for the avoidance of doubt, a public company is a company with publicly traded equity) unless the Governance and Corporate Responsibility Committee determines that such simultaneous services will not impair the Director's ability to serve effectively on the Company's Board. The Chief Executive Officer will not serve on more than one other public company board unless the Governance and Corporate Responsibility Committee determines that such simultaneous services will not impair the Chief Executive Officer's ability to serve effectively as the Company's Chief Executive Officer.

If a member of the Company's Audit Committee serves on more than two other public company audit committees, the Board will determine whether such simultaneous service impairs the Director's ability to serve effectively on the Company's Audit Committee.

### **III. Role of the Board**

The business and affairs of the Company will be managed under the direction of the Board. Each Director will act in what the Director reasonably believes to be in the best interests of the Company and its stockholders, and must exercise the Director's business judgment.

Each Director, will, in the performance of such Director's duties, be fully protected in relying in good faith upon the records of the Company and upon such information, opinions, reports or statements presented to the Company by any of the Company's officers or associates, or committees of the Board, or by any other person as to matters such Director reasonably believes are within such other person's professional or expert competence and who has been selected with reasonable care by or on behalf of the Company.

As a condition of service, each Director will maintain the confidential nature of all Board deliberations and discussions and any non-public information about the Company.

The Board of the Company performs, among others, the following principal functions (some of which may be delegated to one or more committees):

- reviews and approves a corporate philosophy and mission working in coordination with senior management;
- reviews and approves a code or codes of ethical business conduct for Directors, officers and employees;
- selects, evaluates and compensates the Chief Executive Officer and certain other officers;
- plans for senior management succession;
- reviews and approves management's strategic and business plans, including developing a depth of knowledge of the business, understanding and questioning the assumptions upon which such plans are based, and reaching an independent judgment as to the probability that the plans can be realized;
- monitors corporate performance against the strategic and business plans, including overseeing the operating results on a regular basis to evaluate whether the business is being properly managed, and reviews such performance in relation to the performance of peer companies and the chemical industry as a whole;
- oversees the Company's enterprise risk management processes and programs, including those pertaining to financial, operational and cybersecurity risks;
- oversees the Company's policies, programs, and strategies regarding significant environmental, social and governance matters, including corporate social responsibility, environmental sustainability, human capital management, and diversity and inclusion;
- monitors ethical behavior and compliance with laws and regulations, the Company's and its subsidiaries' Code of Conduct, auditing and accounting principles and the Company's and its subsidiaries' governing documents;
- assesses its own effectiveness in fulfilling these and other Board responsibilities and performs such other functions as are prescribed by law or assigned to the Board in such governing documents; and
- oversees the procedures in place to ensure the integrity of the Company's and its subsidiaries' financial statements.

In general, the Board oversees all major actions proposed to be taken by senior management and reviews corporate policy regarding authorizations and approvals that commit the Company to a significant course of action.

#### **IV. Director Compensation**

All Directors of the Company who are not simultaneously employed as officers by the Company will be properly compensated and reimbursed for their services as Directors. Any employee of the Company who is elected a Director of the Company will not receive any additional remuneration for services as a Director while an employee of the Company.

The Board will be responsible for setting Director compensation. The Compensation Committee will be responsible for periodically reviewing the compensation of the Company's independent Directors and making recommendations to the Board with respect thereto. The Board believes that Director compensation should be designed to fairly and competitively compensate Directors for their Board responsibilities and align their interests with the long-term interests of stockholders.

Directors' fees and emoluments should not exceed what is customary for a company of the size and stature of the Company. In making such compensation determinations and in making determinations with respect to a Director's independence, the Board and the Compensation Committee will consider and critically evaluate the questions that may be raised if fees and emoluments exceed what is customary, if the Company makes substantial charitable contributions to organizations with which a Director is affiliated, or if the Company enters into consulting contracts with (or provides other indirect forms of compensation to) a Director.

#### **V. Affiliations and Conflicts of Directors**

It is the responsibility of each Director to advise the Chair of the Board and the Chair of the Governance and Corporate Responsibility Committee of any affiliation with public or privately held businesses or enterprises that may create a potential conflict of interest, potential embarrassment to the Company or possible inconsistency with Company policies or values. The Company annually solicits information from Directors in order to monitor potential conflicts of interest and Directors are expected to be mindful of their fiduciary obligations to the Company and its subsidiaries.

In addition, a Director should advise the Chair of the Board and the Chair of the Governance and Corporate Responsibility Committee in advance of accepting an invitation to serve on another company's board. See "Limitation on Board Memberships."

Any Director who experiences a significant change in such Director's principal business, occupation or employment is expected to consult with the Governance and Corporate Responsibility Committee on the potential impact, if any, the change may have on continued Board service and offer to resign from the Board. The Governance and Corporate Responsibility Committee will make a recommendation to the Board as to the continued Board service of the Director under such circumstances.

#### **VI. Chair of the Board and Lead Director**

The Chair of the Board will be elected by the Board from among its members to preside at all meetings of the Board.

The Board does not have a policy mandating separation of the role of the Chief Executive Officer and the Chair of the Board, but rather believes either separation or combination is acceptable. If the Board chooses to combine the role of Chair and Chief Executive Officer, a Lead Director will be appointed annually by the independent Directors from among the non-management and independent Directors.

## **VII. New Director Orientation and Continuing Education**

All new Directors must participate in the Company's orientation program, which will be conducted in a timely manner after the election of a new Director. This orientation will include background materials and meetings with senior management to familiarize new Directors with the Company and its governance documents, strategic plans, significant financial, accounting and risk management issues, compliance programs, Code of Conduct, governance and reporting obligations as a New York Stock Exchange-listed public company, organizational charts, and headquarters and significant facilities. Continuing education for Directors shall be in accordance with the Company's Directors' On-Boarding & Education Policy.

## **VIII. Board Meetings**

*Number of Meetings.* The Board meets at regularly scheduled meetings no less than four times per year.

*Location of Meetings.* Meetings will generally take place at the Company's headquarters; however, to provide Directors with first-hand knowledge to make strategic decisions and for their continuing education about the environment in which the Company operates and competes, meetings are occasionally held at locations other than the corporate headquarters. Meetings may also take place by means of conference telephone or other communications equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting pursuant to this provision shall constitute presence in person at such meeting.

*Board Agenda and Materials.* While the Board believes that a carefully planned agenda is important for effective Board meetings, the agenda is flexible enough to accommodate unexpected developments.

- The items on the agenda are typically determined by the Chair in consultation with the Board. Any Director may request that an item be included on the agenda.
- At Board meetings, ample time is scheduled to allow full discussion of important matters. Management presentations are scheduled to permit an appropriate portion of Board meeting time to be available for discussion and comments.
- It is important for Directors to receive information sufficiently in advance of Board meetings so they will have an opportunity to prepare for discussion of the items at the meeting. Information and materials will be distributed in advance of the Board meetings where important to the Board's understanding or to facilitate discussion. At each meeting, any written materials not available in advance will be provided to each Director. Significant items requiring Board approval may be reviewed in one or more meetings and voted upon in subsequent meetings, with the intervening time being used for clarification and

discussion of relevant issues.

*Regular Attendance.* Directors are expected to attend all Board meetings. The Chair regularly designates management and guest attendees to attend Board meetings for the purpose of making presentations, responding to questions by the Directors, or providing counsel on specific matters within their areas of expertise.

Directors may regularly request others to attend as they see fit.

*Executive sessions.* The non-management Directors will meet in executive session without management present at least two times per year. The independent Directors will meet at least once a year in an executive session without management. The Chair shall preside at such meetings unless the Chair is not a non-management Director, in which case the Lead Director shall preside at the meetings. The name of the person presiding at any such meeting will be disclosed in the annual proxy statement.

## **IX. Corporate Support and Access to Management and Independent Advisors**

The Company's Secretary serves as secretary to the Board and its committees and, at the request of the Chair, arranges meetings, suggests meeting agendas and facilitates the preparation and distribution of materials presented to the Board and its committees.

Directors will have complete access to management and employees of the Company; however, independent Directors are expected to keep the Chief Executive Officer informed of such contacts. The Board encourages the attendance of officers in addition to executive officers at Board meetings when matters within their areas of responsibility are discussed.

Directors will have complete access, as necessary and appropriate, to the Company's outside advisors. If necessary and appropriate, Directors may retain independent legal, financial or other advisors.

## **X. Board Committees**

*Number of Committees.* There are currently three Board committees: Audit, Governance and Corporate Responsibility and Compensation. Each committee will have its own charter. The charters will set forth the purposes and responsibilities of the committees, qualifications for committee membership, procedures for appointing committee members, procedures for annual evaluation of committee performance and such other matters as the Board deems appropriate. The Board may from time to time, establish or maintain additional committees as necessary or appropriate.

*Audit Committee.* The Audit Committee's duties and responsibilities will be set forth in the Audit Committee Charter and include all of the responsibilities of an audit committee under the New York Stock Exchange and Securities and Exchange Commission (the "SEC") rules and such other matters as may from time to time be delegated to the Audit Committee by the Board. Each member of the Audit Committee will satisfy the independence and other requirements of the New York Stock Exchange and the SEC relating to Directors and Audit Committee members.

*Governance and Corporate Responsibility Committee.* The Governance and Corporate Responsibility

Committee's duties and responsibilities will be set forth in the Governance and Corporate Responsibility Committee Charter and include all of the responsibilities of a nominating and corporate governance committee under the New York Stock Exchange rules and such other matters as may from time to time be delegated to the Governance and Corporate Responsibility Committee by the Board. Each member of the Governance and Corporate Responsibility Committee will satisfy the independence requirements of the New York Stock Exchange relating to Directors.

*Compensation Committee.* The Compensation Committee's duties and responsibilities will be set forth in the Compensation Committee Charter and include all of the responsibilities of a compensation committee under the New York Stock Exchange rules and such other matters as may from time to time be delegated to the Compensation Committee by the Board. Each member of the Compensation Committee will satisfy the independence requirements of the New York Stock Exchange relating to Directors and Compensation Committee members.

*Committee Assignments and Rotation.* The Governance and Corporate Responsibility Committee, after considering to the extent practicable the desires of Board members, recommends committee assignments to the full Board for approval. The assignments are made at least once a year, generally following the annual meeting of stockholders. Rotation of committee members and the Chair of each committee should occur only if rotation is likely to enhance committee performance or facilitate its work.

*Committee Agendas.* The Chair of each committee, in consultation with the committee members, will determine the length of the committee meetings consistent with any requirements set forth in the committee's charter. The Chair of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda.

*Frequency of Committee Meetings.* Each committee meets periodically as deemed necessary by its Chair, consistent with any requirements set forth in the committee's charter. Each committee will provide a report to the Board at the next Board meeting following the committee meeting.

## **XI. Confidentiality**

Pursuant to their fiduciary duties of loyalty and care, Directors are required to protect and hold confidential all non-public information obtained due to their directorship position absent the express or implied permission of the Board and may not disclose such information. Accordingly, (i) no Director shall use Confidential Information for the Director's own personal benefit or to benefit persons or entities outside the Company and (ii) no Director shall disclose Confidential Information outside the Company, either during or after the Director's service as a Director of the Company, except with the express authorization of the Board or as otherwise required by law.

"Confidential Information" is all non-public information entrusted to or obtained by a Director by reason of the Director's position as a Director of the Company. It includes, but is not limited to, non-public information that might be of use to competitors or harmful to the Company or its customers if disclosed, such as:

- non-public information about the Company's financial condition, prospects or plans, its marketing and sales programs and research and development information, as well as

information relating to mergers and acquisitions, stock splits and divestments;

- non-public information concerning possible transactions with other companies or information about the Company's customers, suppliers, or joint venture partners, which the Company is under an obligation to maintain as confidential; and
- non-public information about discussions and deliberations relating to business issues and decisions between and among employees, officers and directors.

All communications from shareholders to Directors should be reported to the Lead Director (or, if there is no Lead Director, the Chair of the Board) and any responses or communications from the Board to any shareholder shall be through the Lead Director (or, if there is no Lead Director, the Chair of the Board).

## **XII. Evaluations and Other Matters**

*Assessing the Board and Committee Performance.* The Board will conduct an annual self-evaluation to determine whether it is functioning effectively. The Governance and Corporate Responsibility Committee will receive comments from all Directors and report annually to the Board with an assessment of the Board's performance. This will be discussed with the full Board following the end of each fiscal year. The assessment will focus on the Board's contribution to the Company and specifically focus on areas in which the Board or management believes that the Board could improve.

*Succession Planning and Development.* The Chief Executive Officer shall confer with the Board at least annually on management development activities and succession planning for senior management. On an annual basis the Board shall conduct a performance review of the Chief Executive Officer. In addition, on a periodic basis no less than annually, the Chief Executive Officer shall confer with the Board on short-term and long-term succession planning for the Chief Executive Officer. Succession planning includes the development of policies and principles for Chief Executive Officer selection and performance review, as well as policies regarding succession in the event of an emergency or the retirement of the Chief Executive Officer.

*Board Interaction with Institutional Investors, the Press, Customers, Etc.* The Board looks to management to speak for the Company and its subsidiaries but recognizes that individual Directors may sometimes communicate with third parties on matters affecting the Company. Before doing so, to the extent feasible, Directors should consult with management.

*Periodic Review.* The Board believes that corporate governance is an evolving process and periodically reviews and updates these guidelines.