

**EVOQUA WATER TECHNOLOGIES CORP.**  
**CORPORATE GOVERNANCE GUIDELINES**

**(Amended and Restated as of May 11, 2022)**

**INTRODUCTION**

The Board of Directors (the “Board”) of Evoqua Water Technologies Corp. (the “Company”) has adopted these corporate governance guidelines, which describe the principles and practices that the Board will follow in carrying out its responsibilities. These guidelines will be reviewed by the Nominating and Corporate Governance Committee of the Board from time to time to ensure that they effectively promote the best interests of both the Company and the Company’s stockholders and that they comply with all applicable laws, regulations and stock exchange requirements.

**A. Role and Responsibility of the Board**

The Board directs and oversees the management of the business and affairs of the Company, including its health and safety programs, in a manner that it believes to be consistent with the best interests of the Company and its stockholders. In this oversight role, the Board serves as the ultimate decision-making body of the Company, except for those matters reserved to or shared with the stockholders. The Board selects the Chief Executive Officer, advises on the selection of the members of senior management, and oversees the members of senior management, who are charged by the Board with conducting the business of the Company.

**B. Board Composition, Structure, and Policies**

1. ***Independence of Directors.*** The majority of the directors of the Company shall be independent in accordance with Section 303A.02 of the Listed Company Manual of the New York Stock Exchange (the “NYSE”). The Board shall make an affirmative determination at least annually as to the independence of each director. The NYSE independence definition includes a series of objective tests, such as that the director is not an employee of the Company and has not engaged in various types of business dealings with the Company. Because it is not possible to anticipate or explicitly provide for all potential conflicts of interest that may affect independence, the Board is also responsible for determining affirmatively, as to each independent director, that no material relationships exist which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. In making these determinations, the Board will broadly consider all relevant facts and circumstances, including information provided by the directors and the Company with regard to each director’s business and personal activities as they may relate to the Company and the Company’s management. As the concern is independence from management, the Board does not view ownership of even a significant amount of stock, by itself, as a bar to an independence finding. The Board may delegate independence

determinations to the Nominating and Corporate Governance Committee to the extent permitted by the NYSE.

2. ***Selection of Chairperson of the Board and Chief Executive Officer.*** The Board shall select its chairperson (“Chairperson”) and the Company’s Chief Executive Officer (“CEO”) in any way it considers in the best interests of the Company. Currently, the Board separates the roles of the Chairperson and the CEO. However, the Board does not have a policy on whether the role of Chairperson and CEO should be separate or combined and, if it is to be separate, whether the Chairperson should be selected from the non-employee directors or should be an employee of the Company.
3. ***Director Qualification Standards.*** The Nominating and Corporate Governance Committee is responsible for identifying and recruiting potential director candidates, reviewing their qualifications, and recommending to the Board those candidates to be nominated for election to the Board. Directors should possess high personal and professional integrity, broad business and social perspective and mature judgment, and be able to contribute meaningfully to the Board’s oversight and decision-making. Nominees for director are generally selected on the basis of, among other things, experience, knowledge, skills, expertise, integrity, ability to make independent analytical inquiries, and willingness to devote adequate time and effort to Board responsibilities. In the process of searching for qualified persons to serve on the Board, the Board shall strive for inclusion of diverse knowledge and viewpoints, and take into account age, gender, race, ethnicity, sexual orientation, gender identity, and other personal characteristics. The Board should monitor the mix of specific experience, backgrounds, qualifications, and skills of its directors in order to assure that the Board, as a whole, has the necessary tools to perform its oversight function effectively in light of the Company’s business and structure. To the extent consistent with applicable legal requirements and the Board’s fiduciary duties, in identifying individuals qualified to become members of the Board, the Nominating and Corporate Governance Committee shall include, and request that any search firm it engages include, female and racially/ethnically diverse candidates in the initial pool from which the new director nominees are selected. Stockholders may also nominate directors for election at the Company’s annual stockholders meeting by following the provisions set forth in the Company’s bylaws, whose qualifications the Nominating and Corporate Governance Committee will consider.
4. ***Change in Present Job Responsibility.*** Directors should notify the Board and offer to resign from the Board in writing upon a significant change to the director’s principal current employer or principal employment. The Board shall determine the action, if any, to be taken with respect to such director’s position on the Board.
5. ***Director Orientation and Continuing Education.*** Management, working with the Board, will provide an orientation process for new directors and coordinate

director continuing education programs. The orientation programs are designed to familiarize new directors with the Company's businesses, strategies, and challenges, and to assist new directors in developing and maintaining the skills necessary or appropriate for the performance of their responsibilities. As appropriate, management shall prepare additional educational sessions for directors on matters relevant to the Company and its business, which may include briefing sessions specific to a business or operational area; on topics that present particular risks and opportunities to the Company; or on environmental and social factors relevant to Company performance. Directors are expected to attend, on average, four hours of director education programs per year. Such programs shall cover topics relevant to publicly-traded companies, such as corporate governance, Securities and Exchange Commission reporting requirements (including disclosure controls and procedures, internal control over financial reporting, generally accepted accounting principles, and financial statements), and compliance and risk oversight.

6. ***Lead Director.*** Whenever the Chairperson of the Board is also the CEO, the non-employee directors must elect from among themselves a Lead Director of the Board. The Lead Director will be nominated by the Nominating and Corporate Governance Committee; provided that, following such nomination, each non-employee director will be given the opportunity, by secret ballot, to vote in favor of a Lead Director nominee or to write in a candidate of his or her own. The Lead Director will be elected by a plurality and will serve until the Board meeting immediately following the next annual meeting of stockholders, unless otherwise determined by the Board. A description of the position of Lead Director is set forth in Annex A to these guidelines.
7. ***Retirement Policy and Term Limits.*** It is the general policy of the Board that no director will be nominated or re-nominated for election to the Board after reaching age 75. The Board does not believe in term limits for directors because they would deprive the Board of the service of directors who have developed, through valuable experience over time, an increasing insight into the Company and its operations.

### **C. Board Meetings**

1. ***Frequency of Meetings.*** The Board currently plans to hold at least four meetings each year, with further meetings to occur (or action to be taken by unanimous consent, either in writing or by electronic transmission) at the discretion of the Board.
2. ***Selection of Board Agenda Items.*** The Chairperson of the Board, with approval from the Lead Director (if one has been elected), shall set the agenda for Board meetings with the understanding that the Board is responsible for providing suggestions for agenda items that are aligned with the advisory and monitoring functions of the Board. Agenda items that fall within the scope of responsibilities

of a Board committee are reviewed with the chairperson of that committee. Any member of the Board may request that an item be included on the agenda.

3. ***Access to Management and Independent Advisors.*** Board members shall have free access to all members of management and employees of the Company. Generally, any meeting or contact that a director wishes to initiate with an employee should be arranged through the CEO or General Counsel. In addition, Board members may consult with independent legal, financial, accounting, and other advisors, at the Company's expense, as necessary and appropriate, and in accordance with the Board committee charters, to assist in their duties to the Company and its stockholders.
4. ***Executive Sessions.*** To ensure free and open discussion and communication among the non-employee directors of the Board, the non-employee directors will meet in executive session at most Board meetings with no members of management present. The Chairperson of the Board or, if the Chairperson is not a non-employee director, then the Lead Director, will preside at the executive sessions.

#### **D. Committees of the Board**

The Board shall have at least three committees: the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. Each committee shall have a written charter and shall report regularly to the Board summarizing the committee's actions and any significant issues considered by the committee.

Each of the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee shall be comprised of no fewer than the number of members set forth in the relevant committee charter. In addition, each committee member must satisfy the membership requirements set forth in the relevant committee charter. A director may serve on more than one committee.

The Nominating and Corporate Governance Committee shall be responsible for identifying Board members qualified to fill vacancies on any committee and recommending that the Board appoint the identified member or members to the applicable committee. The Board, taking into account the views of the Chairperson and the Nominating and Corporate Governance Committee, shall designate one member of each committee as chairperson of such committee. Committee chairpersons shall be responsible for setting the agendas for their respective committee meetings.

#### **E. Expectations of Directors**

The business and affairs of the Company shall be managed by, or under the direction of, the Board in accordance with applicable laws, rules, regulations, and listing standards. In performing their duties, the primary responsibility of the directors is to exercise their business judgment in the best interests of the Company and its stockholders. The Board has developed a number of specific expectations of directors to promote the discharge of this responsibility and the efficient conduct of the Board's business.

1. ***Commitment and Attendance.*** All directors are expected to make best efforts to attend all meetings of the Board, meetings of the committees of which they are members, and the annual meeting of stockholders. Members are encouraged to attend Board meetings and meetings of the committees of which they are members in person, but may also attend such meetings by conference telephone or by other communications equipment in which all persons participating in the meeting can hear each other.
2. ***Participation in Meetings.*** Each director should be sufficiently familiar with the business of the Company, including its financial statements and capital structure, and the risks and competition it faces, to facilitate active and effective participation in the deliberations of the Board and of each committee on which he or she serves. Management will make appropriate personnel available to answer any questions a director may have about any aspect of the Company's business. Directors should also review the materials provided by management and advisors in advance of the meetings of the Board and its committees and should arrive prepared to discuss the issues presented.
3. ***Loyalty and Ethics.*** In their roles as directors, all directors owe a duty of loyalty to the Company. The Company has adopted a Code of Business Conduct and Ethics (the "Code"), which includes a compliance program to enforce the Code, and directors are expected to adhere to the Code.
4. ***Other Directorships and Significant Activities.*** Serving on the Board requires significant time and attention. Directors are expected to spend the time needed and meet as often as necessary to discharge their responsibilities properly. Generally, directors are expected not to serve on more than four public company boards (including the Company's Board) unless they obtain specific approval from the Board, and members of the Audit Committee are expected not to serve on more than three public company audit committees (including the Company's Audit Committee); provided, however, that contemporaneous service on both of the audit committees of the Company and its subsidiaries, if any, shall be counted as service on only one public company audit committee. In addition, directors who also serve as executive officers of public companies generally should not serve on more than two public or private company boards, other than the Company's Board; provided, however, that contemporaneous service on both of the boards of the Company and its subsidiaries shall be counted as service on only one public company board. Directors should advise the Chairperson of the Nominating and Corporate Governance Committee, the Chairperson, and the CEO before accepting membership on other boards of directors or other significant commitments involving affiliation with other public companies, private businesses, non-profit entities, or governmental units.
5. ***Contact with Management.*** All directors are invited to contact the Chairperson and CEO at any time to discuss any aspect of the Company's business. Directors also have complete access to other members of management, which whenever possible, should be coordinated through the CEO. The Board expects that there

will be frequent opportunities for directors to meet with the Chairperson and CEO and other members of management in Board and committee meetings and in other formal or informal settings.

6. **Confidentiality.** The proceedings and deliberations of the Board and its committees are confidential. Each director shall maintain the confidentiality of information received in connection with his or her service as a director.

#### **F. Management Succession Planning**

At least annually, the Board shall review a succession plan relating to the CEO and other executive officers, including in connection with unforeseen contingencies such as the sudden death, disability or retirement of the CEO or other executive officers. The succession plan should include, among other things, an assessment of the experience, performance and skills for possible successors to the CEO.

#### **G. Evaluation of Board Performance**

The Board, acting through the Nominating and Corporate Governance Committee, should conduct a self-evaluation at least annually to determine whether it and its committees are functioning effectively.

Each committee of the Board should conduct a self-evaluation at least annually and report the results to the Board, acting through the Nominating and Corporate Governance Committee. Each committee's evaluation must compare the performance of the committee with the requirements of its written charter.

#### **H. Board Compensation and Stock Ownership Requirements**

The Company strives to provide fair compensation to non-employee directors, taking into consideration compensation paid to directors of comparable companies and the specific duties of each director. Compensation for non-employee directors consists of cash and equity components that address the time, effort, expertise, and accountability required of active Board membership, and align directors' interests with those of stockholders. The Compensation Committee will review the form and amount of director compensation from time to time and recommend any changes to the Board, to maintain total compensation that is competitive and appropriate. Only non-employee directors receive compensation for serving on the Board. Employee directors do not receive compensation for their Board service.

The Board believes the linkage of directors' interests to those of stockholders is strengthened when directors are also stockholders. Accordingly, each non-employee director is required to beneficially own shares of the Company's common stock or hold stock units, as set forth in the Company's Stock Ownership Policy. It is the opinion of the Board that the Company's Stock Ownership Policy reinforces a focus on long-term stockholder value.

## **I. Communications with Stockholders**

The Chairperson and CEO are responsible for establishing effective communications with all interested parties, including stockholders of the Company. It is the policy of the Company that management speaks for the Company. This policy does not preclude outside directors, including the Lead Director, if any, from meeting with stockholders, but it is suggested that, in most circumstances, any such meetings be held with management present.

## **J. Communications with Non-Employee Directors**

Anyone who would like to communicate with, or otherwise make his or her concerns known directly to the chairperson of any of the Audit, Nominating and Corporate Governance and Compensation Committees, or to the non-employee or independent directors as a group, may do so by addressing such communications or concerns to General Counsel, Evoqua Water Technologies Corp., 210 Sixth Avenue, Pittsburgh, Pennsylvania 15222, who will forward such communications to the appropriate party. Such communications may be done confidentially or anonymously.

**ANNEX A**  
**DESCRIPTION OF LEAD DIRECTOR RESPONSIBILITIES**

When the Chairperson of the Board is also the Chief Executive Officer (“CEO”), from time to time, upon the recommendation of the Nominating and Corporate Governance Committee, a “Lead Director” may be elected annually by plurality vote of the non-employee directors, pursuant to a secret ballot, following nomination by the Nominating and Corporate Governance Committee.

The Lead Director shall help coordinate the efforts of the non-employee directors in the interest of ensuring that objective judgment is brought to bear on sensitive issues involving the management of the Company and, in particular, the performance of senior management, and shall have the following authority:

- Preside over all meetings of the Board at which the Chairperson is not present, including any executive sessions of the non-employee directors;
- Assist in scheduling Board meetings and approve meeting schedules to ensure that there is sufficient time for discussion of all agenda items;
- Request the inclusion of certain materials for Board meetings;
- Approve of all information sent to the Board;
- Communicate to the CEO, together with the Chairperson of the Compensation Committee, the results of the Board’s evaluation of CEO performance;
- Collaborate with the CEO on Board meeting agendas and approve such agendas;
- Collaborate with the CEO in determining the need for special meetings of the Board;
- Provide leadership and serve as temporary Chairperson of the Board in the event of the inability of the Chairperson of the Board to fulfill his/her role due to crisis or other event or circumstance which would make leadership by existing management inappropriate or ineffective, in which case the Lead Director shall have the authority to convene meetings of the full Board or management;
- Be available for consultation and direct communication if requested by major stockholders;
- Act as the liaison between the non-employee directors and the Chairperson of the Board, as appropriate;
- Call meetings of the non-employee directors when necessary and appropriate; and
- Recommend to the Board, in concert with the chairpersons of the respective Board committees, the retention of consultants and advisors who directly report to the Board, including such independent legal, financial, or other advisors as he or she deems appropriate, without consulting or obtaining the advance authorization of any officer of the Company.