

DOUGLAS (DOUG) BAKER

Major Career Roles

Chair/CEO, Ecolab Inc.
Lead Independent Director, Target Corp.
Independent Director, Merck & Co. Inc.
Board of Trustees, Mayo Clinic
Co-Founder, E2SG Partners

Other Career Highlights

Independent Director, US Bancorp
Various roles, Procter & Gamble Co.

Doug Baker brings deep expertise in large-scale business transformation, corporate governance, and mission-driven strategy. He served as an Independent Director of Target Corporation from 2021 to 2026, having previously been Lead Independent Director from 2015 to 2021. He also spent 33 years at Ecolab, where he served as CEO (2004–2020) and Executive Chair (2020–2022), leading a near fourfold increase in revenue - from approximately $3.6bn to $14bn - and steering the company toward global water stewardship, hygiene innovation, and infection prevention.

Doug's journey at Ecolab began in 1989, when he joined from Procter & Gamble and quickly advanced through leadership roles in marketing and operations across North America and Europe. As President & COO (2002-2004), he built a foundation of discipline and strategic clarity before taking the helm as CEO. Under his leadership, Ecolab executed targeted, high-impact acquisitions, embedded digital and sustainability-led innovation, and earned accolades such as the 2018 Deming Cup for Operational Excellence.

Post-Ecolab, he founded E2SG Partners (2022), an investment firm focused on environmentally sustainable growth. His current board and trustee roles reflect a continuing commitment to value-based governance, environmental stewardship, and long-term institutional impact.

He brings deep cross-sector expertise in:

• Water, hygiene & health services – scaling global solutions for sanitation, infection control, and resource efficiency

• Operational excellence & M&A – delivering performance improvements, rapid integration, and commercial growth

• Board leadership & strategic oversight – leading boards of public companies and institutions on strategy, risk and stakeholder trust

• Sustainable investment & ESG leadership – fusing purpose-led investment with operational and governance impact

A graduate of the College of the Holy Cross and former P&G marketer, Doug is respected for combining business discipline with environmental and social purpose. His career demonstrates how strategic leadership, institutional growth, and mission driven governance can reshape a global enterprise with a positive impact.