



REPORTING
YEAR 2021

Published Year 2022



Sustainability Report

SCIENCE FOR
GOODNESS

FROM OUR CEO

Michael Stubblefield
President and Chief Executive Officer

Everything we do at Avantor is tied to our unique mission of setting science in motion to create a better world. I want to express my continued gratitude to our associates around the world who are living our values every day and supporting this mission.

As a global life sciences leader, we work side-by-side with the scientific community – scientists, pioneers, innovators and educators – to further this mission and relentlessly advance life-changing breakthroughs that help solve some of the world's most complex challenges.

This can be seen firsthand in how our work is helping to address COVID-19. Though we may be working differently than usual, we are no less dedicated to serving our customers and overcoming the challenges affecting our industry and others globally today.

Our Executive Leadership Team and Board of Directors recognize the immense responsibility to advance sustainability for Avantor associates, customers, suppliers, investors and the communities we serve.

We do this through our Science for Goodness platform, which is grounded in four pillars:

- **PEOPLE & CULTURE:**
Empowering people to help create a better world
- **INNOVATION & ENVIRONMENT:**
Creating a sustainable future with smart solutions
- **COMMUNITY ENGAGEMENT:**
Taking action to build a better world
- **GOVERNANCE & INTEGRITY:**
Doing good as one

In 2021 we made meaningful progress on our sustainability goals. In addition to the release of our inaugural sustainability report, we introduced more than 125,000 new products, implemented several greenhouse



gas emissions reduction initiatives within our operations, and established our new Responsible Supplier Code of Conduct – a first step in the Responsible Supplier Program.

In addition, we expanded discussions on inclusion through additional Associate-Centric Teams, and advanced corporate giving and volunteerism. In that spirit of giving, the Avantor Foundation reached a giving milestone of six million dollars since inception.

We also evolved our Board of Directors and Executive Leadership Team to include more

diverse perspectives and furthered our goal of increasing gender and racial diversity across our management team. To further drive accountability and extend our commitment to sustainability, starting in 2022, we are linking executive compensation incentives to specific Environmental, Social and Governance (ESG) goals.

We have more exciting strategic initiatives underway to build our team of associates and advance our Science for Goodness platform. I am honored to share with you the significant progress we've made in our 2022 Sustainability Report.
Thank you.

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BOARD STATEMENT

Sustainability is core to Avantor's business resilience and is the right thing to do. The Company's offerings help solve some of the world's most complex scientific challenges. Through our oversight of the Company's sustainability strategy, we provide strong guidance to position Avantor for growth and ensure value for all Avantor's stakeholders. Our pledge is to embed sound environmental, social and governance practices across Avantor's entire business.

We champion Science for Goodness in collaboration with Avantor's senior leaders as our shared commitment to sustainability. We ensure accountability for measurable actions so that Avantor succeeds while creating a positive impact on the environment and society.



Jonathan Peacock
Chairman of the
Board of Directors

"Corporate governance is anchored in the strength and experience of our Board of Directors. As we guide Avantor forward, we are committed to providing value for all stakeholders and advancing the Company's business practices that contribute to sustainability, diversity and social responsibility."

ABOUT AVANTOR

Avantor, Inc. (NYSE: AVTR) is a leading global provider of mission-critical products and services to customers in the life sciences, advanced technologies and applied materials industries.

Our Impact on Science

Everything we do is tied to our unique mission of setting science in motion to create a better world, and we are proud of the role we play in enabling breakthroughs. Our more than 14,000 associates have a passion for innovation and work side-by-side with the scientific community to help solve some of the world's most complex challenges.

Through our proven expertise and trusted portfolio of products and services, combined with our global reach and ability to provide customized materials of the highest quality for highly regulated applications, we support customer innovation from early-phase discovery to commercial delivery. Our new product introductions position us to serve the dynamic and ever-changing needs of our customers.

Avantor's capacity for growth enhances our long-term value and expands our positive impact. We are actively making strategic investments in our core capabilities to advance science, including: manufacturing capacity, distribution facilities, digital technologies, customized service offerings, and biopharma production innovation.

We recognize the immense responsibility to our Avantor associates, customers, suppliers, investors and the communities we serve. Because of this responsibility, we are committed to measurable sustainability actions that will keep **life-changing science moving forward**.



OUR MISSION, VISION & VALUES

Our Mission

We set science in motion to create a better world.

Our Vision

From discovery to delivery, we are a trusted global partner to customers and suppliers in the life sciences, advanced technologies and applied materials industries.

Our Values

Our ICARE values are the core set of principles that guide and focus Avantor's strategy. As part of our ongoing commitment to diversity, equity and inclusion (DE&I), we updated the language for each value to reflect our efforts.



INNOVATION

We know that the best ideas come from the collaboration of diverse perspectives. We empower all associates to explore and contribute ideas that elevate our product and service solutions. We welcome feedback that challenges our thinking and helps us grow. By collaborating with our industry partners, we improve scientific outcomes.



CUSTOMER CENTRIC

Everything we do begins with actively listening and collaborating with our customers (internal and external). We strive to create inclusive environments for all to contribute and be heard. By understanding their challenges and aspirations, we proactively identify solutions that address their current and future needs.



ACCOUNTABILITY

We hold ourselves, and each other, accountable for delivering on our promises to our customers, suppliers, shareholders and colleagues to accomplish our combined goals. This accountability includes our commitment to evolving our actions to meet the growing needs of our customers, associates and environment.



RESPECT

We treat others with dignity by seeking to understand each other's experiences and celebrating our diverse backgrounds and perspectives. We act in an honest manner and maintain the highest level of integrity. Whether working with internal or external partners, we act as one team and always assume others have good intent.



EXCELLENCE

We never settle for the status quo. We constantly strive to achieve the highest levels of safety, quality, and service. Our passion for continuous improvement is embodied by every associate, the results we achieve, and the exceptional support we provide to the industries we serve. We do our best when we welcome diverse perspectives and work collaboratively to find solutions.

AVANTOR 2021 PERFORMANCE SNAPSHOT

We are well-positioned for growth and serve customers across three geographic regions, in four end markets:



Biopharma



Advanced Technologies
& Applied Materials



Education &
Government



Healthcare

FULL YEAR

11.3¹%
Organic revenue growth

~190¹bps
Adjusted EBITDA margin expansion

57.7²%
Adjusted EPS growth

\$920¹M
Free cash flow

AMERICAS

\$4.2B
57% of revenue

12.1¹%
Organic revenue growth

EUROPE

\$2.7B
37% of revenue

9.1¹%
Organic revenue growth

AMEA

\$471M
6% of revenue

16.6¹%
Organic revenue growth

¹See "Reconciliations of non-GAAP measures" in our annual report on Form 10-K for a discussion and calculation of non-GAAP measures.
²See "Non-GAAP Financial Measures" for a discussion and a calculation of non-GAAP measures.
³Based on management estimates.
⁴Based on FY 2021 results.
⁵Management estimate based on pipeline value Jan. 2020 vs. Dec. 2021.
⁶Management estimate based on open order value Dec. 2019 vs. Dec. 2021.
⁷Absolute reduction of Scope 1 and Scope 2 greenhouse gas emissions vs. 2019 baseline.



SCIENCE FOR GOODNESS

Our sustainability platform

As a global industry leader, we have a responsibility to deliver long-term value to our associates, customers, suppliers, shareholders and communities. This is manifested in our Science for Goodness sustainability platform – embedding sustainability throughout our business and ensuring our everyday actions generate positive impact.

The aim of Science for Goodness is to foster an inclusive work environment, innovate for a sustainable future, support and strengthen our communities, and add value to Avantor.

We are committed to advancing Science for Goodness as our Company evolves, and to shaping a culture aligned with our values and governing principles. This commitment is led by our Executive Leadership Team and Board of Directors, and is driven by our global associate population.

We are dedicated to continually measuring our progress against our defined goals. As we grow and evolve, we will add other environmental, social, governance and financial metrics to better assess and report on how we are improving our culture, as well as our business and operations.



Connecting Science for Goodness to Our Mission

We are led by our mission to set science in motion to create a better world, and our Science for Goodness sustainability platform serves as a lever to help bring this purpose to life. Science for Goodness focuses on four key pillars:



PEOPLE & CULTURE

Fostering a high-performing company culture that recognizes and enables associates to achieve their aspirations through opportunity and development, as well as a focus on safety and wellness.

Goal

- Increase management diversity
- Achieve top health & safety performance



COMMUNITY ENGAGEMENT

Protecting the environment and the communities we serve.

Goal

- Improve global access to STEM education and healthcare
- Increase associate volunteer hours



INNOVATION & ENVIRONMENT

Producing products responsibly and ethically, leveraging innovation to implement practices that uphold our sustainability directives.

Goal

- Reduce operational greenhouse gas emissions (Scope 1 and Scope 2)



GOVERNANCE & INTEGRITY

Driving ethical and compliant behaviors across our organization and supply chain, and protecting our shareholders through strong governance practices.

Goal

- Launch Responsible Supplier Program

ALIGNMENT WITH UN SDGs

To create goodness for our people and planet and further our commitment to sustainability, we align our pillars with five UN Sustainable Development Goals (SDGs). These SDGs help focus our efforts on areas where Avantor can create a positive impact on our business and our stakeholders.



Materiality Assessment

Avantor completed its first materiality assessment in 2021 to identify the environmental, social and governance topics most relevant to our Company.

The process included:

- Analyzing issues identified by the Sustainability Accounting Standards Board (SASB) for the Medical Equipment & Supplies, Biotechnology & Pharmaceuticals and Chemicals industries. As part of our continual improvement process, we have formally incorporated the SASB reporting framework starting with this report

- Engaging with our key external stakeholders to understand their sustainability priorities and goals
- Reviewing the topics prioritized by S&P Global, Dow Jones Sustainability Indices, Sustainalytics, CDP, EcoVadis and other pertinent corporate sustainability assessments
- Reviewing relevant laws and regulations
- Assessing material issues identified by industry peers based on their sustainability reports and targets

Based on this assessment, we developed a list of relevant topics and gathered feedback from internal subject matter experts — including leaders from our Advanced Technologies and Applied Materials, Biopharma Production, Finance, Global Communications and Brand, Global Supply Chain and Operations, Human Resources, Legal, and Services and Strategic Partners teams.

We engaged our Executive Leadership Team and key external stakeholders to prioritize the most impactful sustainability aspects for Avantor. This prioritization helped us identify the topics of primary and secondary

importance under each of our strategic pillars and reflects our commitment to improve on those areas that are most meaningful to our stakeholders and our business. In Avantor's spirit of continuous improvement, we will regularly evaluate our priorities, building and expanding on our initial goals in the coming months and years.



AVANTOR SUSTAINABILITY STRUCTURE



ENGAGING OUR STAKEHOLDERS

Customers | Associates | Investors | Suppliers

We believe in conducting business practices that advance inclusion, promote ethical behavior, ensure compliance, and strengthen long-standing relationships.

We work closely with our business partners and suppliers to ensure these high standards are upheld throughout our value chain. Engaging these stakeholders both shapes our sustainability priorities and helps us achieve them. We will conduct these important conversations on an ongoing basis to ensure continued alignment and successful outcomes against our goals.

CUSTOMERS

As evidenced by our value of customer centricity, we actively listen and collaborate with our customers. By understanding their challenges and aspirations, we proactively

identify solutions that address their current and future needs.

A key challenge faced by customers and suppliers over the past few years has been global supply chain disruptions as a result of the pandemic. We strategically worked with suppliers to help relieve shortages of products, particularly those used in the protection, detection or treatment of COVID-19.

We continued to find innovative ways to engage customers safely through COVID-19 restrictions by hosting a virtual Avantor Customer Connect. The forum focused on helping customers in the Americas and Europe find solutions to support their growth goals, gain business insights, and connect with Avantor leadership and peers, with sessions that included peer discussions on business-relevant topics and question-and-answer segments with industry leaders.

As part of our focus on enhancing the customer experience through digital offerings, we integrated Inventory Manager – Avantor’s

proprietary, cloud-based global inventory management tool – into our e-commerce website to drive a virtual stockroom experience and help customers reduce waste from excess inventory. We continue to help our customers achieve their sustainability goals as well as advancing our own.

ASSOCIATES

Nothing is more important than the health and emotional well-being of our associates. We aim to reinforce a positive work environment and culture to ensure our associates can be their best and effectively support the industries we serve.

To support multi-way communications between associates, managers, and executives, we evolved our Avantor Engagement Survey to more frequent People Pulse Surveys and associate listening sessions. We use these tools to assess how associates feel about the work they do in connection to our mission, vision, ICARE values and strategy so we can enhance our culture for the future.

INVESTORS

We regularly engage with investors through multiple touch points, including healthcare conferences, quarterly earnings calls, fireside chats, individual conversations, and virtual

meetings, such as Investor Day. Starting in Q4 2021, we established a process for proactively engaging with investors on ESG topics. We will continue to refine our approach with the feedback received during these interactions.

SUPPLIERS

We manufacture and sell proprietary products, as well as sell third-party products sourced from a wide variety of suppliers located across the globe. To ensure products meet our customers’ performance, quality and regulatory requirements, we carefully select suppliers using a process supported by confirmatory testing of those raw materials and periodic audits.

Our long-standing supplier relationships serve the life sciences industry with mission-critical products and services. Many of our supplier relationships have been in place for more than 20 years, and these strong relationships are key to achieving our long-term sustainability goals. We expect our suppliers to hold themselves to the same high standards that we hold ourselves.

To that end, we launched a new Responsible Supplier Code of Conduct to increase collaboration with suppliers who share our commitment to making a positive impact on the environment and society across our value chain.

OUR CRITICAL ROLE IN ADDRESSING THE COVID-19 PANDEMIC

As a global life sciences leader, Avantor is committed to the safety and well-being of our associates, customers, suppliers and the communities we serve. We are proud to manufacture products and deliver services essential to our customers throughout the COVID-19 pandemic.

TAKING CARE OF OUR ASSOCIATES

More than half of our associates around the world continued to work onsite, demonstrating an ongoing commitment to finding resourceful ways to fulfill customers' needs, while following enhanced safety protocols and procedures to mitigate the spread of COVID-19.

We continued to implement measures to protect the welfare of our associates, including extending remote and flexible work policies, as some sites were able to welcome back associates. We also provided paid time off for associates to get vaccinated, and paid time off for associates who needed to quarantine, were experiencing symptoms, or received a positive test.

In addition, we expanded access to no-cost mental health counseling and virtual support groups under our Employee Assistance Program and encouraged associates to utilize multiple virtual wellness events and activities.

SUPPORTING THE SCIENTIFIC COMMUNITY

Our management team and global associates have adapted to find new ways of working, enabling us to continue supporting customers and organizations on the frontlines.

We supported all major vaccine modalities and other therapy candidates globally, with added support and resources as a participant in Operation Warp Speed and other international vaccine development programs. We also provided proprietary products, such

as GMP-manufactured chemicals and single-use technologies, integral to the development of major modalities, including messenger RNA (mRNA), viral vector, recombinant protein (rProtein) and plasmid DNA.

For our customers, we optimized laboratory operations with onsite supply chain management as well as provided a total laboratory setup solution optimizing research environments needed in the work of global virus detection. In support of our communities, we allocated masks, gloves, gowns and other personal protection equipment (PPE) to hospitals, laboratories, pharmaceutical companies and first responders in the early stages of the pandemic. In addition, we provided financial support for charitable organizations focused on addressing the pandemic.

ENSURING SERVICE LEVELS

Though the pandemic presented significant challenges to our business, associates and the communities we serve, we've shown continued resilience across our organization. In addition to mobilizing a cross-functional COVID-19 steering committee, we enacted business continuity plans at our facilities to ensure the ability to manufacture and deliver critical materials. Our teams worked diligently to adapt to rapidly changing measures brought on by COVID-19, mitigating any adverse impact on the free flow of products and services for our customers. We continue to monitor decisions made by governments, countries and other companies that have the potential to impact business continuity. If such a disruption should occur, we believe our business continuity plans will be effective in most conceivable situations.



PEOPLE & CULTURE

SCIENCE FOR **GOODNESS**



PEOPLE & CULTURE

Empowering people to help create a better world

GOALS

INCREASE MANAGEMENT DIVERSITY
Increase representation of women and ethnic/racial minorities serving in management and leadership roles.

ACHIEVE TOP HEALTH & SAFETY PERFORMANCE WITHIN THE INDUSTRY
Reduce incident rate 25% by 2025.

IMPACT AT A GLANCE

35.3%
WOMEN IN LEADERSHIP

0.45
TOTAL RECORDABLE INCIDENT RATE

5
TOTAL EMPLOYEE RESOURCE GROUPS
(Avantor Associate-Centric Teams)

EMPOWERING IMPACT

Our people and culture drive us to create goodness

We recognize that diverse talent is key to our success, and motivating people to do their best work means creating an environment that allows everyone to thrive. Our core values and continuous improvement processes anchor our evolving culture. They are embodied by our associates and are tangible within our operations.

More than 14,000 strong, our associates reflect the communities where we live and work and

the customers we serve. They possess a diverse range of viewpoints and experiences that help us achieve our mission of setting science in motion to create a better world.

These collective talents and perspectives drive the good we create in the world — that's why we're focused on building a diverse, equitable and inclusive culture, developing and retaining talent and empowering our associates to create lasting impact.

A diverse, equitable and inclusive culture on the rise

Solving some of the world's most complex scientific challenges is at the heart of what we do. Whether having a direct role in successfully bringing COVID-19 vaccines to market, innovating proprietary products specified in customer workflows, or driving process improvements at a local level, these positive impacts are made possible by embracing every voice, perspective and talent that, together, forge new paths creating a better world for us all.

To ensure every associate is empowered to grow, succeed, and shape our evolving culture, we implemented a scalable strategy incorporating associate feedback on priorities and opportunity areas. This strategy focuses on:

- **Culture:** Fostering inclusivity and belonging through education and connection; embedding inclusive behaviors into our core values
- **Talent Development:** Increasing diverse leadership representation and providing equitable opportunities for associates to grow
- **Community and Giving:** Supporting organizations across the globe to make a positive local impact where Avantor associates live and work
- **Policy:** Examining existing systems to remove any bias and expanding coverage to adequately support all associates
- **Communications:** Creating accessible channels for accessing information and engaging in DE&I initiatives



ASSOCIATE-CENTRIC TEAMS

Our Associate-Centric Teams (ACTs) were launched in 2020 to build connections, community and career opportunities for our associates. Based on common interests or backgrounds and open to all associates, ACTs serve as a support system to promote awareness, respect and inclusion within the workplace. Empowered as change agents, Avantor’s global associates actively participated in the three initial ACTs – PRIDE Network, Black, Indigenous, People of Color (BIPOC), and Women in Business – and initiated two new teams, ACT VETS (Veterans Advancing Avantor) and ACT Diverse Abilities, in 2021.

With sponsorship from an Executive Leadership Team member and active participation from leaders across the organization, ACTs aim to elevate the voices of Avantor associates, highlight concerns of the community, create programs and initiatives to support allies, foster awareness, and further promote respect and inclusion in the workplace.

A core element of our ACTs is that all are welcome. Associates do not need to identify as a member of an ACT community to be an ally, further enriching shared discussion, learning and support. This may explain the success of these groups - ACT ally membership increased by 57% since 2020, with over 2,100 allies across our ACTs equaling 14% of our associate population - and many serving as allies in more than one ACT.

ACT EVENTS AND ENGAGEMENT

Throughout 2021, ACT events were hosted virtually across the globe, and in-person where local COVID guidelines permitted, to encourage broad participation. From daily discussions hosted on internal channels to local events centered on key topics, ACTs create platforms for our associates to engage in crucial conversations. Local chapters were created across the globe in 2021 in order to support the engagement of onsite associates in ACT activities and provide activities in local time zones and languages. Below are additional highlights:

PRIDE NETWORK

- Held round table discussions and 10 PRIDE cafés, focused on casual “water cooler” conversation and connection in a safe space with other allies
- Global leadership and associates shared personal stories about allyship through PRIDE Month internal social engagements

BIPOC – BLACK, INDIGENOUS, PEOPLE OF COLOR

- BIPOC leaders hosted 11 “Let’s Talk” hour-long discussions on topics such as The Crown Act and The Myth About Race, and invited speakers addressing race in the healthcare industry and financial wellness
- Highlighted notable Black innovators, scientists, and change makers on internal social media platform throughout Black History Month

WOMEN IN BUSINESS

- More than 340 associates attended new “Ask Me Anything” Q&A discussion series, featuring Avantor female leaders and internal subject matter experts offering how they succeeded in their career goals
- Held 12 “Learning Exchange” discussion sessions on topics including Imposter Syndrome and Breast Care



Noël France named to Mogul’s Top 100 DEI Leaders in 2021

Affirming its commitment to building an inclusive culture that engages all associates, Avantor placed 17-year associate Noël France into the newly-created role of Senior Director, Diversity, Equity and Inclusion. Dedicated to driving goodness for our organization and society as a whole, Noël leveraged her relationships and knowledge of the business to advance our diversity, equity and inclusion priorities and initiatives, making significant progress.

Her achievements were recognized by inclusion in the Top 100 DEI Leaders in 2021 list by Mogul, an organization dedicated to supporting diverse individuals and organizations in achieving their goals and cultivating meaningful success.

Noël’s passion for diversity, equity and inclusion began as a child, both through her lived experience as well as her actions and activism from grade school into her post-graduate career. She has held both leadership and board member positions within community organizations focused on addressing inequities and social justice on a local and global scale. In addition to inclusion in the Mogul list, in 2021 Noël joined DEI Board, comprised of leaders from other global organizations, to share best practices from Avantor’s DE&I strategy as well as discuss other objectives and approaches.

CEO
ACTION



Meghan Henson
Chief Human Resources Officer



Mike Wondrasch
Chief Information Officer



Frederic Vanderhaegen
Executive Vice President

CEO Action Day of Understanding and
monthly DE&I discussions inspire open
conversations across the Company

Avantor's annual participation in CEO Action for Diversity & Inclusion™ Day of Understanding events focused on virtual DE&I discussions led by our ACTs in partnership with our Executive Leadership Team. Sessions were held at different times enabling global participation, with more than 250 associates attending and sharing personal stories, learning from one another, and engaging directly with leadership on critical DE&I topics.

Meghan Henson, CHRO, partnered with our PRIDE Network to lead a discussion on understanding pronouns. Mike Wondrasch, CIO and Executive Sponsor for BIPOC, co-led a discussion with our BIPOC ACT on microaggressions. And, Frederic Vanderhaegen, EVP of Americas and Europe and Executive Sponsor for Women in Business, co-lead a discussion on equity versus equality.

MONTHLY DE&I DISCUSSIONS CONTINUE THE CONVERSATION

We leveraged the conversational momentum created by this year's CEO Action Day of Understanding to explore additional DE&I topics, hosted virtually by our Senior Director, DE&I, and co-presented by members of our Executive Leadership Team or ACT officers. More than 250 unique participants attended discussion sessions held across multiple time zones and dates on topics such as:

- How to create safe spaces
- How to be an authentic ally
- The unknown history of common phrases
- Why Indigenous People's Day
- Holidays around the world
- Crucial conversations: Becoming comfortable with the uncomfortable

BUILDING DE&I AWARENESS

Cultivating belonging and support for all

In 2021, Avantor launched a self-identification campaign in the United States and Canada, encouraging associates to update personal demographic information within our human resources information system (HRIS). Adopting this best practice outlined by The Human Rights Campaign Foundation is instrumental in helping to understand workforce composition and ensuring programs and policies in place appropriately support our associate population.

In addition to offering associates the ability to update profile information on race, ethnicity, disability or veteran status, the campaign featured new questions to empower associates to self-identify gender identity, pronouns and

sexual orientation. We provided our associates with the option to add pronouns by which they identify to personal HRIS profiles to celebrate their gender identity. Making this information available to colleagues creates safe spaces across our organization and gives an additional sense of inclusion where all associates are able to freely engage in everyday DE&I discourse at Avantor.

DE&I training for all

Central to Avantor's DE&I strategy is providing convenient programming and resources accessible to our global workforce. Over 70% of our associates work in distribution centers and manufacturing sites where most do not have company-issued devices, presenting a barrier to easily attending our virtual DE&I and ACT events. To fully include and engage these

associates, our DE&I team traveled to multiple Avantor sites across the Americas to meet with over 700 associates in group settings, gather feedback and create action plans. In addition to these onsite, in-person DE&I discussions, Avantor offered nearly 50 optional DE&I courses via our HRIS learning library, enabling associates to access when their work schedules permit. Over 1,000 associates completed one or more training sessions, featuring over 40 topics offered in multiple languages such as:

- Why Diversity Matters
- What is Inclusion
- How to Overcome Unconscious Bias

In the Q4 2021 leadership meeting, all senior leaders engaged in a training focused on building trust within teams as a cornerstone to inclusive leadership.



After each DE&I discussion, participants received a survey to provide anonymous feedback and suggest new topics.

When asked what they most valued about the discussions, 83% of respondents chose "hearing others share and learn from their experience," and 60% chose "a risk-free environment to share."

"Hearing colleagues speak about their experiences and working to be better was something new to me in the professional space. It was rewarding to see the effort in expanding Avantor's DE&I culture."

"I like the collaborative forum and the cross-functional leader approach."



"I felt happy hearing so many new experiences. It is a step towards the workplace becoming more welcoming and non-judgmental."

OUR PEOPLE MOVE US FORWARD

Attracting and retaining people with a shared passion for discovery and a commitment to overcome challenges enables Avantor to further our mission and act on our Science for Goodness commitment.

Through our talent acquisition and development processes, we focus on finding qualified candidates who share these passions and work to help them to learn, grow and generate a positive impact through our Company's ICARE values. This creates long-term value for the organization and our associates.

Talent Acquisition & Placement

Building a diverse, global workforce

Avantor continues our ongoing commitment to build a workforce and leadership team of diverse talent and perspectives, reflecting both our communities and customers.

We're building on success in achieving diverse leadership in gender representation globally, as well as ethnic minority representation in the United States, at Vice President and above levels.

We've implemented several tools and processes to enable us to attain critical DE&I recruitment goals. Insights garnered from these tools helped us set specific goals for achieving diverse representation in organizational growth over time. It also enabled us to identify areas for immediate focus such as setting a diverse leadership goal at Vice President and above levels and implementing the following candidate sourcing processes:

- Engaged diverse recruitment firms globally and added to our existing channels of internal and external job postings to ensure highly qualified diverse talent is consistently reached
- Implemented a tool that examines the gender and ethnic minority diversity for roles and functions specifically to validate the attainability of representation goals, and direct the strategic geographic locations for sourcing offering the most diverse candidate supply
- Deployed a job posting analysis tool to search for biased language within posts and offer suggested replacements. This inclusive language approach has proven to attract a more diverse candidate pool and underscores Avantor's commitment to inclusivity beginning with candidate sourcing processes

GOALS FOR LEADERSHIP DIVERSITY

- FEMALE REPRESENTATION AT DIRECTOR LEVEL AND ABOVE GLOBALLY AT PARITY WITH OUR TOTAL FEMALE POPULATION
- ETHNIC MINORITY REPRESENTATION AT DIRECTOR LEVEL AND ABOVE IN THE UNITED STATES DOUBLED FROM CURRENT FIGURES

Avantor aspires to be a leadership team that reflects the composition of our global workforce and customers. Our 2025 goals would put our female leadership representation at parity with our total female population globally. We also have a goal to double our ethnic minority representation in the U.S. by 2025.



Talent Development

Continuous Improvement Training

The Avantor Business System (ABS) is foundational in how we work at Avantor and empowers our associates to make improvements at the local level.

To support our associates, we created 10 self-directed modules and 2,300 associates were trained on one or more aspects of ABS. Putting this training into action, 850 people participated in over 170 kaizen and team-based problem-solving activities.

ABS is more than just a set of tools. It is all about people, processes and leadership.

CAREER DEVELOPMENT

Our HRIS learning library provides access to hundreds of on-demand eLearning courses. The courses cover a variety of topics and vary in format from seminar-style videos to traditional webinars. Most of the content is also available in multiple languages (both spoken and subtitled).

We launched a global career framework to support our talent strategy, further our growth and transformation and reinforce associate engagement, as well as support our associates in discovering opportunities to learn, grow and achieve career goals. The foundation of the

global career framework is the implementation of a job framework that provides consistent terminology for associates around the globe. Providing visibility into jobs, levels and career opportunities across the organization also helps associates understand how they fit within the broader organization.

FORMAL MENTORSHIP PROGRAM

Responding to requests from our ACTs, we launched the ACT Mentorship Program as a means for associates to learn new skills, build professional networks and find opportunities for growth and advancement at Avantor. In this pilot program, over 60 pairs of mentors and mentees were carefully matched according to their areas of professional interest and goals, with consideration given to those who wanted to be matched within their ACT community. Virtual training sessions, mentor/mentee signed agreements and other resource tools ensured productive mentorships.

Employee Compensation

Avantor offers a total compensation program that is internally equitable and competitive with other industry leaders. Our pay for performance culture offers competitive



compensation with pay programs that reward high performers. Global recognition programs celebrate the many ways our associates fulfill our mission. We care for our global associates

and their well-being by offering resources to help them be happy, healthy and successful, as well as offering paid time off and paid holidays.

ASSOCIATE RECOGNITION & ENGAGEMENT

Every day, our associates demonstrate their enthusiasm for innovation, excellence and achievement by helping our customers advance science and solve complex problems. Our global recognition program, IMPACT, is a way for any associate at any level to recognize one another’s contribution by sending an immediate, online “thank you” directly to the associate creating IMPACT by their actions.

Award nominations are based on how associates demonstrate our ICARE values of Innovation, Customer Centricity, Accountability, Respect and Excellence.

We are committed to creating a high-performing culture and an important part of that culture is celebrating our associates who achieve milestone anniversaries with Avantor and who make it possible for us to sustain our respected reputation as a leader in our industry. We completed a phased launch of a milestone anniversary platform with a social experience and personalized messages from managers and colleagues to commemorate the moment. In 2021, 3,876 associates hit

a milestone service year; of these, 22% celebrated a service anniversary of 10 or more years. Retaining our tenured talent is crucial to developing better leaders, confident mentors, and a highly engaged workforce.

Associate Engagement

The commitment to actively listen and cultivate the open dialogue established in our first annual associate engagement survey in 2020 inspired use of a new, more frequent tactic for seeking associate feedback and enacting culture strategy implementation at an equal pace. Deployed throughout the year, confidential People Pulse Surveys provide real-time opportunities for associates to provide feedback and offer ideas and suggestions to shape the future of Avantor’s culture and workplace.

Our first associate survey highlighted that diversity, equity and inclusion were key topics in which associates were very interested, including offering feedback on shaping our evolving culture. A subsequent People

80% UNIQUE RECIPIENTS OF IMPACT AWARDS

10,732 ASSOCIATES RECEIVED AT LEAST ONE RECOGNITION MOMENT

3,876 associates hit a milestone service year; of these, 22% celebrated a service anniversary of 10 or more years. Retaining our tenured talent is crucial to developing better leaders, confident mentors, and a highly engaged workforce.

There were 39,452 recognition moments in our IMPACT tool. Over 21,000 thank you awards were sent recognizing a peer or direct report for contributions that mattered to each other, a department, or the Company. Associates were recognized the most for Accountability and Excellence.

Pulse Survey centered on DE&I in late 2021 revealed that associates feel we’re making positive progress. The continuing growth of our ACT groups, increasing allyship across every ACT, monthly DE&I discussions and celebrating diverse holidays on our internal social channels all contribute to the impact each associate is empowered to make around these crucial conversations.

Every rating offered by associates within the DE&I People Pulse Survey was averaged into an “inclusion index”, so we can track our progress against this benchmark going forward and identify areas of opportunity.

ASSOCIATE HEALTH, SAFETY & WELL-BEING

Working in various settings such as research labs, manufacturing and distribution centers and offices, we are vigilant in managing and ensuring the safety of our associates at all times. Rooted in our ICARE value of Excellence, safety is embedded throughout our business

and we provide continuous training for every associate. One highlight of our safety culture is Avantor Safety Minutes available to all associates, empowering them to briefly discuss safety topics and best practices at the start of meetings.

Our Goal

Reduce TRIR by 25% by 2025

Our Safety Record

Total Recordable Incident Rate (TRIR) 0.45
Lost Time Incident Rate (LTIR) 0.21

Our TRIR places Avantor in the top quartile for safety performance in our relevant industries.

Workplace Safety

Our approach to protecting our associates leverages the expertise of environment, health and safety professionals and process engineers who identify risks and implement solutions to prevent accidents before they occur. A robust auditing program is in place at every facility to ensure that we measure performance and drive continuous improvement.

Our core focus areas include compliance with regulatory and international requirements, active monitoring of regulatory agencies for changing requirements, partnering with operational leaders to meet Environmental Health & Safety (EH&S) requirements,

providing safe and healthy working conditions, eliminating hazards and reducing risks and preventing injuries and ill health.

Our strategy is based on the systematic registering and analysis of all near-misses, incidents and accidents and sharing this information through alerts and Safety Minutes. In addition, we have a robust program in place including the hierarchy of controls — from Process Safety Management to adequate personal protective equipment.

PROCESS

- Maintain management processes and encourage employees to identify areas and opportunities to continuously improve the management system and the Environmental Health, Safety, Security and Sustainability (EHSS&S) performance and drive growth of the Company through these initiatives
- Ensure open and timely communication and high participation of workers and worker’s representatives; provide them appropriate levels of training and be supportive of local EHSS&S initiatives, as well as engagement in communities in the areas where we work and live
- Commit to implementing all training and resources necessary to ensure the security of people and property
- Conduct regular safety and security drills at the local level at all of our 100+ sites across the globe. Our EHSS&S teams along with Plant Emergency Response Teams (PERT) and governmental authorities work collaboratively during drills to ensure the highest levels of safety, health and security for each site

Encouraging Well-Being

2,852

AVANTOR IN MOTION FITNESS CHALLENGE PARTICIPANTS

156

AVANTOR VIRTUAL 5K PARTICIPANTS

12

EAP WEBINARS AND SUPPORT GROUPS OFFERED GLOBALLY



Associate and Family Health and Well-Being

As we entered the second year of the COVID-19 pandemic, we continued to prioritize associate mental health and emotional well-being in our wellness initiatives. Our Employee Assistance Programs (EAP) delivered regular communications to our associates, who were provided options to participate in virtual support groups or webinars focused on stress, anxiety, self-care, parenting, resiliency and caregiving. As of 2021, every associate at

Avantor now has access to mental health and emotional well-being services under a global or regional EAP for themselves and their families.

Inclusive benefits for all families

Avantor provides new parents in the U.S. paid leave within the first year of a child’s birth, adoption or foster care placement. We’ve added extended parental leave and paid time off for bonding critical for foster care, adoption, birth and non-birth parenting that will go into effect in 2022.

Avantor In Motion

As the pandemic continued in 2021, physical health was another critical factor to overall associate well-being. To encourage associates to stay healthy, stay connected with colleagues, while sparking some friendly competition, we hosted two global Avantor in Motion challenges. In addition to physical activity, the challenges focused on specific health behaviors, such as reducing non-essential screen time, taking stretch breaks, getting appropriate amounts of sleep and practicing active relaxation. Over 2,800 associates participated in these challenges. At the end of the first challenge, participants collectively doubled their average number of days they were physically active.



Charlotte Double
Sales Services Director, UK

"Avantor in Motion gave me a reason to move! It also allowed me to get back in touch with my team from last year, some of whom I don't usually interact with regularly now that we're working from home."



INNOVATION & ENVIRONMENT

SCIENCE FOR **GOODNESS**

INNOVATION & ENVIRONMENT

Creating a sustainable future with smart solutions

GOALS

15% BY 2025¹
REDUCE OPERATIONAL GHG EMISSIONS

¹ Absolute reduction of Scope 1 and Scope 2 greenhouse gas emissions vs. 2019 baseline.

IMPACT AT A GLANCE

9.6%
REDUCTION OF SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS compared to 2019 baseline.

23,000+
ENVIRONMENTALLY PREFERABLE PRODUCTS GLOBALLY

12
INNOVATION CENTERS across the globe.

125,000+
NEW PRODUCT INTRODUCTIONS



FOCUSING ON THE FUTURE TODAY

Environmental sustainability

Grounded in collaboration and driven by our customer relationships, our approach to innovation enables us to cultivate Science for Goodness by building a more sustainable future with smart solutions.



We are focusing on innovation and environment together, and embedding environmental sustainability throughout our organization. Our objective is to enhance the value of Avantor by creating a better world for our associates, customers, suppliers and communities at large.

We understand our shared responsibility to address climate change and other key environmental sustainability issues.

To reduce our environmental footprint and deliver product and service solutions that support a low-carbon economy, we will:

- Reduce our greenhouse gas (GHG) emissions by lowering our energy consumption (electricity, gas and fuels) and seeking renewable and other lower-impact energy sources
- Work to protect the environment by preventing pollution from production and logistics, avoiding or minimizing waste generation, and promoting the use of environmentally preferable products and packaging

- Monitor and manage our environmental impact by tracking our energy and water use, waste generation, recycling and other related activities and taking action to reduce our impact
- Raise associate awareness of these commitments, including training on our environmental responsibilities
- Comply with the requirements of relevant legislation and regulations
- Engage with key stakeholders on important environmental issues and serve as a reliable partner for customers, suppliers, the environment, and the society we live in — including identifying ways that our services and products can reduce environmental impact

Avantor's commitment to environmental sustainability is the responsibility of our entire organization. We will continue to establish goals, measure progress, and communicate results as we advance our environmental sustainability program.

Climate Change and Energy Management

Climate change is a global challenge that poses a significant risk to the environment, our health, and the way we do business.

Last year, we announced our first environmental sustainability target to reduce our Scope 1 (direct) and Scope 2 (indirect) emissions 15% by 2025.¹ To achieve this goal, Avantor has developed an energy and emissions reduction strategy that invests in efficiency and conservation projects, as well as alternative energy sources. These initiatives will enhance and optimize our operational processes and result in lower emissions. This target serves as the first step on our long-term environmental sustainability journey.

In 2021, Avantor operations made additional progress towards our climate target, reducing Scope 1 and 2 GHG emissions by 3.6% over the prior year - generating a total of 59,716 MTCO₂.

As of the end of 2021, we reduced our Scope 1 and 2 GHG emissions by 9.6% compared to a 2019 baseline. This represents more than 50% progress towards our 2025 reduction goal. We continue to invest in energy efficient equipment, process optimizations and renewable energy sources to meet current targets, as well as dedicate resources beyond

2025 to address key climate issues and minimize our impact

Our energy consumption also decreased by 7.4% from the previous year. In 2021, we consumed 217,739 MWh across 61 sites globally.

These reductions are primarily a result of site-specific energy efficiency and optimization initiatives.

OPERATIONS SUSTAINABILITY ASSESSMENTS

Our Global Supply Chain and Operations team conducted facility-wide GHG emissions, energy intensity, and water use engineering assessments at our five most intensive sites globally.

The assessment generated over 50 actionable energy conservation opportunities to reduce electricity and natural gas consumption, and in turn, reduce our operational GHG emissions. These actions provided our environmental sustainability team with initial pathways toward achieving our GHG reduction target and it is expected that many of the measures can be applied at additional sites across our network.

¹Baseline data reported in metric tons of CO₂ equivalents representing 61 sites globally reporting on emissions in 2019.



Multi-site LED lighting initiative

Avantor moves into Phase III of our LED conversion

Last year, we highlighted the first phase of a multi-site LED lighting initiative, where five U.S.-based sites converted to LED lighting systems to lower energy consumption and reduce our overall GHG emissions.

In 2021, an additional seven sites completed lighting retrofits as part of Phase II and Phase III of the initiative. From these upgrades, we expect to reduce our energy consumption by 5,078 MWh annually, as well as our Scope 2 GHG emissions by 2,063 MTCO₂e annually.

To date, we estimate a total reduction of 3,171 MTCO₂e annually resulting from these LED retrofits, delivering a significant reduction against our Scope 1 and 2 emissions target baseline.



Water Reuse, Reclamation and Reduction

As global demand for water increases, we continue our water reuse, reclamation and reduction initiatives. Today, Avantor measures and tracks water use through our sustainability performance module.

In 2021, we used 1,911 ML of water, an increase of 16% over the previous year.

As production increased at our sites in 2021, we saw a modest increase in our water use. We recognize the importance of planning for sustainable water consumption and are initiating work in 2022 to develop additional measures to reduce our water impact.

49.4%

WASTE DIVERTED
FROM LANDFILL ¹

¹ Data reported in metric tons representing 37 sites globally reporting on waste generation, disposal and diversion in 2021.

² Data reported in metric tons of customer waste sent for recycling in 2021.

Landfill Diversion and Waste Management

Avantor continues to drive waste diversion from landfill through process optimization within our operations and expanding our reuse and recycling capabilities. Our sites have procedures on how to manage waste generation, recycling and other diversion-from-landfill opportunities, and many of these initiatives are tracked and measured within our environmental sustainability performance module.

Our 2021 efforts culminated in a 49.4% waste diversion-from-landfill rate within our operations. In addition to our own operational waste reduction activities, we play an important role in partnering with our customers to help reduce and divert their waste from landfill. Through our customer-facing recycling programs, we recycled 506 MT of waste in 2021.

506 MT

WASTE RECYCLED
FOR CUSTOMERS ²

IMPACT
STORY

Repurposing
waste material

Our Solon, Ohio site manufactures and supplies high-purity biochemicals, reagents and custom services that keep the life sciences industry moving forward. Acting on our Science for Goodness commitment, our Environmental, Health and Safety, Security and Sustainability (EHSS&S) team led an initiative aimed at reducing emissions and lessening our environmental impact while supporting community organizations and universities.

With a focus on diverting both hazardous and non-hazardous materials from landfill and incineration, our Solon EHSS&S team instituted a plan to divert certain waste streams. The team examined existing site inventory – including raw materials, returns, and unused finished goods – and identified opportunities to work with local organizations and universities to repurpose these materials for other applications such as road surface de-icing.

The initiative resulted in diverting more than 60% of materials by weight that would have otherwise been landfilled or incinerated. Through focused coordination with our vendors, we decreased overall resource extraction and consumption, and helped the local organizations reduce their operating expenses.

In addition, the team revised waste handling procedures at the site to incorporate the identified diversion and operational efficiency outcomes. They continue to explore new opportunities to build on this momentum and identify alternative material reuse practices.



Collaboration to Support Customer Sustainability Goals

With the help of our Avantor Services organization, customers are decreasing their carbon footprints and environmental impact.

With more than 500 customer partnerships — some dating back 40 years or more — we have implemented streamlined processes throughout scientific workflows to address and resolve inefficiencies, helping to reduce environmental impacts for our customers.

Our work helps to ensure high-value resources can be focused on scientific discovery.

MY GREEN LAB SPONSORSHIP

From virtual stockrooms to the point of discovery, Avantor Services onsite teams manage lab operations and supply chain in an end-to-end solution so customers can focus on innovation. Central to our day-to-day collaboration with customers is leveraging our scientific expertise to proactively support environmental targets by optimizing processes and inventory, helping reduce waste and pursuing opportunities for lab operations to serve as a lever propelling sustainability forward.

In 2021, Avantor Services advanced its active participation in the growing sustainable lab movement by signing a sponsorship

agreement with My Green Lab®. Founded to serve fellow scientists, this non-profit organization spearheads educational and community engagement resource offerings, as well as market-leading certification tools as means of building a culture of sustainability throughout life sciences.

Foundational in this needed shift are scientists across the industry, including Avantor Services onsite teams, who are passionate about learning and implementing sustainability best practices within their lab environments. Through My Green Lab Summits, scientists engage in discussion and development of broader lab sustainability initiatives. Avantor Services onsite teams further contribute to this movement by earning accredited My Green Lab ambassadorships, in turn supporting customers in achieving a level of My Green Lab Certification. Through our collaboration, we are supporting the expansion of sustainability education and engagement by:

- Participating in the implementation of My Green Lab certification at our partner sites
- Integrating the ACT label into our catalog of products to promote Accountability, Consistency and Transparency in lab procurement

The My Green Lab sponsorship, along with the actions of Avantor Services onsite teams, will help to advance greener initiatives within the lab driving Science for Goodness from the inside out.

IMPACT STORY

Innovations to divert customer lab waste

We are applying our expertise to help customers divert laboratory waste while supporting their life-changing scientific innovations. For scientists that need to focus on their research and discovery, manually tracking inventory can be time-consuming. If not actively managed, this can lead to over-ordering with excess product becoming waste.

Through collaboration with our customer, we developed a timely solution to reduce and eliminate wasteful purchasing processes at their laboratories. In 30 days at the customer site, our Avantor Services team implemented inventory program and project management solutions that identified and sorted excess material fit for recycling. This project helped our customer divert over 18,000 pounds of obsolete inventory from landfill including laboratory glass, plastics and metals. The inventory optimization also reduced required pallet storage by more than 50%, returning significant warehousing space back to the customer and helping them minimize waste.



INNOVATION

As a leading supplier to life sciences, advanced technologies and applied materials industries, Avantor is trusted to provide innovative product and service solutions for some of the world’s most demanding applications.

New Product Introductions Serving Customers

Innovation and New Product Introductions (NPI) are key strategic drivers to meet the increasing scientific needs of our customers, as well as accelerating our Company’s growth. We leverage our collaborative customer relationships to understand critical workflows and map product and service requirements.

Each step of the way, we evaluate the strengths of our offerings through supplier-driven innovations that identify the best possible product solutions for customers. These processes enabled Avantor to launch more than 125,000 new products in 2021.



Hydration Facility Expansions Enable Biologics Speed-To-Market

As global demand for biologics steadily increases, our customers seek innovative solutions to streamline cost and increase manufacturing workflow efficiencies of life-changing therapies, including monoclonal antibodies (mAbs) and vaccines. Outsourcing the preparation of certain materials used in biopharma production can help drive efficiencies, ensure critical safety measures, accelerate time-to-market of needed therapeutics and return valuable customer footprint back to research activities.

In 2021, we conducted a major expansion of our Gliwice, Poland facility to provide biomanufacturing customers increased hydration capacity of essential materials such as buffers. We increased our capacity of water for injection (WFI)-quality buffer capabilities allowing our European manufacturing flagship facility to further support our customers across Europe and Asia.

These hydration facility expansions and co-innovations with our customers enable life-changing therapeutics manufacturing on a global scale, so patients have access to them sooner.

Anticipating global demand to increase, we have begun a multi-stage expansion of hydration capabilities for our Aurora, Ohio facility to be completed in 2022. This will provide efficiencies for North American customers that will further increase speed-to-market of new and existing therapies.



PRODUCT SUSTAINABILITY AND LIFE CYCLE

Optimizing Packaging for a More Sustainable Supply Chain

Packaging is a significant contributor to environmental impact, which is why we utilize product-to-package ratio optimization systems at our distribution centers. These tools support our associates in identifying the best box size for each order.

We are increasing the use of recyclable and post-consumer recycled content materials in our packaging. We also have teams across Avantor that are identifying opportunities to improve shipping efficiency with alternative packaging and storage methods.



Packaging redesign helps customers achieve sustainability goals

Biopharma production teams at our Bridgewater Innovation Center led a ready-to-use packaging redesign initiative, focused on optimizing packaging efficiency and reducing overall shipping footprint, all while meeting cleanroom compatibility standards for our customers.

In six months, our teams developed a solution that meets our customers' operational needs while reducing their carbon and waste footprint. The sustainability-focused new product introduction allows us to include 60% to 80% more product in each shipment, reducing our transportation emissions and our customers' Scope 3 greenhouse gas emissions.

Safety is also at the forefront of our design. The puncture- and abrasion-resistant packaging protects the product as well as delivery personnel during transportation.

Our customer reported increased process efficiency as a result of the new packaging, leading to a reduction in waste generation, energy, and water use per unit.



Offering Environmentally Preferable Products

Through our Environmentally Preferable Products (EPP) program we can provide greater transparency to our customers, helping them make more informed and sustainable purchasing decisions. Currently, we offer over 23,000 different environmentally preferable products for our customers around the globe.

We work with our suppliers to designate sustainable products, materials and equipment based on one or more of these attributes:

- Energy efficient
- Water efficient
- Waste reducing
- Sustainable materials
- Low manufacturing impact
- Safer human & environmental health
- Sustainable packaging
- Product transparency

By providing this product information and additional transparency with our EPP program, our teams can partner with our customers to benchmark sustainable purchasing today and begin to identify more sustainable alternatives.

Reducing Product End of Life Impacts

Through collaboration with our customers and supplier network, we work to minimize waste generation and divert materials into usable streams rather than landfill.

Our comprehensive waste reduction programs provide a complete waste collection, shipment and recycling solution for a variety of used products, including disposable apparel and gloves, pipette tip boxes, safety equipment and protective gear, batteries and more. We collaborate with our customers to find recycling solutions that fit their needs and help them meet their sustainability goals.

Producing and Delivering High-Quality Products

To deliver on our goal of producing and delivering high-quality products responsibly and ethically, we are continuing to look for opportunities to reduce our environmental footprint across our value chain. We will build on our successes and strong collaborations to promote more sustainable innovations that advance life-changing scientific breakthroughs.

IMPACT STORY

New customer recycling solutions in U.K.

In 2021, our teams in the United Kingdom launched convenient recycling solutions for customers that include the storage, shipping and recycling of lab and personal protective equipment waste that is not commonly recyclable through local councils or traditional recycling facilities.

The recycling programs range from accepting disposable face masks to centrifuge tubes and other rigid lab plastics.





COMMUNITY ENGAGEMENT

SCIENCE FOR **GOODNESS**

COMMUNITY ENGAGEMENT

Taking action to build a better world

GOALS

- IMPROVE GLOBAL ACCESS TO STEM EDUCATION AND HEALTHCARE
- INCREASE ASSOCIATE VOLUNTEER HOURS

IMPACT AT A GLANCE

1.5+ MILLION

MASKS DONATED
BY AVANTOR

10

FOUNDATION GRANTS
SUPPORTING STEM EDUCATION

\$1.1+ MILLION

IN AVANTOR FOUNDATION GRANTS

6

FOUNDATION GRANTS
SUPPORTING HEALTHCARE



WE CREATE GOODNESS HERE

Avantor’s collective philanthropic work creates goodness that makes a positive, lasting impact on our society and planet where we work, live and conduct business.

Guided by our mission to set science in motion to create a better world, our associates engage directly with local organizations and communities. This mirrors the way we collaborate with customers around the world, side-by-side to advance life-changing science.

As a global leader in life sciences, our Community Engagement efforts are focused on three key areas:

- **STEM (Science, Technology, Engineering and Math) education:** Invest in the future of science through STEM education programming
- **Healthcare to those in need:** Support a healthier society by providing basic healthcare services and workers to people who are impoverished, do not have access to healthcare or need support because of a disaster
- **Environmental stewardship:** Protect our environment through clean-ups and other volunteerism efforts



GIVING GOODNESS

from Avantor and the Avantor Foundation

Our giving philosophy enables Science for Goodness. Avantor Foundation grants, in conjunction with Avantor’s product donations and recently launched associate volunteer program, are supporting a healthier society and encouraging young minds to become tomorrow’s innovators.

Avantor Foundation Grant Giving Goes Global

Since its inception, the Avantor Foundation has surpassed \$6 million in giving aligned with its mission. In 2021, the Avantor Foundation expanded globally and donated more than

\$1 million to 16 organizations across 12 countries. Six grants provided STEM programming to 2,887 underserved high school students and healthcare initiatives to 7,526 people in need.

Avantor Foundation Giving

\$6+ MILLION

IN GIVING SINCE 2009

\$1+ MILLION

IN 2021





In2ScienceUK

Foundation grantee in Midlands, U.K.

In2ScienceUK’s mission is to promote social mobility, diversity and inclusion in the STEM sector while providing a solution to the STEM skills gap. They accomplish this by working with young people from low income and ethnic minority backgrounds. The Avantor Foundation Scholars program enabled 70 young people in the Midlands to be supported by dedicated STEM professionals, providing them with insights into STEM careers.

PROGRAM STATISTICS:

- 70 participants accessed 31 research courses and 41 different career workshops and skills days delivered by 350 STEM professionals live and on video; there were a total of 2,034 viewings and on average, each student attended three workshops
- 318 mentoring sessions throughout the year, with 37 out of 70 total participants attending a one-day, in-person STEM placement workshop with their mentor

Lumity

Foundation grantee in Chicago, Illinois, U.S.

Lumity was founded in 1984 with a mission to provide teens and young adults in some of Chicagoland’s most under-resourced high schools with transformational experiences that prepare them for lifelong STEM careers. By partnering with classroom teachers and companies, students are engaged in intentional, immersive experiences that inspire and propel their STEM learning with the goal of success in college and the job market. The Foundation grant funded STEM Career Prep programming.

PROGRAM STATISTICS:

- 600+ freshman students participated weekly with 10 teachers across 27 virtual classrooms
- A greater awareness of career opportunities and the industry was built through:
 - 47 STEM talks administered to 1,306 students
 - 9 career site visits exposed 93 students to possible STEM careers and professions
 - 50 students participated in one-day challenges exploring and solving STEM problems

Project HOPE

Foundation grantee in Shanghai, China

By fulfilling its mission to place power in the hands of local healthcare workers to save lives across the globe, Project HOPE is making a difference. In November of 2020, the Avantor Foundation grant to Project HOPE allowed the organization to establish a new program with the Shanghai Children’s Medical Center (SCMC) and its health alliance hospitals. The program enables SCMC specialists to better support patients and their families with medical resources for asthmatic children in Shanghai and the surrounding areas.

PROGRAM STATISTICS:

- 7,526 patients received asthma health services in 2021
- 34 new pediatric asthma clinics were opened at lower-level hospitals

Due to the success of this program, the Avantor Foundation approved a second year of funding in December 2021.

MOBILIZING SCIENCE FOR GOODNESS

through associate volunteerism

Volunteering our time further expands the goodness we create. Throughout our Company's history, our associates have volunteered locally. A formal volunteer policy was established in 2021 that provides a global process to empower associates to participate in service activities aligned to our giving strategy.

In 2021, Avantor organized volunteer opportunities for associates including these events:

We created 500 hygiene kits for Avantor Foundation grantee, Project HOME, a Philadelphia non-profit focused on empowering adults, children and families to break the cycle of homelessness and poverty. In addition, our Executive Leadership Team and associates created STEM kits for another Foundation grantee, Girls Inc. of Greater Philadelphia and Southern NJ, and the Philadelphia Boys and Girls Club. Each kit provides fun, hands-on learning and exploration for students grades K-6 to do at home or school.

Approximately 30 Avantor associates at our Bridgewater Innovation Center made 150 straw

tower STEM kits to promote STEM learning opportunities in local communities throughout northern New Jersey. The kits were delivered to the Hudson County Boys and Girls Club in Jersey City, where six of our associates engaged with students and answered questions about STEM careers. Using kit supplies, students built structures to better understand engineering principles, as well as the importance of teamwork and problem solving.

The Avantor Foundation organized volunteer opportunities for our associates in the United States, United Kingdom, and Ireland to work with Stemettes, a Foundation grantee, to inspire young women to pursue STEM careers.

500

HYGIENE KITS CREATED FOR AVANTOR FOUNDATION GRANTEES

650

STEM KITS TO PROMOTE LEARNING OPPORTUNITIES IN LOCAL COMMUNITIES



Michael Stubblefield
President and Chief Executive Officer, Avantor

"Our collective philanthropic work through our Science for Goodness platform continues to make a positive, lasting impact on our society and planet. We're driven by our mission to set science in motion to create a better world which includes creating a platform for our passionate associates to directly engage with organizations and the communities in which we operate."

PRODUCT DONATIONS

supporting our communities

We are continuing to establish stronger relationships with organizations in our communities and expand already existing relationships with Avantor Foundation grantees.

As a part of these relationships, products were donated to support humanitarian efforts and STEM education, including:

- 50+ interactive whiteboards were donated to NAEIR, an organization that provides needed educational and other items to schools and non-profit organizations across the U.S.
 - 500,000 masks were donated to Project HOPE to support their efforts in Armenia
- 1+ million non-surgical masks and 15,400 hand sanitizers were donated to SATA CommHealth, HealthServe and Singapore Heart Foundation to help protect the community from illness



IMPACT STORY

Providing COVID-19 Relief Support in India

Our aim to create goodness within the regions where we work and live underpins our commitment to supporting our associates and communities when needed most. In April and May 2021, the COVID-19 pandemic in India escalated to become life-threatening. To aid COVID-19 relief work in the country, Avantor donated 30,000 N95 masks, 600 infrared thermometers and 600 pulse oximeters, benefitting the Indian Red Cross Society.

Extending this effort, the Avantor Foundation donated \$30,000 to Project HOPE supporting three program areas, including distribution of medical equipment and supplies, COVID-19 training for frontline healthcare workers, and vaccine public awareness campaigns in two states: Delhi and Maharashtra.





GOVERNANCE & INTEGRITY

SCIENCE FOR **GOODNESS**

GOVERNANCE & INTEGRITY

Doing good as one

GOALS

LAUNCH AVANTOR RESPONSIBLE SUPPLIER PROGRAM

IMPACT AT A GLANCE

ADOPTED ENHANCEMENTS TO SHAREHOLDER RIGHTS

In 2021, our Board of Directors unanimously adopted or recommended for shareholder approval a series of changes to our Certificate of Incorporation, Bylaws and Corporate Governance Guidelines in order to increase shareholder engagement and to emphasize our commitment to director accountability.

LAUNCHED THE RESPONSIBLE SUPPLIER CODE OF CONDUCT

INSTILLING SCIENCE FOR GOODNESS

By acting with integrity at all times, our associates are empowered to deliver the highest level of service, quality and safety for all of our stakeholders — making it possible to create a better world, together.

At Avantor, we are proud to act as an honorable corporate citizen around the world, beginning in the communities where our associates live and work. This encompasses conducting business in full compliance with applicable laws and regulations, maintaining a robust Code of Ethics and Conduct and other internal policies, and clearly communicating to associates our high expectations for ethical behavior. Similarly, we strive to work with customers, suppliers and others who are committed to diversity and inclusion, as well as to our high standards for quality, service and business integrity.

Driving Strong Corporate Governance

The role of our Board of Directors

Our success is sustained by the trust we have earned from our associates, customers, suppliers, distributors, business partners, investors and other stakeholders. Part of their confidence in us stems from our commitment to good corporate governance. The framework for our governance practices is shaped by our Certificate of Incorporation, our Bylaws and our Corporate Governance Guidelines, which outline the operating principles of our Board of Directors and its committees. At least annually, the Board reviews each of these important governance documents and may, considering developments in governance principles/practices, approve changes proposed by the Nominating and Governance Committee.

Board composition

Director independence: The Avantor Board has eleven members, ten of whom are independent, as defined by the New

York Stock Exchange's (NYSE) corporate governance listing standards. In addition, each of the Board's three standing committees — the Audit and Finance Committee, the Compensation and Human Resources Committee and the Nominating and Governance Committee — are composed entirely of independent directors.

Our Board is led by Mr. Jonathan Peacock, our Independent Chairman. Mr. Peacock previously served as our Lead Independent Director and possesses significant experience with global public companies and their Boards, as well as a deep understanding of Avantor's strategic objectives. He emphasizes the importance of the Board's objectivity and independence as he and our other directors fulfill their important oversight role on behalf of all shareholders.

To ensure free and open discussion and communication among the nonmanagement directors of the Board, non-executive directors meet in executive sessions without members of management present and independent directors separately meet in private sessions that exclude management and directors who are not independent.

Please refer to our **2022 Proxy Statement** and **Investor Relations website** for more information regarding our Board of Directors and Corporate Governance Guidelines.

About Our Board Members

We evolved our Board of Directors to include more diverse perspectives.

Our directors possess a rich mix of perspectives and experience which benefits all shareholders by promoting effective oversight of our strategy and operations. Avantor's commitment to diversity begins with the Board itself. Our Board believes diverse viewpoints support a more effective decision-making process, and we are committed to enhancing our Board's diversity — including gender, racial, ethnic and age diversity — through the Board's ongoing strategic refreshment process.

BOARD OVERSIGHT OF STRATEGY & RISK

As a whole and through its committees, the Board oversees Avantor’s strategy and risk management, including key environmental, social and governance (ESG) matters. Our approach fosters collaboration among directors and Company leaders to proactively identify risks and opportunities, navigating them in the following ways:

AUDIT & FINANCE COMMITTEE

Assists the Board in fulfilling its risk oversight responsibilities by periodically reviewing our accounting, reporting and financial practices, including the integrity of our financial statements, the surveillance of administrative and financial controls, our compliance with legal and regulatory requirements and our enterprise risk management program. Through its cadence of meetings with management, including the finance, legal, internal audit, tax, compliance and information technology functions, the Audit & Finance Committee reviews and discusses significant areas of our business and shares with management and the Board related risk insights and mitigation

strategies. The Audit & Finance Committee is responsible for the appointment and oversight of Avantor’s independent registered public accounting firm. In fulfilling these oversight responsibilities, the Audit & Finance Committee conducts an annual review of the firm’s qualifications, performance and independence and meets with representatives of the external accounting firm in executive session on a regular basis.

The Audit & Finance Committee also assists the Board in monitoring cybersecurity risk by reviewing reports from our information technology team that cover, among other things, our information security framework, threat assessment, response readiness and training efforts.

COMPENSATION & HUMAN RESOURCES COMMITTEE

Assists the Board by overseeing and evaluating risks related to Avantor’s talent, culture, compensation practices including the formulation, administration, and



regulatory compliance with respect to compensation matters.

The Compensation & Human Resources Committee also leads the Board’s annual review of CEO and Executive performance. It recommends to the Board practices that are intended to ensure executive compensation is closely aligned with shareholders’ interests.

During the year the Committee commonly addresses CEO and leadership succession, talent/compensation philosophies and human capital KPIs. In addition to these important matters, during the last year our Committee also took the progressive step of directly linking executive compensation to progress against Avantor’s short- and long-term ESG goals.

NOMINATING & GOVERNANCE COMMITTEE

Assists the Board by overseeing the Board’s governing processes, organization, membership and structure. It also leads the Board’s succession planning, director recruiting, and director education discussions.

The Nominating & Governance Committee has primary oversight for sustainability and corporate responsibility matters, including ESG, and reports regularly on such matters to the full Board. The Committee receives updates, at least bi-annually, on progress towards our ESG goals.

Our Board also receives periodic detailed operating performance reviews from management.

STOCKHOLDER RIGHTS

As Avantor continues to mature, the Board is committed to aligning our governance structures with the preferences of our stockholders and best-in-class corporate governance practices.

Since becoming a public company in 2019, we have adopted a number of governance practices in order to increase shareholder engagement and to emphasize our commitment to director accountability:

- A majority voting standard in uncontested elections of directors and a resignation policy applicable to incumbent directors not receiving the requisite percentage of favorable votes
- Proxy access for stockholders meeting reasonable ownership criteria
- Stronger stockholder approval rights for certain defensive measures
- Measures that permit stockholders holding 20% or more of our common stock to call special meetings of stockholders under specified circumstances
- The elimination of the supermajority voting standards for shareholder approval of future amendments to our certificate of incorporation and bylaws

Our Board continues to monitor developments in governance practices and regularly evaluates our governance structures to ensure we are meeting shareholder expectations.

EXECUTIVE COMPENSATION

The goal of our executive compensation program is to attract and retain highly skilled executives and foster long-term retention through our pay for performance philosophy. To achieve this goal, Avantor’s executive compensation program has an emphasis on long-term equity with direct linkage tied to attainment of defined company objectives achieved and vesting over time. Our stockholders have voted overwhelmingly in favor — 99% in 2020 and 96% in 2021 — of the compensation of our named executive officers, as disclosed in our Proxy Statement.

We have incorporated ESG metrics into the annual Incentive Compensation Plan which include measurable targets related to leadership diversity and greenhouse gas emissions.



RISK MANAGEMENT & REGULATORY COMPLIANCE

Avantor’s Enterprise Risk Management (ERM) program provides a framework for identifying material risks — including key ESG risks — across Avantor’s businesses.

Our ERM program seeks to identify, prioritize and assign ownership for mitigating or eliminating these risks. This approach promotes constructive dialogue and helps to drive appropriate tracking, testing, planning and target-setting across key risks, while also better preparing management and the Board to address emerging risks and opportunities.

ERM Roles and Responsibilities

The Avantor Risk Committee provides oversight of Avantor’s enterprise risks, promotes effective enterprise risk management and provides recommendations to Executive Leadership for required resources and/or actions to promote effective risk mitigation. This committee meets on a quarterly basis and provides reporting to the Board periodically.

Avantor’s Executive Leadership Team also oversees efforts to integrate sustainability and corporate responsibility into Avantor’s strategic planning, risk management and reporting.

Day-to-day responsibility for Avantor’s Sustainability Program resides with a cross-functional collection of leaders, who provide diverse perspectives in assessing the impact of sustainability factors.

ERM Oversight

- **Board of Directors & Audit Committee**
Reviews periodic reports on top risks, mitigation plans and ERM program design and approves Management’s approach and strategy concerning specific business risks, as well as relative risk tolerance overall
- **Executive Leadership Team**
Allocates resources for ERM program design and activities addressing business risks; sets priorities for assessing and mitigating various risks

- **Risk Committee**
Periodically reviews enterprise risks and associated risk mitigation strategies and provides insight and recommendations for Management action to Executive Leadership Team, as necessary
- **Business Risk Owners**
Analyze risk, develop risk mitigation strategies and monitor assigned risks using standard templates and methodologies
- **Internal Audit**
Serves as an advisor on the Risk Committee and validates select risk mitigation activities on a periodic basis as part of annual Internal Audit Plan

Data and Information Security

Avantor’s security program incorporates defined requirements based on leading industry standards such as National Institute of Standards and Technology (NIST) in order to protect the confidentiality, integrity and availability of the organization’s information systems and data. As part of our comprehensive approach, we continuously invest in our resources to strengthen our security posture to protect internal and customer data. Information Security is a cornerstone of company-wide operations that

is given high priority and is supported by a team of experienced professionals within our Information Security and Risk Management (ISRM) department, accountable for key areas such as:

- Policies & Standards
- Security Operations
- Risk Management
- Third-Party Solution Reviews
- Threat and Vulnerability Management
- Security Awareness

The Audit & Finance Committee assists the Board in monitoring cybersecurity risk by reviewing data with our information technology team. This information includes information-security framework, threat assessment, response readiness and training efforts.

Data Privacy

Avantor is committed to ensuring our stakeholders’ data remains secure and confidential and is only used according to specified business purposes and applicable laws. We are also committed to the fair and lawful treatment of personal information about associates and contract workers (past or present), prospective employees and associates’ dependents, beneficiaries and emergency contacts that Avantor collects or processes, or that others have collected or processed on our behalf.

Regulatory Management

Avantor is fully committed to complying with the regulatory requirements in every region in which we operate. Our Regulatory Affairs Department has expertise in a wide array of regulatory domains relevant to the life sciences. They routinely interact with regulatory organizations and authorities throughout the world and ensure Avantor has the right to conduct business involving regulated products, thereby supporting a reliable supply chain that can be trusted by our customers and others.

We focus our efforts on conducting business in full compliance with relevant national and international laws and regulations, focusing on: Environment, Health, Safety, Security & Sustainability (EHSS&S); Product Information Compliance; Quality; and Regulatory Affairs.

We serve industries subject to rigorous quality, performance and reliability regulations. Product quality is assured by our quality systems, beginning with an effective design protocol and continuing up the supply chain, from vendor qualification through product distribution.

There are more than 750 master access files ("MAF") that are registered with regulatory authorities globally. These important files provide critical information about our products to regulatory authorities and customers around the globe.

Business Continuity

Avantor maintains thorough disaster recovery plans to ensure a response and recovery framework can be quickly deployed following a disruption in our operations. These recovery plans are intended to foster an orderly continuance (or resumption) of Avantor's core services to customers, while also ensuring the safety of our associates.

The Crisis Management program continues to be maintained and implemented at key facilities globally to allow for resilience in operations in the event of an impairment of facilities, technologies, suppliers or workforce. We believe in a predefined response and recovery framework to allow for a methodical and controlled continuance or resumption of Avantor's core services to customers and to safeguard our associates.

Crisis management and disaster recovery initiatives are periodically reviewed, updated and tested in a spirit of continuous improvement and to maintain alignment with industry best practices.



PRODUCT SAFETY & COMPLIANCE POLICIES

Quality Management

We focus our efforts on conducting business in full compliance with all national and international laws and regulations. Our compliance policies and certifications help to ensure that our facilities and activities satisfy all applicable regulatory requirements.

For more than a century, Avantor has helped set the global standard for quality and purity in product manufacturing. Quality is an essential element of every process, program, product and solution from Avantor and is the foundation for the value we deliver to our customers every day.

Our commitment to excellence and continuous improvement in quality is reflected in our ISO certifications and extensive regulatory approvals.

Our management systems, manufacturing processes, services and documentation procedures are designed to support our various certifications and regulatory approvals, bolstering our efforts to meet all requirements for global standardization and quality assurance.



ISO 9001 – QUALITY

ISO 9001 sets out the criteria for a quality management system. This standard is based on principles including customer focus, motivation and implication of top management, process approach and continuous improvement. This standard ensures that customers get consistent, good-quality products and services.

ISO 13485 – QUALITY

The ISO 13485 standard represents the requirements for a comprehensive quality management system for the production, sale and supply of high-purity reagents and kits for in vitro diagnostics.

ISO 14001:2015 – ENVIRONMENT

The ISO 14001 standard sets out the requirements for an environmental management system. It helps organizations improve their environmental performance through more efficient use of resources and reduction of waste.

OHSAS 18001 AND ISO 45001 – HEALTH & SAFETY

OHSAS 18001:2007 was replaced by ISO 45001, the world’s international standard for occupational health and safety, issued to protect employees and visitors from work-related accidents and diseases.

SUPPLY CHAIN MANAGEMENT

Responsible Supplier Program

Our supply chain is both complex and wide reaching. We have a responsibility to ensure this supply chain not only delivers for our customers, but also operates in a manner that is effective in protecting the environment and strengthening communities.

We recognize that many of our supplier relationships have been in place for more than twenty years, and it is these strong relationships which will be key to achieving our long-term sustainability goals. We aim to work with suppliers who share this commitment and together work towards making a positive impact. This is the basis for our commitment to launch the Avantor Responsible Supplier Program.

Our first step in the Responsible Supplier Program was the publication of our **Avantor Responsible Supplier Code of Conduct**, which outlines fundamental sustainability expectations for our suppliers, contractors and non-government organizations. Looking ahead, the Responsible Supplier Program will

be the vehicle used to embed sustainability practices throughout the supply chain and ensure Avantor suppliers are well positioned to help us meet the sustainability challenges of the future. As we are a continuous learning organization and evolve our Science for Goodness sustainability program, we will periodically update this Code.

Supplier Diversity Program

Through our Supplier Diversity Program efforts, we offer an integrated, seamless purchasing experience, while connecting small and minority-owned businesses to our customers. Through our sponsorship, we and our customers advance our supplier diversity and small business engagement objectives. We realize reaching multiple goals – spend, reporting, trade association engagement, innovation, economic impact, and others – can be challenging. That’s why supplier diversity is a solution that matters.

At Avantor, we place icons on products that identify items from small sized, and women- and minority-owned enterprises. This technology provides product choice

for our customers to support small and diverse suppliers and promotes our diverse manufacturers.

Moreover, our Avantor Supplier Diversity strategy, objectives, and policy:

- Maintain our commitment to dedicated resources, build mutually beneficial programs, set and track goals and increase utilization of diverse suppliers
- Provide opportunities for diverse suppliers to increase their core competencies and educate our associates on the business imperative for supplier diversity
- Support trade and external organizations charged with progressively creating best-in-class supplier diversity strategies and solutions

Conflict Minerals

Avantor is dedicated to sourcing materials from suppliers that share our values and adhere to practices that do not support conflict or human rights abuses. We rely on our suppliers to provide information about the origin of the tin, tantalum, tungsten and gold contained in the components, raw materials and products supplied to us, including sources of these metals that are supplied to them from sub-tier suppliers.

To collect this information, we request that suppliers use the Responsible Minerals Initiative (“RMI”) Conflict Minerals Reporting Template to identify the metal smelters or refiners and associated countries of origin. A tracking system monitors their responses and due diligence progress to further promote transparency in our supply chain.

1,288 DIVERSE SUPPLIERS

11.4% CUSTOMER SPEND RATE ON DIVERSE SUPPLIERS¹

¹ North America spend only in 2021.

BUSINESS ETHICS

All associates review and sign the Code of Conduct on an annual basis and receive regular training to maintain their awareness and understanding.

Code of Ethics and Conduct

Our core values guide our business actions and decisions, while our **Code of Ethics and Conduct** provides the foundation upon which we build trust with all our stakeholders. We maintain several policies to ensure we meet the highest standards in areas including conflicts of interest, compliance with laws, use of Company assets, investigations and corrective actions for violations of Company policy and our general business practices.

Our Code of Ethics and Conduct is translated into 15 different languages to ensure our associates throughout the world understand and embrace our values. Each year, associates are required to partake in our Code of Ethics and Conduct training and sign the Code acknowledging they have received, read and will uphold these standards.

with an independent service provider to operate our Ethics Helpline so concerns can be reported anonymously 24 hours a day, 365 days a year from anywhere in the world. We encourage all associates to make use of the Helpline, as well as other avenues within the Company, to surface concerns while maintaining anonymity. Helpline resources are available in the local language of each region in which we operate. All reports are received by Avantor’s internal Legal team and are then shared with representatives from Human Resources and Internal Audit, respectively.

Helpline reports and dispositions are reviewed no less than quarterly by the Audit & Finance Committee of the Board of Directors. Substantiated allegations and other significant matters may be escalated immediately to the Audit & Finance Committee.

Ethics Helpline

As part of our ongoing commitment to maintaining strong ethical standards, we work

Human Rights & Labor

Our people play a vital role in our success. We expect our management, associates, visitors,

contractors, vendors and suppliers (and their suppliers) to respect human rights and to honor fair labor standards in all business operations around the globe. Even though we and our suppliers often operate in different countries — each with its own laws and practices — we will not conduct business with any individual or company that we know exploits children (including through child labor), physically punishes workers, forces or indentures laborers or traffics humans.

We seek to provide a safe, healthy and desirable workplace with working conditions, wages and benefits that meet or exceed applicable laws and maintain proper working hours and compensation practices, including overtime pay, that are consistent with local law. We expect that anyone who conducts business on behalf of Avantor will operate similarly and act ethically, in compliance with the law, and in a manner that is consistent with this Code of Ethics and Conduct and our policies. We periodically audit our suppliers to assess compliance with our expectations and to share best practices. Similarly, we cooperate with all authorized government investigations regarding labor practices.

Anticorruption Policies

Avantor does not tolerate corruption or bribery to obtain or retain business and is committed to abiding by the United States

Foreign Corrupt Practices Act (FCPA) and the anticorruption and antibribery laws of every country in which we operate.

Avantor’s policies and the FCPA prohibit associates from making, promising, offering or authorizing any payment, gift of any kind or anything of value to a government official while conducting business on behalf of Avantor without prior approval from Avantor’s Legal department.

Avantor and our associates are also required to maintain books and records that accurately and fairly reflect all payments, expenses and transactions involving government officials. We may allow limited exceptions to our policies only after receiving prior written approval by the Legal department and ensuring we are strictly adhering to local laws and our anticorruption procedures.

Any actions prohibited by Avantor’s anticorruption policy are also prohibited if those actions are taken indirectly through third-party representatives. Therefore, Avantor expects our associates to perform meaningful due diligence on third-party representatives, including agents, dealers and subdistributors, to ensure that they do not take any action that would constitute a violation of the FCPA, applicable local antibribery or anticorruption laws or Avantor’s policies. Avantor has adopted procedures and practices to conduct anticorruption due diligence on our third-party representatives.



DATA SUMMARY

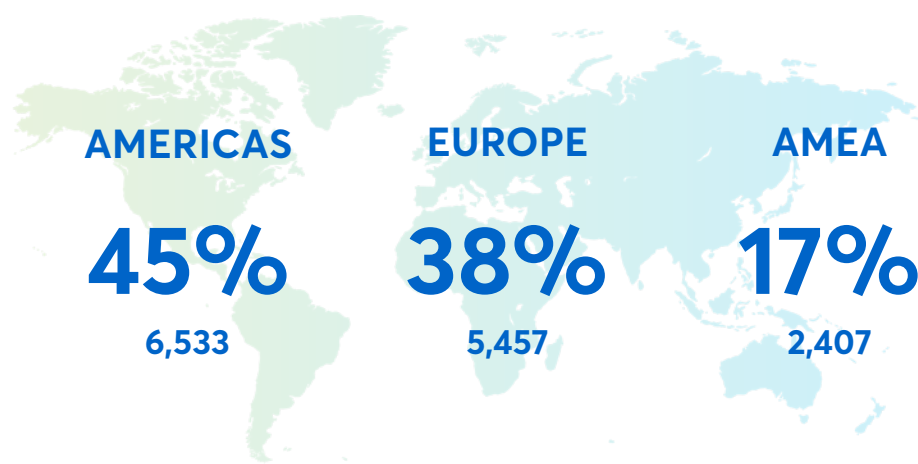
PEOPLE & CULTURE DATA

Total Associates¹

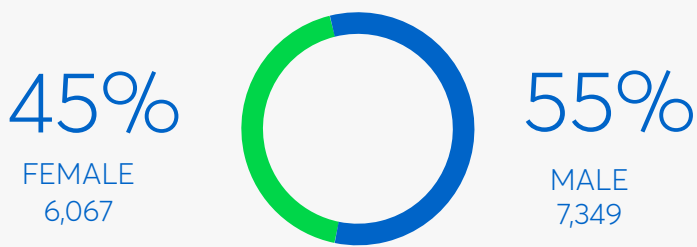
14,397

¹ Total associates include entire eligible employee population as of December 31, 2021. This includes employees associated with mergers and acquisitions that occurred during 2021.

Associates by Region

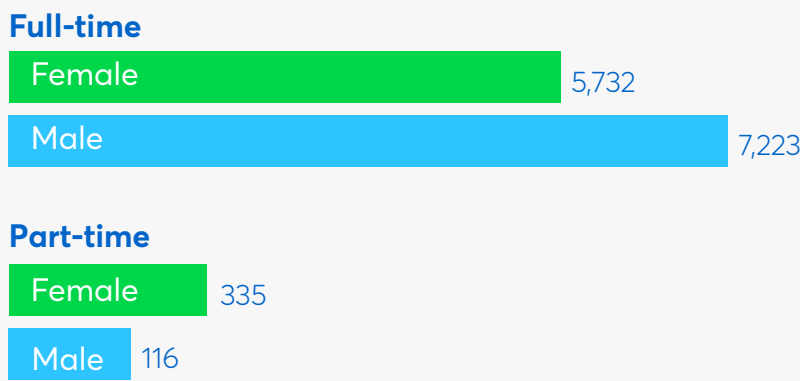


Associates by Gender²



² Data excludes associates who “do not wish to self-identify” and merger and acquisition profiles that require further demographic data harmonization.

Associates by Employment Type, by Gender



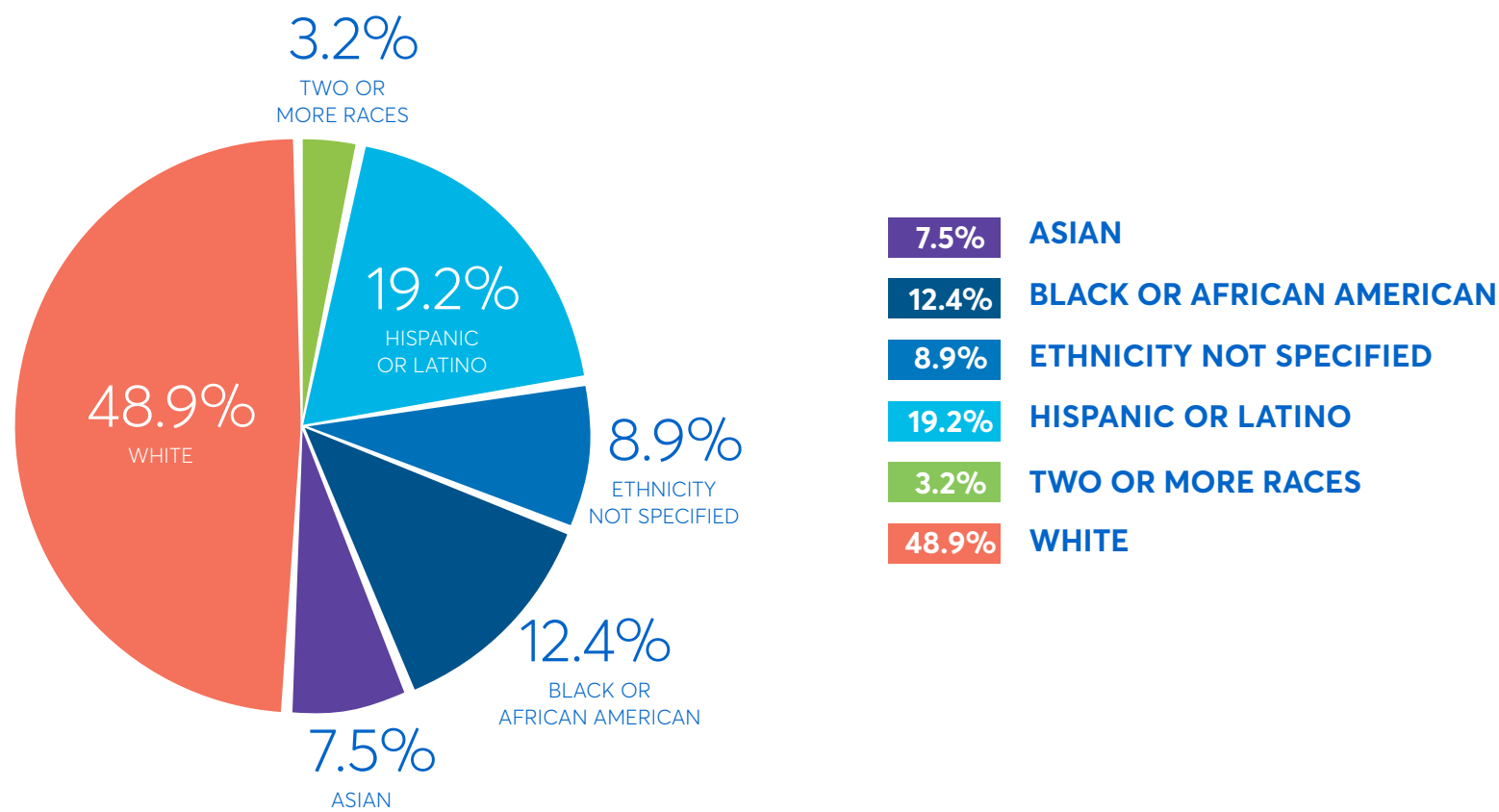
Women in Management Positions, by Level

Position Level	Female	Male
Executive Leadership	32.4%	67.6%
Leadership	35.4%	63.4%
Individual Contributor	45.9%	51.2%

Percentage of Women in Leadership Positions



Racial / Ethnic Group Representation of U.S. Associates



Avantor Associate-Centric Teams (ACTs)



Racial / Ethnic Group Representation of U.S. Management, by Level

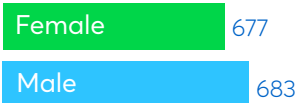
Position Level	Asian	Black or African American	Ethnicity Not Specified	Hispanic or Latino	Two or More Races	White
Executive Leadership	11.8%	4.0%	–	4.0%	–	80.3%
Leadership	8.4%	5.3%	11.4%	9.0%	2.6%	63.2%
Individual Contributor	7.2%	14.2%	8.4%	21.8%	3.4%	45.1%

Rate of New Hires

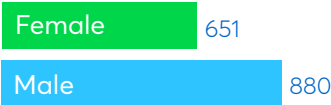


New Hires by
Age and Gender

Under 30 years of age



Between 30 and 50 years of age

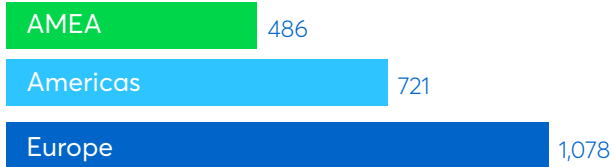


Over 50 years of age

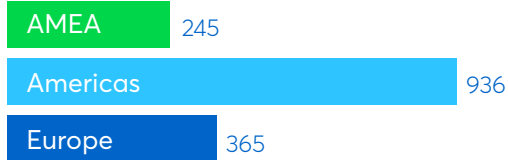


New Hires by
Age and Region

Under 30 years of age



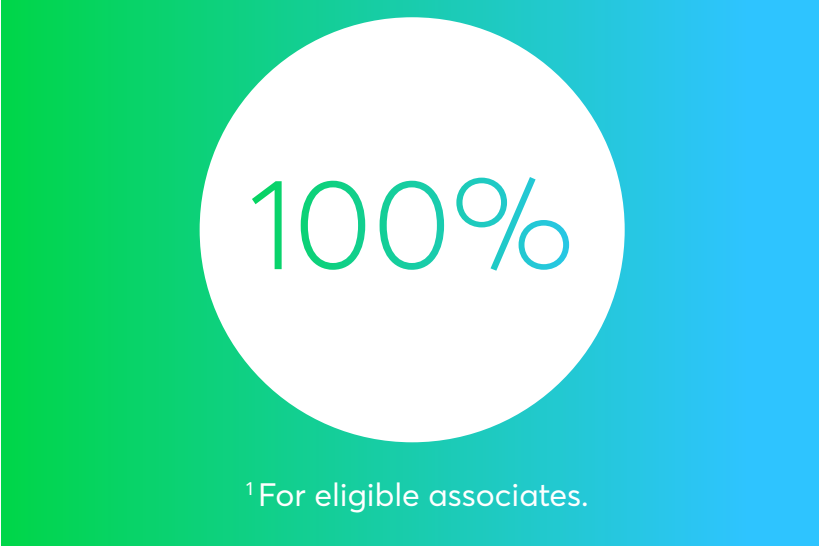
Between 30 and 50 years of age



Over 50 years of age



Associates Received
Performance Review¹



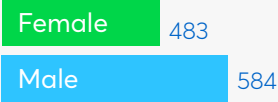
Turnover by Level

Position Level	Voluntary		Involuntary	
	Number	%	Number	%
Executive Leadership	6	5.7%	7	6.7%
Leadership	212	9.4%	57	2.5%
Individual Contributor	1,971	17.3%	516	4.5%

The total rate of associate turnover in 2021 was 21.0%.

Turnover by
Age and Gender

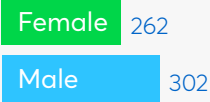
Under 30 years of age



Between 30 and 50 years of age

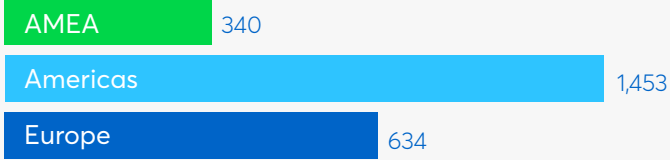


Over 50 years of age

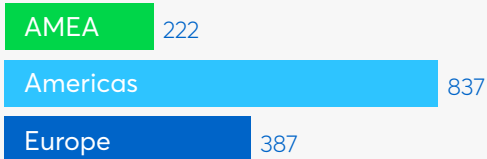


Turnover by
Age and Region

Under 30 years of age



Between 30 and 50 years of age



Over 50 years of age



Encouraging Well-Being

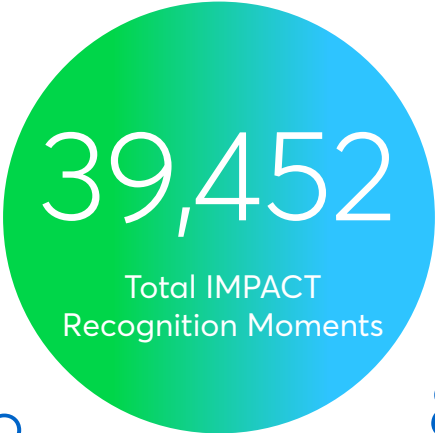


Avantor in Motion fitness challenge participants



EAP webinars and support groups offered globally

Impact Recognition Program



36%
UNIQUE
NOMINATORS

80%
UNIQUE
RECIPIENTS

Our Safety Record by the Numbers

TOTAL RECORDABLE INCIDENT RATE (TRIR)



Engagement Survey



INNOVATION & ENVIRONMENT

Innovation Centers



New Product Introductions

125,000+

Environmentally Preferable Products Globally

23,000+

Greenhouse Gas Emissions

TOTAL GHG EMISSIONS SCOPE 1 & SCOPE 2¹

2021	2020	2019
59,716 MTCO ₂ e	61,885 MTCO ₂ e	66,065 MTCO ₂ e

2021 Greenhouse Gas Emissions Detailed

DIRECT (SCOPE 1)

26,534
MTCO₂e

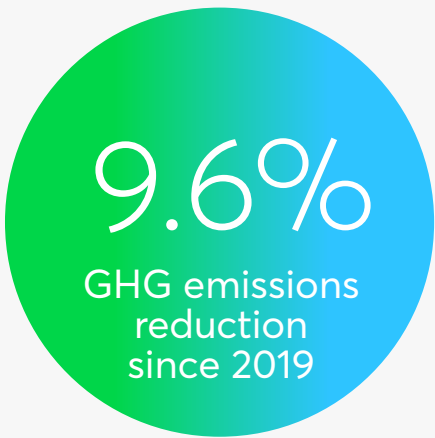
INDIRECT (SCOPE 2)

33,182
MTCO₂e

INTENSITY

8.08
MTCO₂e per \$M-USD
Net Sales

4.15
MTCO₂e per
Associate



¹Data reported in metric tons of CO₂ equivalents representing 61 sites globally reporting on emissions in 2021.

Energy

CONSUMPTION¹

217,739
MWh

CONSUMPTION BY TYPE

89,670
MWh Electricity

282
MWh Diesel

127,518
MWh Natural Gas

269
MWh Oil

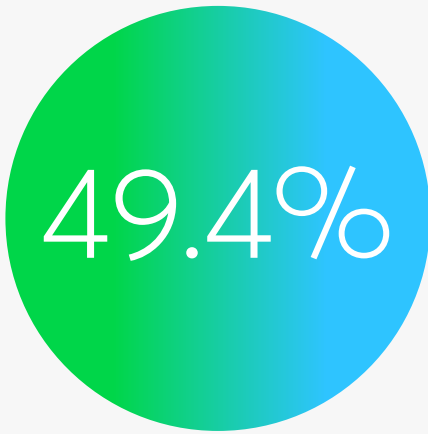
INTENSITY

29.48
MWh per \$M-USD
Net Sales

15.12
MWh per Associate

¹ Data reported in megawatt-hours representing 61 sites globally reporting on energy use in 2021.
² Data reported in metric tons representing 37 sites globally reporting on waste generation, disposal and diversion in 2021.
³ Data reported in metric tons of customer waste sent for recycling in 2021.
⁴ Data reported in million liters (1,000 m3) representing 43 sites globally reporting on water use in 2021.

Waste Diversion & Recycling



Waste Diversion
from Landfill²

Waste Generation and Disposal Method

10,583
MT
TOTAL

RECYCLED	WASTE TO ENERGY	LANDFILLED
4,880 MT	349 MT	5,454 MT

Customer Waste Recycled³



Water Use⁴



COMMUNITY ENGAGEMENT

Avantor Foundation Grants in 2021

\$1M+

Donated

16

Foundation
Grants

Avantor Foundation Philanthropy Since 2009

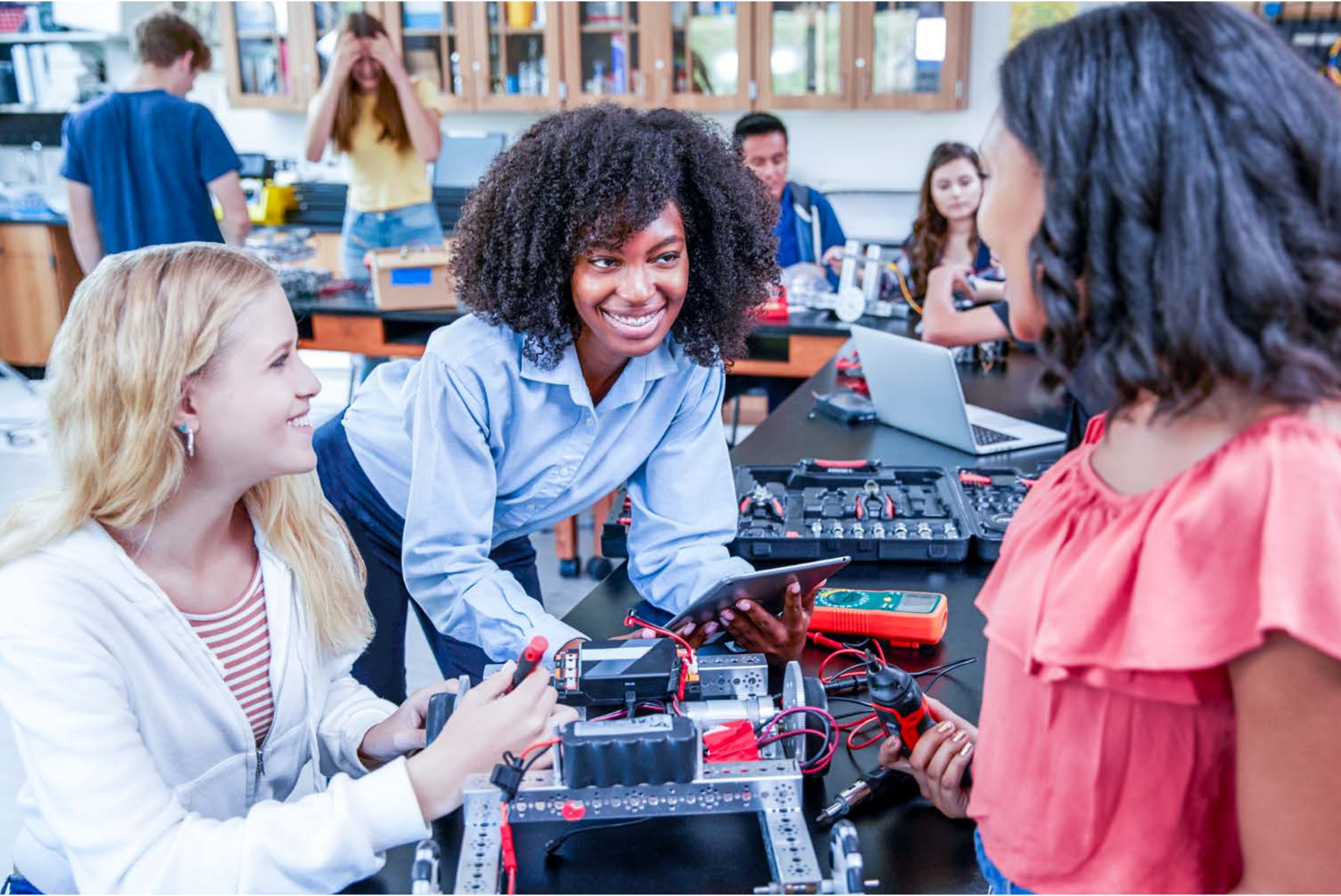
\$6M+

Donated

Masks Donated by Avantor in 2021

1.5M+

Donated

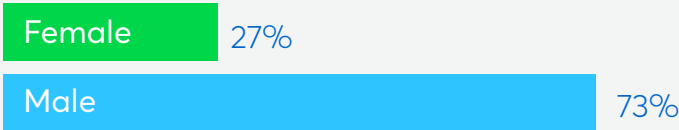


GOVERNANCE & INTEGRITY

Board



Board Diversity by Gender



Board Diversity by Age

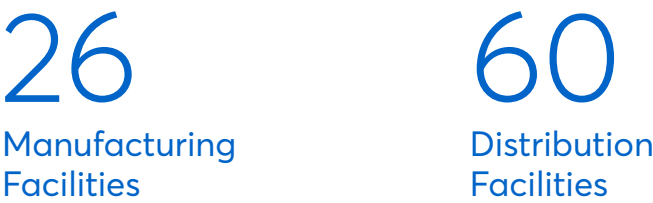


Supplier Diversity¹



¹ North America spend only in 2021.

ISO 9001:2015 Certified Avantor Locations



ISO 13485 Certified Avantor Locations



2022 SASB INDEX

This index includes and references information related to the Sustainability Accounting Standards Board (SASB) Medical Equipment and Supplies Sustainability Accounting Standard. Given the unique nature of our business, this index also includes topics and accounting metrics from the SASB standards applicable to the Biotechnology and Pharmaceuticals industry and the Chemicals industry that capture information relevant to our Company. We are also in the process of implementing controls and other processes to enable accurate measurement and reporting on additional SASB metrics in the future.

Unless otherwise indicated, the information presented below is for the year ended or as of December 31, 2021, as applicable.



Topic	Code	Accounting Metric	Disclosure					
Affordability and pricing	HC-MS-240a.1	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	Because of the nature of our business-to-business selling model and our diverse customer base, in which we have no single end customer comprising more than 4% of net sales, we believe that the ratio of weighted average rate of net price increases to the annual increase in the U.S. Consumer Price Index is not material or relevant to Avantor.					
	HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Price information is disclosed to customers or to their agents through electronic online ordering systems or quotations provided by Avantor representatives.					
Product safety	HC-MS-250a.1	Number of recalls issued, total units recalled	There have been no Avantor product recalls issued.					
	HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database	There have been no Avantor manufactured products listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database.					
	HC-MS-250a.3	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	There have been zero (0) fatalities.					
	HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Avantor has not received any warning letters, seizures, or consent decrees. There has been one (1) issued Form 483 at our Paris, KY facility in 2021. Avantor has addressed all observations which will be reviewed during the next FDA routine inspection.					
Ethical marketing	HC-MS-270a.1 HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	There have been no monetary losses as a result of legal proceedings associated with false marketing claims.					
	HC-MS-270a.2 HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Avantor Code of Conduct >>> Avantor Responsible Supplier Code of Conduct >>>					
Product design & lifecycle management	HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Product Safety & Compliance Policies >>>					
	HC-MS-410a.2	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	Customer Waste Recycled: 506 MT Reducing Product End of Life Impacts >>> Customer Recycling Solutions & Diversion from Landfill >>>					
	RT-CH-410a.1	Revenue from products designed for use-phase resource efficiency	Offering Environmentally Preferable Products >>>					
Supply chain management	HC-MS-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Avantor maintains ISO certifications at many of our sites to ensure our management systems, manufacturing processes, services, and documentation procedures meet all requirements for global standardization and quality assurance. These certifications include ISO 9001, ISO 13485, FSSC 22000, and AS 9100, under which Avantor's facilities are subject to certain periodic third-party audits (including annual audit under ISO 13485 by notified bodies). In addition to ISO certifications, many of Avantor's facilities operate in compliance with other relevant Quality System standards and regulations. Avantor does not currently report the percentage of Tier 1 supplier facilities participating in third-party audit programs for manufacturing or product quality. ISO certifications >>> Product Safety & Compliance Policies >>>					
	HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Avantor tracks identifying information of a product throughout the various stage of manufacturing and distribution. Avantor maintains traceability through accounting for product part numbers, serial numbers, and lot numbers. Supply Chain Management >>>					
	HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Avantor's Enterprise Risk Management (ERM) program provides a framework for identifying, prioritizing, and assigning ownership for mitigating or eliminating risks. This approach promotes constructive dialogue and helps to drive appropriate tracking, testing, planning and target-setting across key risks, while also better preparing management and the Board to address emerging risks and opportunities. Avantor maintains thorough business continuity plans to ensure a response and recovery framework can be quickly deployed following a disruption in our operations. Avantor relies on suppliers to provide information about the origin of critical materials contained in the components, raw materials and products supplied, including sources of these materials that are supplied to them from sub-tier suppliers. Product Safety & Compliance Policies >>> Supply Chain Management >>> Responsible Supplier Code of Conduct >>>					
Business ethics	HC-MS-510a.1 HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	There have been no monetary losses as a result of legal proceedings associated with bribery or corruption.					
	HC-MS-510a.2 HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	Our core values guide our business actions and decisions, while our Code of Ethics and Conduct provides the foundation upon which we build trust with all our stakeholders. We maintain several policies to ensure we meet the highest standards in areas including conflicts of interest, compliance with laws, use of Company assets, investigations and corrective actions for violations of Company policy and our general business practices. Avantor Code of Conduct >>> Business ethics >>>					
Employee recruitment, development & retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	Our people move us forward >>>					
	HC-BP-330a.2	1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers (b) midlevel managers (c) professionals (d) all others	Rate of associate turnover: 21.0%	Position Level	Voluntary		Involuntary	
Greenhouse gas emissions	RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Scope 1 & 2 GHG emissions : 59,716 MTCO ₂ e Scope 1 GHG emissions: 26,534 MTCO ₂ e Scope 2 GHG emissions: 33,182 MTCO ₂ e Greenhouse Gas Emissions >>>		No.	%	No.	%
	RT-CH-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Climate Change and Energy Management >>>	Executive Leadership	6	5.7%	7	6.7%
				Leadership	212	9.4%	57	2.5%
Energy management	RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Total energy consumed: 783,860 GJ Energy >>>	Individual Contributor	1,971	17.3%	516	4.5%
Water management	RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Total water withdrawn: 1,911 ML (thousand m³) Water >>>					
	RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water Reuse, Reclamation and Reduction >>>					
Community relations	RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	Our Community Engagement efforts aim to make positive, lasting impact on our society and planet where we work, live and conduct business in three key areas: 1) STEM (Science, Technology, Engineering and Math) education: Promote the future of science by investing in STEM education. 2) Healthcare to those in need: Support a healthier society by providing basic healthcare services and workers to people who are impoverished, do not have access to healthcare or need support because of a disaster. 3) Environmental stewardship: Protect our environment through clean-ups and other volunteerism efforts. Community Engagement >>>					
Workforce health & safety	RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for: (a) direct employees (b) contract employees	Total recordable incident rate (TRIR): 0.45 Fatality rate for direct employees: 0.00 Fatality rate for contractors: 0.00 Associate health, safety & well-being >>>					
	RT-CH-320a.2	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	Associate health, safety & well-being >>>					



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