



# Science for Goodness™

2024 Sustainability Report





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# From Our CEO

At Avantor, our mission to set science in motion to create a better world is driven by a profound sense of responsibility. Our more than 13,500 associates are dedicated to serving our customers, investors and the communities where we work and live. In 2024, we executed with a clear focus on innovation-driven growth, expanding our product and services offering, enhancing our resilient supply chain, and driving efficiency into workflows across our enterprise.

Avantor's sustainability platform, which I am proud to have helped establish during my 11 years with the Company, is an important backbone to our business strategy. Throughout the past year, we have continued to make tremendous progress against our Science for Goodness pillars — People & Culture, Innovation & Environment, Community Impact and Governance & Integrity.

The examples below reflect our values in action, driving lasting change and positioning us for continued growth and impact:

- **People & Culture:** At Avantor, we foster a high-performing, collaborative culture where associates are empowered to grow and thrive. We expanded development pathways through new initiatives like Career Framework 2.0 and the Career Hub and invested in leadership training programs such as the Avantor Leadership Advantage. In 2024, 82% of associates participated in People Pulse surveys and shared more than 48,000 moments of peer recognition through our global IMPACT program. These efforts reflect our ongoing commitment to associate development, engagement and opportunity.
- **Innovation & Environment:** As customers seek to drive innovation and increase their operational resilience, they are looking to suppliers like Avantor to deliver innovative products and solutions. In addition to expanding our offerings, we continued implementing energy and water efficiency projects throughout our operations and increased our renewable energy footprint, while at the same time, reducing our costs. As part of the Energize program supported by several pharmaceutical partners, Avantor entered into a virtual power purchase agreement in Europe, expected to supply 25 gigawatt-hours of renewable electricity annually for 10 years, commencing in 2026.

- **Community Impact:** Reflecting our shared commitment to the communities where we work and live, Avantor associates contributed nearly 18,500 volunteer hours in 2024. A standout moment for me this year was our greenlight for girls event at the Bridgewater Innovation Center, where participants engaged in hands-on STEM experiments led by our scientists and joined me and several Avantor leaders for a panel discussion. It was inspiring to witness firsthand how our efforts are sparking curiosity and confidence in the next generation of innovators.
- **Governance & Integrity:** Avantor remains committed to ongoing improvement in oversight, supply chain transparency, ethics, and compliance. In 2024, we piloted a new supply chain transparency tool to proactively identify supplier risks and to incorporate findings into our overall monitoring practices in the Responsible Supplier Program. We also held our second annual World Quality Week, uniting associates from over 90 sites and completing more than 800 hours of training worldwide.

These achievements are the direct result of our global team's passion, innovation and commitment to excellence. As you explore this report, I hope you'll see not just our progress, but our potential. Together, we will continue to set science in motion — for our investors, our customers, our communities and the world.

Thank you.  
**Michael Stubblefield, President and CEO**



Michael Stubblefield, President and CEO, engages with high school students from an Avantor Foundation-supported program during their visit to our Bridgewater Innovation Center.



# From Our Board of Directors

Avantor is committed to supporting innovation in the life sciences and advanced technologies sectors, from research and development to final product or service delivery. It's how Avantor supports our customers, the people we serve and the communities where associates work and live.

In addition to delivering for our customers and stockholders in the short term, Avantor is committed to building sustainable value through innovation, responsible use of resources, and a culture of belonging and strong governance. Avantor's Board of Directors reaffirms our commitment to all of these elements of sustainability, collaborating closely with the Company's senior leaders.

## About Avantor

At Avantor, we set science in motion by enabling innovation across the life sciences and advanced technology industries. We work side by side with customers at every step of the scientific journey, beginning in research laboratories where our robust portfolio, e-commerce platform and productivity-enhancing services enable scientific insights.

As innovations advance to development and production, our mission-critical materials and technologies become integral in customers' workflows — from biologic therapies and medical implants to consumer electronics. We are proud of our role supporting innovators with solutions for the toughest scientific challenges and are constantly pushing ourselves further to create a healthier, more sustainable world.

**"Avantor's mission to enable scientific innovation underpins our responsibility to drive sustainable value and growth. As a Board, we are proud to support the Company's efforts to partner with our customers, associates and communities to deliver on this goal. By embedding sustainability into how we work and collaborate, Avantor empowers its customers to advance science, helping progress the broader world of healthcare and advanced technologies."**

– Jonathan Peacock  
Chairman of the Board of Directors







Our Mission

We set science in motion to create a better world.



Our Vision

From discovery to commercialization, we are a trusted global partner of mission-critical products and services for customers and suppliers in the life sciences and advanced technologies industries.

Our Values

Our ICARE values act as a compass for leaders and associates when making decisions, inspire Avantor’s mission and vision and are foundational to our culture.



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 internal and external customers. By understanding their challenges and aspirations, we proactively identify solutions that address their current and future needs.



Accountability

We hold ourselves accountable for delivering on our promises to our customers, suppliers, stockholders and colleagues to achieve our shared goals. This includes our commitment to meeting the evolving needs of our customers, suppliers and associates, as well as our communities and the environment.



Respect

We work to build an inclusive culture by seeking to understand each others’ experiences and celebrating our diverse backgrounds. We treat others with dignity and operate with 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 together and the support we provide to our customers.

# 2024 Sustainability Highlights

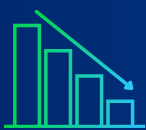
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5

new on-site solar  
energy installations



25%

reduction in total  
recordable injury rate  
from a 2020 baseline



116,920

learning instances  
completed through  
the development  
programs



55%

of suppliers by spend  
enrolled in our Responsible  
Supplier Program



7.6%

reduction in Scope 1 and  
2 GHG emissions from a  
2020 baseline



18,490+

associate volunteer  
hours logged



\$1.2 million

in Avantor  
Foundation grants

## Awards and Recognition



EcoVadis Bronze Medal



Avantor received MSCI ESG  
Rating of AA as of 2024



Sustainalytics rated



Disability:IN 2024 Best Places  
to Work for Disability Inclusion



My Green Lab Silver  
certification at our lab in  
Reading, United Kingdom



Green Building Silver  
certification at the Avantor  
Nordic Distribution Center  
in Örebro, Sweden



2024 Regional Pollution  
Prevention Recognition Award  
(Region 5) at our manufacturing  
site in Solon, Ohio

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Sustainability  
at Avantor

Avantor’s Science for Goodness sustainability platform serves as a lever to help bring the Company’s mission — setting science in motion to create a better world — to life. The four pillars of the platform — People & Culture, Innovation & Environment, Community Impact and Governance & Integrity — provide an essential framework for creating long-term value for our associates, customers, suppliers, stockholders and communities where we work and live.

Led by our Executive Leadership Team and Board of Directors, and driven by our global associate population, our everyday actions are driving measurable progress towards sustainability in our operations and across our value chain. We align our Science for Goodness pillars with five UN Sustainable Development Goals (SDGs), which help focus our efforts on areas where Avantor can create the most impact. Key objectives of the program include fostering a high-performing company culture, producing and delivering products responsibly and ethically, making a positive impact on communities and driving ethical and compliant behaviors across the organization and supply chain.

Avantor’s culture of continuous improvement means we celebrate our achievements, acknowledge the ongoing work ahead and hold ourselves accountable for building on our progress, including advancing sustainability across all aspects of our business. By integrating sustainable practices throughout our operations, we ensure our continued success as a Company and our positive impact on the world around us.

For more on our sustainability priorities, see the [Materiality](#) section in the appendix.

<sup>1</sup> This is an ongoing, yearly target for Avantor.  
<sup>2</sup> Reported in metric tons of CO<sub>2</sub> equivalents.  
<sup>3</sup> High-priority suppliers are defined as high-risk, high-impact or strategic supplier partners.  
<sup>4</sup> As pertains to that suppliers’ relevant industry average scores.

Sustainability Goals and Progress

Pillar	Goals	Status	UN SDG Alignment
People & Culture			
Fostering a high-performing company culture that enables associates to achieve their aspirations through both opportunity and development.	Improve associate sense of belonging	IN PROGRESS	3 GOOD HEALTH AND WELL-BEING10 REDUCED INEQUALITIES
	Achieve top health and safety performance within the industry	ACHIEVED for 2024 <sup>1</sup>	
	Reduce Total Recordable Incident Rate by 25% by 2025 from a 2020 baseline	ACHIEVED	
Innovation & Environment			
Creating sustainable solutions that advance science from discovery to commercialization.	Reduce absolute Scope 1 and 2 GHG emissions by 50% by 2030 from a 2020 baseline <sup>2</sup>	IN PROGRESS	9 INDUSTRY INNOVATION AND INFRASTRUCTURE12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Reduce absolute Scope 3 GHG emissions by 25% by 2030 from a 2020 baseline <sup>2</sup>	IN PROGRESS	9 INDUSTRY INNOVATION AND INFRASTRUCTURE12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Increase sustainable product offerings	IN PROGRESS	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Community Impact			
Making a difference by building stronger communities where we work and live.	Expand STEM education programs for high school students	IN PROGRESS	3 GOOD HEALTH AND WELL-BEING4 QUALITY EDUCATION
	Broaden access and improve health outcomes	IN PROGRESS	10 REDUCED INEQUALITIES
	Increase associate volunteering	ACHIEVED	
Governance & Integrity			
Driving ethical and compliant behaviors across our value chain; protecting our stockholders through strong governance policies and practices.	50% of suppliers by spend enrolled in the Responsible Supplier Program	ACHIEVED	9 INDUSTRY INNOVATION AND INFRASTRUCTURE12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	All high-priority suppliers to have an above industry average EcoVadis score by 2030 <sup>3,4</sup>	IN PROGRESS	
	75% of suppliers by GHG emissions to have a validated near-term Science Based Targets initiative (SBTi) target by 2030	IN PROGRESS	



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# People & Culture

Avantor is committed to creating a workplace culture that prioritizes the growth, health and well-being of our associates. To support life-changing science, Avantor’s talent management strategy is designed to attract exceptional team members and help them reach their full potential in a supportive and dynamic environment.

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# Our Global Team

Avantor’s dynamic global team and culture aim to empower all our associates to contribute meaningfully, drive innovation and uphold our mission of advancing science and healthcare worldwide.

Our people strategy is centered on attracting, developing and retaining associates who bring their best each and every day, representing a diverse set of experiences and skills. Our commitment to an inclusive and thriving workplace is built on a foundation of human rights, fair labor practices, health and safety and compliance with the laws and regulations in every region where we operate.

The priority focus areas of our strategy are:

- Talent attraction and retention
- Career growth and development
- Culture of belonging
- Workforce health, safety and wellness
- Associate engagement



## Goals



Improve associate sense of belonging



Achieve top health and safety performance within the industry



Reduce **Total Recordable Incident Rate** by 25% by 2025 from a 2020 baseline

## 2024 Impact at a Glance

30%

associate participation in ACTs globally

Top quartile

for safety performance in our relevant industries

25%

reduction in total recordable injury rate from a 2020 baseline, reaching our initial target two years early



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# Talent Attraction, Development and Retention

At Avantor, we are committed to being an employer of choice by attracting top talent and providing our associates with meaningful career opportunities and continuous learning.

## Talent Attraction and Retention

To achieve our mission of setting science in motion to create a better world, we aim to attract qualified candidates across the globe and provide them with a positive experience that reflects our culture. Using a skills-based approach and leveraging the latest technology, we developed a recruitment plan to reach a broad audience of candidates from all backgrounds.

We have taken many steps to support talent attraction. For example, we improved the candidate experience with an updated career marketing site and talent community as well as a recruiting candidate relationship management system. This technology features intelligent job matching and interactive chatbots to improve the candidate journey. In 2024, our new Careers website and talent community highlighted open job opportunities to spotlight advancements across the organization. In the first quarter after launch, the site engaged over 117,000 job seekers.

To bolster our efforts to reach a broad pool of qualified candidates, we expanded outreach to more institutions and academic organizations, hosting more than 50 recruitment events in 2024. We're also leveraging our own associates to refer prospective associates through our Talent Knows Talent! employee referral program. Since it began, associate referrals have become our leading source of external hires.

Finally, to ensure a fair, consistent and effective recruitment process, Avantor introduced The Science of Hiring in 2024. This program equips leaders with comprehensive training and resources designed to reduce bias and enhance hiring decisions.

## Developing Associates

We are deeply committed to the learning and development of our associates globally, at all levels and roles. Our programs are designed to be accessible and flexible, making it easier for associates to learn and grow at Avantor, regardless of their role or location. Our robust learning portfolio, including our new Avantor Learning Academies, provides associates with on-demand, multi-language access to resources. Additionally, all associates are provided access to LinkedIn Learning. Our range of programs supports the growth of professional, personal, technical and leadership skills.

Our second annual Learning and Career Week demonstrates our commitment to empowering associates to ignite curiosity, build skills and drive meaningful impact. Associates from across the globe participated in 17 virtual, instructor-led learning sessions, reaching a total of 9,000 learning instances during the four-day event. The week's events also occurred at over 60 Avantor sites and achieved more than just skill-building.

They deepened connections among colleagues and leaders, creating an environment where employees felt empowered, supported and ready to take the next steps in their careers.

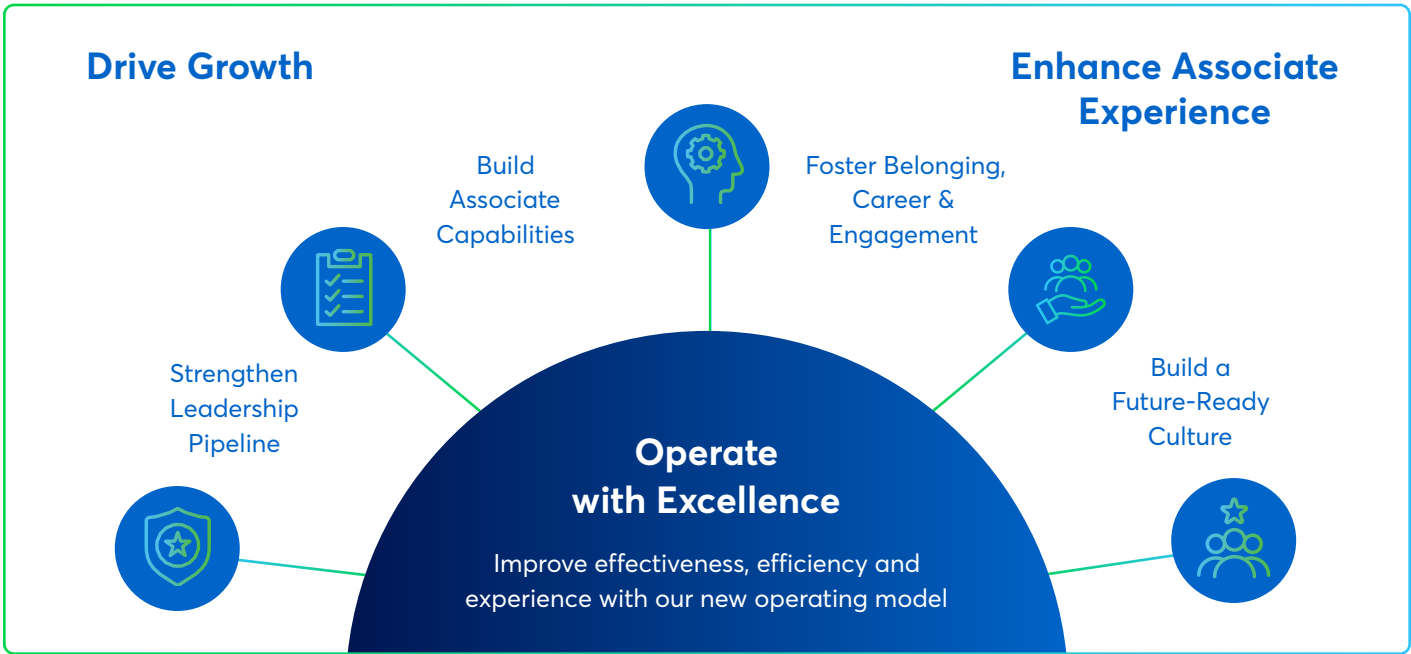
We're proud that, in 2024, Avantor associates completed 116,920 learning instances, a 7% increase over 2023. This focus on learning, development and career enablement led to a year-over-year improvement in our People Pulse survey's professional development scores.

In 2024, we launched Career Framework 2.0 to align with Avantor's new HR organizational structure and facilitate

100%

of associates received performance reviews<sup>1</sup>

<sup>1</sup> Figure includes 100% of associates included in the PMP process. Associates may be excluded due to reasons such as collective bargaining contracts, leaves of absence or newly acquired mergers or acquisitions.



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internal career development. Full implementation is scheduled for 2025, positioning us to better support our associates' growth and our organizational goals. A core component is our Feedback and Career Conversations programs that foster stronger performance and mutual understanding of career aspirations and development plans.

We integrate our talent management practices in a cyclical approach to better understand, align and grow our talent. Each year begins with setting associate goals aligned with business priorities, providing role-specific clarity. Year-end performance reviews feed into rewards planning, ensuring alignment with our strategic objectives. This approach ensures that our associates are continuously developing and aligned with the Company's goals, driving both individual and organizational success. We also emphasize regularly assessing our leadership talent to ensure a robust pipeline that supports our succession planning and performance strength, both

for today and the future, enabling their growth with specific development plans for career success.

In addition to one-on-one conversations, Avantor's Career Hub supports career and development planning for managers and associates. The platform enables associates to showcase current and desired skills, identify future career pursuits, build development plans, find or be a mentor and receive customized learning recommendations based on their skills and interests. In response to associate feedback and interest, we expanded the mentorship component of the Career Hub in 2024.

Leadership Development

Avantor's leaders play a crucial role in our growth and our culture, so we provide resources and training opportunities designed to enable their success. Avantor's Leaders Success Model guides skills development and competency and future readiness measurement for our leadership roles. The model's

focus areas include vision and strategy, relationships and collaboration, talent advocacy and curiosity and innovation.

The success of our leadership development programs can be seen in associate feedback: teams with managers who participate in the programs report higher engagement scores and stay at Avantor for longer periods of time. In 2024, leader learning instances increased by 10% over the prior year.

Examples of our leadership offerings:

- Avantor's Leader Success Model Assessment equips our directors and above with clear insights into their strengths and areas for improvement. This fosters meaningful career discussions, aiming to build a legacy of success for our leaders and the organization, keeping us at the forefront of business.
- The Avantor Leadership Advantage (ALA) program provides a comprehensive curriculum for managers. In 2024, 139 graduating managers gave the program a 98% satisfaction rating.
- Change Leadership Certification, launched in 2024, prepares leaders to guide their teams through transformational change by focusing on the human element of change, inclusion and empathy. As of the end of 2024, 225 leaders completed a change certification, with demonstrated impact on team engagement, retention and readiness for change.
- McKinsey Leader Programs provide leadership training for all levels of associates, from aspiring leaders to executives. More than 100 leaders participated in 2024, with a 95% satisfaction rating.



10%

increase in leader learning instances  
in 2024 as compared to 2023



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# Enhancing Our Culture of Belonging

At Avantor, our commitment to belonging is at the core of our corporate culture. We promote mutual respect for the unique qualities and perspectives that each associate brings to Avantor. We believe that encouraging an environment where every associate feels valued and supported not only enhances individual experiences, but also drives organizational agility and innovation.

## Associate-Centric Teams (ACTs)

To foster engagement, Avantor's eight Associate-Centric Teams (ACTs), our version of Employee Resource Groups (ERGs), welcome all associates to participate in events and activities that celebrate our varied backgrounds, experiences and perspectives.

Avantor's ACTs provide associates with opportunities to connect, share experiences and perspectives and engage in networking opportunities that enhance cross-functional collaboration. Participation is open to all associates — regardless of identity, background or experiences. This approach strengthens relationships across the organization and contributes to a more connected workplace. Our ACTs include Avantor Latinos Moving Ahead (ALMA) ACT, Diverse Abilities ACT, Global Black ACT, New Professionals ACT, Pan Asian Middle East ACT, PRIDE Network ACT, Women in Business ACT and VETS ACT.

Associate participation in ACTs grew to

30%

of our total population<sup>1</sup>

<sup>1</sup> 30% of Avantor's total associate population is a member of one or more ACTs.



Each ACT organizes events and activities that celebrate our associates, support professional and personal growth and enhance our culture of belonging. By fostering connectivity, ACTs support our broader talent strategy — helping to attract, engage, and retain top talent. In total, they hosted over 100 events, which led to a 131% increase in participation, involving 33% of our associates globally.

### Disability Inclusion

As part of our commitment to an inclusive workplace, Avantor strives to remove barriers and create accessibility for our associates with disabilities. We are proud to be recognized by Disability:IN as a Best Place to Work for Disability Inclusion, reflecting our efforts across the organization for people with disabilities.

Our Accessibility Task Force brings together cross-functional leaders each month to collaboratively advance accessibility across Avantor's digital and physical environments, as well as within our programs and policies.

Meanwhile, our associates support accessibility through our Diverse Abilities ACT, which hosts global and local events internally and in our communities. For example, Avantor Dubai associates hosted lunch, games and educational activities for 140 children at the [Senses Residential and Day Care for Special Needs](#).

## International Women's Day

Avantor recognized International Women's Day in honor of women around the world, especially our women scientists, innovators and trailblazers. Our Women in Business ACT sponsored events throughout the month, including work/life balance conversations, self-care sessions and a guest speaker on inclusive cultures.

Our VP of HR Solutions celebrated with our teams in India:

**"It was an honor to share in the stories of triumphs of women in the workplace and also build understanding and community support around the challenges women face in the world today. The connections built were powerful and lasting. I'm so grateful to the entire team for their engagement and creativity showcasing the culture."**

– Noël France





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In 2024, Avantor launched a comprehensive new partnership with Disability:IN. Our collaboration included activity across several aspects of the organization:

- **Identifying Future Talent:** Avantor associates attended the Global Summit to accept the award and participate in learning and networking sessions with other partner organizations and leaders in disability inclusion. Talent Acquisition associates promoted Avantor job opportunities to aspiring candidates in the NextGen Mentoring Program.
- **Sourcing:** Our Supplier Empowerment team attended a Disability:IN event to identify Disability-Owned Business Enterprises (DOBEs) that offer potential solutions for our

customers. Our Supplier Empowerment Director also served on a panel at the event.

- **Enhancing Our Work Environments:** With the support of Disability:IN, we launched inclusive Site Audits in 2024 to help us understand the physical accessibility of our workspaces. Audits will conclude in 2025; we plan to analyze the findings to inform plans for advancing our progress.
- **Expanding Event Accessibility:** We improved the experience at our Annual Sales Conferences for attendees with disabilities by adding registration questions regarding attendee needs, such as content visibility, closed captioning and a lactation room.

Language Learning Program

As a global organization, we recognize the variety of languages spoken by our associates. In 2024, we piloted free access to a language learning program across all regions to foster communication, connection and personal growth.



Fostering Belonging

Building on our iCARE values, Avantor strives to create an environment that positively impacts business performance and the associate experience. Our data analysis demonstrates that leaders who actively engage on these topics with their teams achieve better performance on business objectives, improved team engagement and higher retention rates. Our Inclusive Leader Toolkit supports this goal by equipping leaders with practical strategies to cultivate collaboration, engagement and high-performing teams.

To broaden the positive business impact and associate engagement further, we launched the Inclusion & Belonging Academy certification program. This course is available to all Avantor associates and focuses on behaviors such as communication strategies and critical thinking skills to lead a global team across cultures, understanding of perspective in managing challenging conversations, and building connections within a team.

Core to our culture of belonging is inviting feedback and elevating associate voices. We regularly hold open forums with our associates, including quarterly ACT reviews and Company-wide townhalls where we share our journey and impact and the ways we are applying feedback. We also conduct on-site listening sessions, traveling to Avantor sites across the globe to connect directly with our front-line associates. In 2024, more than 300 associates participated in feedback sessions at sites in Europe, the Americas and Asia, Middle East and Africa (AMEA). Over the past four years, our HR team has met face to face with over 3,600 associates across 38 site locations.

“Monthly discussions give me the opportunity to connect with different people around various geographies and designations. This helps me create an inclusive atmosphere, which in turn creates a culture of collaboration and mutual respect.”

– Barkath Neesa  
Reporting and Analytics Manager, Coimbatore, India



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Supplier Empowerment

At Avantor, our Supplier Empowerment Program is a key part of our comprehensive portfolio strategy — ensuring that customers not only have seamless access to the materials, equipment, instrumentation and services they need, but also visibility and choice in the suppliers they support.

Our portfolio brings together Avantor’s trusted brands with millions of products from a broad network of global and regional suppliers. Through our Supplier Empowerment efforts, we integrate small and regional businesses into this ecosystem — creating a more resilient and innovative supply chain that helps customers meet their own operational, regulatory and sustainability goals.

Since establishing this voluntary program in 2011, it has grown to include over 1,200 businesses representing 16 business classifications. Avantor is a member of the Small Business Enterprises (SBE), National Minority Supplier Development Council (NMSDC), the Women’s Business Enterprise National Council (WBENC), the Diversity Alliance for Science (DA4S) and other regional affiliations. In 2024, we focused on expanding our partnerships with Disability-Owned Business Enterprises DOBEs and launched a partnership with Disability:IN. We also launched a new program with WEConnect International, a global network that connects women-owned businesses to buyers around the world.

This voluntary program enhances access to small and regional suppliers, allowing us to build mutually beneficial programs that support customer success, flexibility, and shared growth.

1,000+  
businesses in the Supplier Empowerment Program

Supplier Spotlight: Spectrum Chemical Mfg.

Avantor is proud of our partnership with Spectrum Chemical Mfg., our 2024 Supplier Empowerment Business Supplier of the Year. Spectrum is a U.S.-certified woman-owned business that leverages more than 50 years of expertise in sourcing, QC testing and cGMP repackaging to provide 45,000 chemicals — including 1,200 USP/NF/FCC-grade chemicals and 3,000 bulk items — used in laboratory, scale-up and production quantities for both regulated and nonregulated environments. They also distribute over 120,000 SKUs related to supplies and equipment. Spectrum has consistently driven growth through Avantor by challenging and changing market environments and was an essential manufacturer of ingredients needed to produce vaccines and hand sanitizer during COVID.

Spectrum has worked tirelessly to enhance the experience of every employee. This includes programs such as the Employee Relief Fund, which supports employees experiencing financial hardship. In 2024, Spectrum significantly increased employee retention, with only 12% company-wide turnover. In 2024, Spectrum also earned the EcoVadis Committed badge for their sustainability efforts.

Looking to the future, Spectrum remains focused on developing their internal talent, further engaging their employees and demonstrating opportunity for rewarding and fulfilling careers.



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# Caring for Our Associates: Our Approach to Health, Safety and Well-Being

The health, safety and well-being of our associates are paramount. Our proactive safety approach and resources for well-being are designed to help our associates stay safe at work and lead healthy lives.

## Workplace Safety

Our approach to workplace health and safety focuses on preventative risk-based initiatives that identify opportunities for improvement before an incident occurs. We measure performance through preventive action closure and other indicators such as Total Recordable Incident Rate (TRIR). Avantor’s safety program also fosters compliance with local, national and international regulations. Associate safety training is customized to the specific requirements of each respective workplace, such as a laboratory, manufacturing site, distribution center or office. We also conduct safety and security training exercises at our sites worldwide. We actively monitor agencies for changes in regulations, collaborate with operational leaders to meet internal health and safety requirements and work to eliminate hazards, reduce risks and prevent injuries and illnesses. Avantor’s Safety Guidelines outline our safety management processes.

Our Environmental, Health, Safety, Sustainability and Security (EHSS&S) teams are responsible for overseeing our workplace safety strategy and procedures. In 2024, the team revised and updated a framework and strategy for our long-term environmental health and safety (EHS) plans that include the structure, functions and systems needed

to support them. As part of this work, we are transitioning to a new EHS management system designed to enhance our digital capabilities. This system will enable real-time statistical analysis of incident data to identify improvement opportunities, incorporate advanced technologies such as artificial intelligence and provide centralized tools for managing chemical information, conduct job safety analyses and ensure business continuity.

We are also developing maturity modeling for setting three- to five-year expectations on health and safety at all sites and offices. The modeling tool analyzes 650 questions to assess practices and performance from minimum acceptable standards to ideal desired states. These models will be the basis for setting KPIs, goals and targets beginning in 2025, including at the site level. Support for achieving these goals includes training resources and user guides for relevant associates.

Throughout our health and safety programs, we emphasize leadership and associate engagement, education and accountability. One example is root cause analysis training, which helps us better identify when incidents are caused by management systems issues. In 2024, multiple Avantor associates were certified as trainers for root cause analysis, which will enable them to train their colleagues across the organization. We will expand training across the enterprise in 2025, with a focus on engineering controls and prevention. Associates are also encouraged to identify areas and opportunities to improve the EHS management system.

## World Safety Day

In 2024, Avantor participated in World Safety Day — an internationally recognized day of action, education and discussion promoting the prevention of occupational accidents and diseases in the workplace — for the second year. Avantor hosted over 15 events, providing associates with materials on safe behaviors and engaging in open feedback sessions to discuss how we can all contribute to our safety culture.





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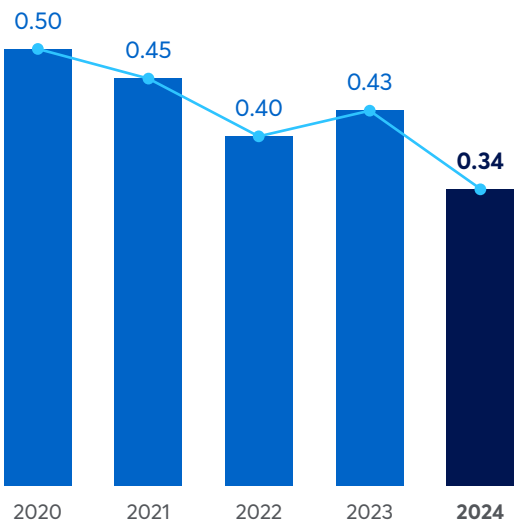
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Avantor's performance metrics include a target of a 25% reduction in TRIR by year end 2025 compared to a 2020 baseline and a yearly target to achieve top health and safety performance within the industry. We have achieved our annual goal for health and safety performance. In 2024, Avantor performed better than the industry average, including 50% better for the distribution and manufacturing categories.<sup>1</sup> Our TRIR was 0.34, beating the annual target for the year and achieving our 25% reduction goal two years early. Thanks to a robust hazard identification system that encourages associates to report safety observations and to participate in job safety analysis and personal protective equipment assessments, along with increased education, training and programming, we have reached or surpassed safety targets every year since they were first established. We also systematically register and analyze all near-misses, incidents and accidents, sharing our findings through Safety Alerts and Safety Minutes updates at the beginning of meetings. In addition, Avantor's EHSS&S Lessons Learned program creates a forum for discussing incidents. Having achieved our TRIR goal early, we are evaluating strategies to ensure continued the progress, including the potential for setting new targets.

Total Recordable Incident Rate (TRIR)<sup>2</sup>



<sup>1</sup> Based on the Bureau of Labor Statistics (BLS) industry benchmark.

<sup>2</sup> Please see the [Data Summary](#).

Time for Safety

In 2024, Avantor launched a new initiative called Time for Safety, aimed at increasing leadership engagement around workplace safety. As part of the program, site leadership participation is measured during Safety Gemba Walks. These structured walkthroughs enhance on-site safety awareness and allow us to document observations, integrate findings into our tracking system, and share best practices across the network. This approach helps us drive continuous improvement and recognize safe behaviors. Managers in relevant business units have specific targets tied to safety engagement metrics, further embedding safety into our operational culture.





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Associate Wellness

Avantor takes a holistic view of the health and well-being of our associates, with physical, mental and emotional wellness offerings. We strive to continuously enhance our benefits to support the needs of our associates and deliver resources that support all aspects of their well-being. Resources we offer include virtual support groups and on-demand webinars focused on topics such as psychological safety, mindfulness, positive parenting, empathy, stress and anxiety. BetterUp delivers a professional coaching platform, and our Employee Assistance Program (EAP) provides essential mental health services to all associates and their eligible family members. To further support the mental health of our associates, 24 HR team members were trained in Mental Health First Response in 2024. Team members gained valuable skills in supporting mental health in the workplace, specifically how to respond during critical incidents, foster mental health as a priority and support the development of leaders to navigate challenges with compassion.

Creating Space for Wellness

We continuously enhance offerings that enable our associates to improve their well-being. For example, our sites in Dublin, Ireland, and Lutterworth, U.K., created dedicated mental health spaces in 2024. This action was supported by EHSS&S and the Diverse Abilities ACT in response to associate requests for a space for mental and physical health breaks. The Ireland facility also opened a new gym to help associates find time for fitness.



Total Rewards

The purpose of Avantor’s benefits program is to supplement the social programs offered in the various countries where we operate so associates have access to essential support when they need it. Avantor offers a fair and competitive compensation program and rewards high-performers for their contributions. We are implementing a comprehensive global benefits strategy that supports the diverse needs of our multinational workforce, ensuring fairness, efficiency and compliance across all regions. For FY 2025, we introduced comprehensive compensation guidelines and developed a global Spot Awards Framework to ensure consistent and equitable recognition across the organization. By ensuring that benefit decisions at the local level are aligned with our Total Rewards and HR strategy, we are driving a more unified and equitable approach. We also worked to streamline and align our processes and reduce administrative burdens to enhance our ability to attract and retain top talent globally.

The strategic shifts we made in 2024 underscore our dedication to creating a supportive workplace for all associates, regardless of their location. We believe that by offering consistent and culturally sensitive benefits, we can drive higher employee engagement, productivity and overall satisfaction. Additionally, pay equity audits are completed by country specifications each year and will continue in accordance with local laws and regulations. In 2024, we selected a new vendor for pay equity to support compliance and implementation of a roadmap for EU pay transparency.

In 2024, we also enhanced our benefits program for U.S. associates with free, confidential financial planning consultations for benefits-eligible associates and a second “choice” floating holiday. Our U.S. Parental Leave Guide helps parents understand their options and manage their benefits. As part of our global efforts, we launched supplemental medical coverage in Ireland and Mexico to support our associates’ health and well-being and expanded our paid time off and volunteer benefits to associates in Canada, India, Ireland and the U.K.

Associate Engagement

Listening to our associates is a crucial part of our commitment to them. Avantor’s People Pulse surveys gather invaluable associate feedback that shapes our shared success and cultivates an exceptional associate experience. The voices of our associates provide critical insights into engagement, professional growth, work environment, company culture and our ability to navigate change at all levels of the organization. These insights enable us to build specific action plans that maximize the associate experience.

We conduct the surveys multiple times a year. In 2024, 82% of our associates participated. Additionally, we introduced the People Pulse Star Awards and recognized over 580 global managers who exceeded Avantor’s overall score on the statement, “I would recommend Avantor as a place to work.”

Another essential pillar of our associate engagement is our dedication to our ICARE values and employee recognition. Our global IMPACT program helps associates recognize others for embodying our ICARE values, which include Innovation, Customer Centric, Accountability, Respect and Excellence. Recipients receive real-time recognition of these tenets through an internal online portal and social feed. In 2024, employees shared more than 48,000 recognition moments, and more than 80% of all associates received recognition at least once.

Associates participating in morning yoga before a day of learning and engaging with our supplier partners.



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# Innovation & Environment

Sustainability is an essential component of Science for Goodness. Avantor is reducing our operational footprint and creating innovative product and service solutions that drive value for our customers, stockholders and other stakeholders.

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# Embedding Sustainability

Avantor is embedding sustainability throughout the entire lifecycle of our business, from discovery to commercialization. This includes reducing our greenhouse gas emissions, developing innovative sustainable product and packaging solutions and improving delivery systems that support our customers and ensure operational efficiency and resilience.

In 2024, we:

- Advanced our energy resilience by completing five new on-site solar energy installations and entering into a ten-year virtual power purchasing agreement
- Supported the development and delivery of proprietary environmentally sustainable product solutions through new internal guidelines
- Reduced waste and end-of-life impacts of our products and packaging
- Increased available options of Environmentally Preferable Products
- Helped our customers advance their ambitions for more sustainable labs

## Goals



**Reduce absolute Scope 1 and 2 emissions by 50% by 2030**  
from a 2020 baseline



**Reduce absolute Scope 3 emissions by 25% by 2030**  
from a 2020 baseline



**Deliver** more sustainable  
products to customers

## 2024 Impact at a Glance

**7.6%**

Scope 1 and 2 emissions reduction  
from a 2020 baseline

**5**

new on-site solar  
energy installations

**New**

Sustainable Product and  
Packaging Guidelines

**41,000**

SKUs in our Environmentally  
Preferable Products portfolio

**Opening**

of our expanded Bridgewater  
Innovation Center



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<sup>1</sup> From 2020-2022 Scope 2 data shown was location-based. Starting in 2023, data is market-based. Data reported in metric tons of CO<sub>2</sub> equivalents representing 95% of operational emissions (site and fleet) globally. For more information on our emissions methodology, please see the [Data Summary](#).

# Environmental Sustainability in Our Operations

As a global supplier of solutions for the life sciences and advanced technologies industries, we are committed to addressing our operational environmental footprint and supporting the transition of our value chain to a lower-carbon economy.

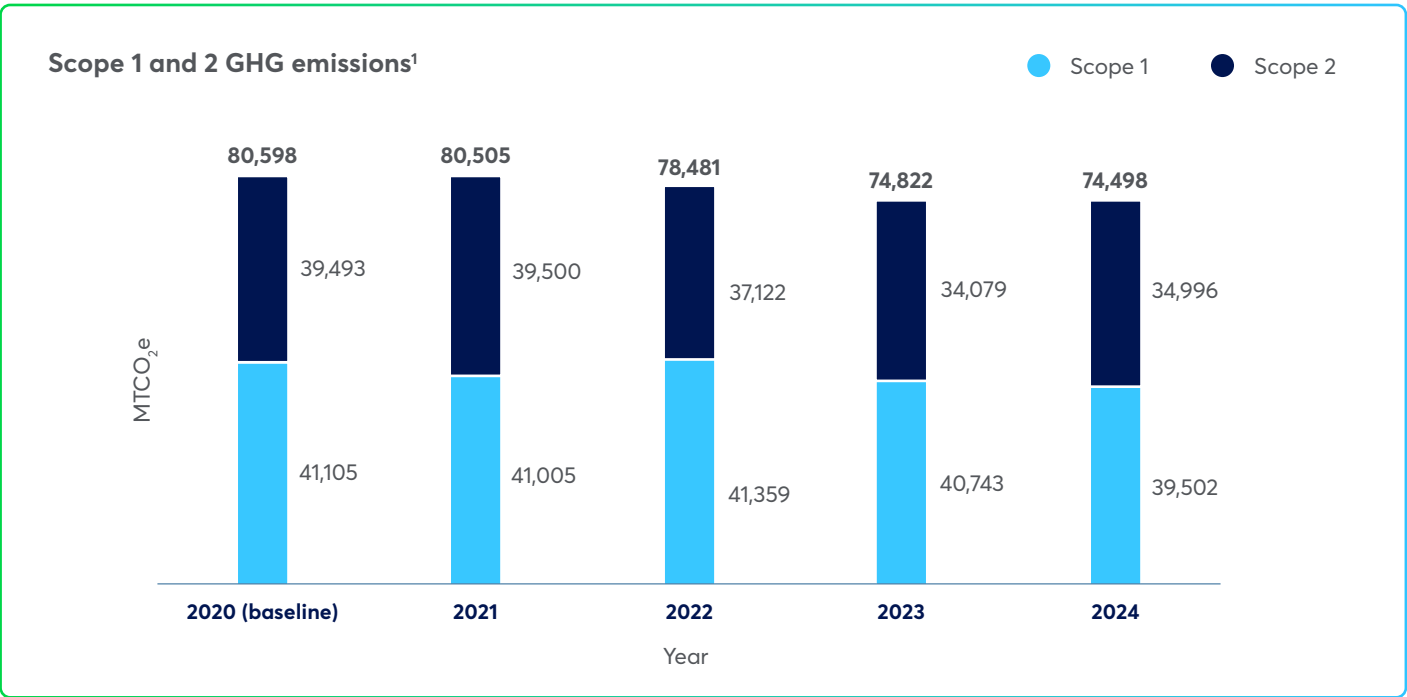
## Climate Change Adaptation and Mitigation

Along with our relentless focus on advancing life-changing science, Avantor recognizes our shared responsibility to address climate change and other fundamental environmental issues. Avantor's cross-functional Environmental Task Force, created in 2022, continues to lead our overall emissions reduction strategy, with a particular focus on Scope 1 and 2 emissions. The task force partners with site leads to set internal annual targets, tracks project progression and provides training and education for our associates. In alignment with the latest climate science, Avantor is committed to reducing our absolute Scope 1 and 2

emissions by 50%, and our absolute Scope 3 emissions by 25%, by 2030 from a 2020 baseline across all global sites. We submitted our GHG emissions reduction targets to the Science Based Targets initiative (SBTi) for validation. Our strategy to achieve these targets includes infrastructure improvements, energy efficiency and renewable energy projects, as well as engagement with our suppliers and customers to address emissions across the value chain and promote greater operational efficiency.

### Scope 1 and 2 Emissions

Our multi-year energy and emissions reduction roadmap includes investments in efficiency and conservation projects as well as alternative energy sources. Avantor conducts detailed assessments of our manufacturing facilities' energy intensity and GHG emissions and uses the results to develop targeted action plans to implement site-specific energy efficiency and process optimization initiatives that often result in cost improvements.



### OUR CLIMATE GOALS

50%

Absolute reduction of Scope 1 and 2 emissions by 2030 from a 2020 baseline

25%

Absolute reduction of Scope 3 emissions by 2030 from a 2020 baseline

### Innovative Renewable Energy

Since September 2024, our Panoli, India, team has transitioned to green steam produced from ground nut shell biomass briquettes. This has reduced 99% of the site's natural gas usage for vapor production in chemical operations and significantly reduced the carbon footprint and operational costs. This initiative marks a pivotal step toward achieving our long-term sustainability goals, showcasing the tangible benefits of renewable energy sources in industrial applications.

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An example of these projects is the installation of destratification fans in facilities in Sweden and France that increase airflow, reducing the need for heating in colder months and cooling in warmer months. Several sites also instituted innovative energy-saving projects, such as a “green steam” project in India that uses ground nutshells to create steam energy (see the story on [page 21](#)). Our manufacturing site in Solon, Ohio, instituted a multipronged energy efficiency strategy with a goal of reducing GHG emissions by 10%. Initiatives included converting to LED lights, installing electrical meters, automated motion sensor lighting and energy-efficient HVAC units and developing heating and cooling schedules based on time of day and occupancy. These efforts have helped the site reduce energy usage by approximately 23% and GHG emissions by more than 15% since 2020.

In the spirit of continuous improvement, and in keeping up with the latest climate science, we conducted a focused effort to improve our emissions inventory and tracking, expanding our operational boundaries to cover 95% of our emissions, including our fleet. This inventory was used to restate our baseline data for disclosure, while our improved tracking processes provide more timely and actionable insights that we can leverage to implement reductions. These initiatives will

enhance our ability to gather and report data and meet our emissions goals.

For example, in 2024 we expanded the use of electric vehicles (EVs) in our company vehicles and increased the availability of EV charging stations at our offices and manufacturing and distribution sites. In addition to switching more Company cars to EVs, we added an electric yard tractor at our Briare, France site. By replacing the diesel tractor, we will save over 10,000 liters of diesel per year, avoiding 36 tons of CO<sub>2</sub> emissions annually.

Renewable Energy

Increasing renewable electricity in our operations is a key element of our energy resilience and emissions reduction strategy. In 2024, we expanded our renewable energy portfolio by activating additional on-site solar projects and signing our first virtual power purchase agreement (VPPA).

Additional on-site solar arrays are underway in the Americas and Europe that we expect to complete over the next two years. Together, these projects will not only reduce our GHG emissions but also increase our operational resilience.



Our new solar installation in Örebro, Sweden.

Avantor Signs First Virtual  
Power Purchase Agreement

As a participant in the first cohort to come out of the [Energize Program](#), Avantor is supporting the development of three new solar projects in Spain, which will deliver new renewable electricity capacity to the European market. Expected to come online in 2026, the project will provide Avantor’s European operations with 25 GWh of renewable energy annually for 10 years. This represents an estimated 17,465 metric tons of CO<sub>2</sub> avoided, or the equivalent energy consumption of 2,278 households’ for one year.\* These renewable energy solutions will support Avantor’s power needs while contributing to climate mitigation in the communities where we work.

Site-Level Sustainability  
Certifications

Avantor sites across the globe were recognized for their sustainability initiatives and achievements in 2024:

- Level 3 certification for CO<sub>2</sub> Performance Ladder at our offices and labs in the Netherlands
- Green Building Silver certification at the Avantor Nordic Distribution Center in Örebro, Sweden
- My Green Lab Silver certification at our lab in Reading, United Kingdom
- 2024 Regional Pollution Prevention Recognition Award (Region 5) at our manufacturing site in Solon, Ohio



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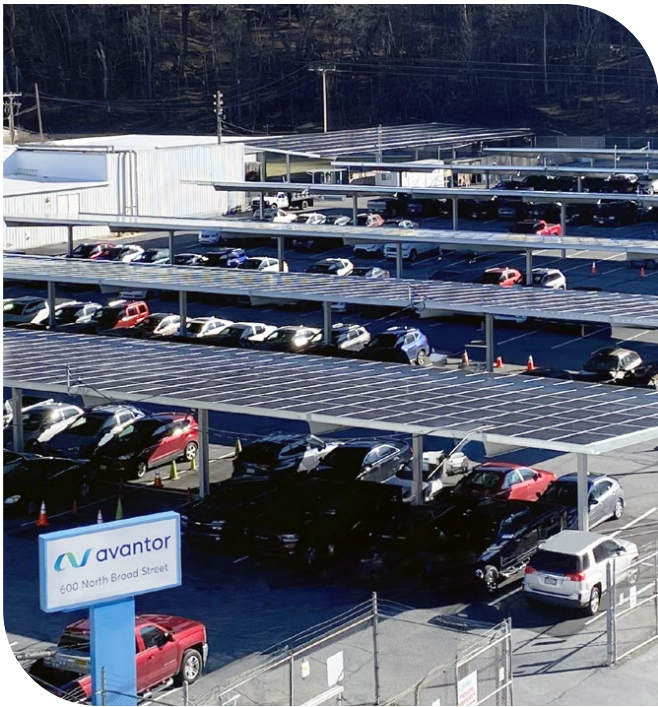
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Scope 3

As part of the process for setting 2030 science-based climate targets, in 2023, we completed a project to map our value chain (Scope 3) emissions. Through this assessment, we identified four priority categories of Scope 3 emissions — [1: Purchased Goods and Services](#), [10: Processing of Sold Products](#), [11: Use of Sold Products](#) and [12: End-of-Life Treatment of Sold Products](#). In 2024, we began engaging our value chain in Scope 3 emissions to better understand sources and opportunities to address emissions in these categories. For example, as part of our supplier engagement target, we launched our climate accelerator school to support suppliers in their endeavor to commit to and achieve SBTi targets of their own. We also identified the top emitting product categories and began the process of selecting a product environmental footprint tool to help us further measure and ultimately reduce the carbon footprint of our proprietary and branded products.

Our Scope 3 achievement roadmap includes phasing in best practices in ways that are thoughtful and most impactful, accounting for anticipated costs and returns vetted through our governance processes. For more information on how we engage with our partners to drive progress toward our Scope 3 emissions target, please see the [Responsible Supplier Program](#) section of this year's report.

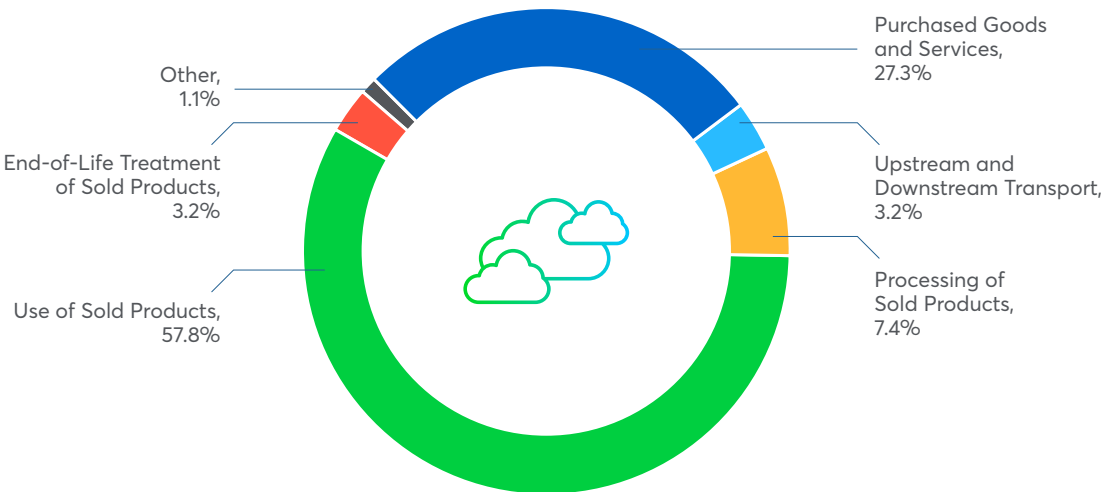


Solar carport array at our Phillipsburg, New Jersey, site.

Reading, U.K., My Green  
Lab® Certification

Recognizing an opportunity, associates at Avantor's Reading, U.K., lab conducted a baseline assessment to identify strategies for reducing their environmental footprint. The team implemented various improvements, including new operating procedures that decreased solvent waste by 15%, energy-efficient fume hoods, motion-sensor lights and silica vials. Additionally, they launched an educational campaign for colleagues. These efforts earned them My Green Lab Silver Certification, which the United Nations Race to Zero campaign recognizes as a gold standard for laboratory sustainability practices and a key metric in the journey toward a zero-carbon future.

2024 Scope 3 Emissions Percentages by Category<sup>1</sup>



<sup>1</sup> Please see the [Data Summary](#) for full Scope 3 emissions data.





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Resource Use and Circularity  
in Our Operations

Avantor takes a comprehensive approach to resource use, considering material selection, use and end of life of the products we manufacture and distribute, with a keen focus on decreasing waste at distribution centers and effectively addressing end-of-life impacts.

Reducing Waste to Landfill

Avantor is committed to minimizing the waste our sites generate and send to landfills. We monitor and measure waste generation, reuse and recycling to meet local waste management requirements and identify opportunities for reduction. We are particularly focused on reducing the amount of hazardous materials — defined as flammable, corrosive, reactive or toxic waste — sent to landfills. An example of these efforts was the launch of a new recycling and reuse process at our Solon, Ohio, facility in 2024. Our Material Review Board, in collaboration with our EHSS&S teams, evaluates the end-of-life disposal options for surplus materials, and engages vendors and clients to find alternative uses for the materials. Looking ahead, we have plans to replicate these efforts at other manufacturing locations in New Jersey, Kentucky and California.

In 2024, our total waste diversion-from-landfill rate across our operations was 50.3%. This number represents an increase in number of sites reporting waste from 35 in 2023 to 94 sites in 2024. This increased visibility allows further waste management optimization across our operations.

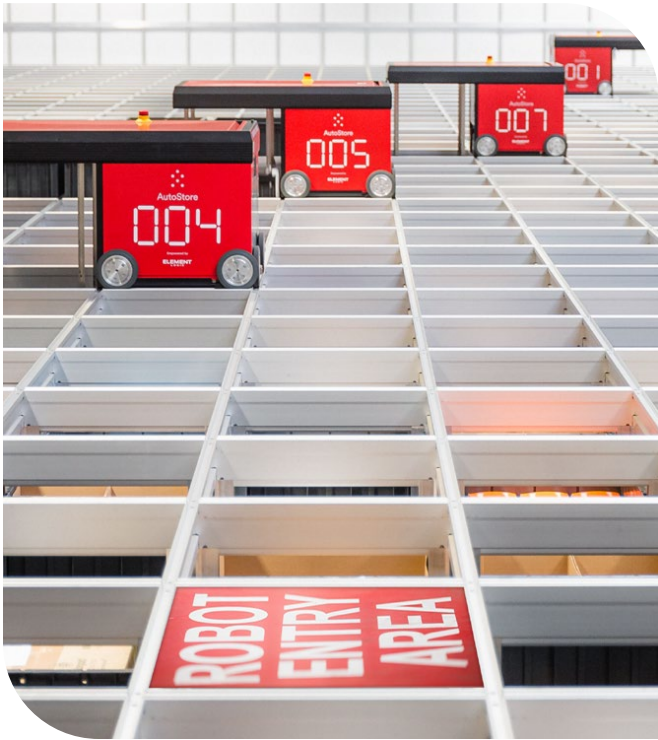
50.3%

2024 landfill diversion rate

Reducing Packaging Waste at Our  
Distribution Centers

As one part of our strategy to reduce waste to landfill, we are embracing automation technology at our distribution centers, which — in addition to minimizing waste — improves performance and enhances associate safety. For example, our investment in the robot-operated storage solution AutoStore helps consolidate storage and reduce transportation, such as forklift travel. Our investment in the Automated Packing solution helps reduce packaging quantities needed for distributing our products to customers. Additionally, we're installing technologies, such as data readers for pallet barcodes, at sites across the globe.

Our distribution centers see positive cumulative results from three years of implementing auto-pack stations. We continue to explore additional technologies and process improvements to minimize waste. For instance, in the U.K., we are testing robots that efficiently wrap pallets, which will streamline operations and reduce material usage. We are also focusing on using optimized materials for shipping containers.



Expanded Bridgewater  
Facility Enhances Efficiency  
and Performance

Avantor reopened our Bridgewater Innovation Center in New Jersey with state-of-the-art upgrades. The expanded facility doubles previous laboratory and pilot plant capacity while reducing energy consumption by 17% through efficient engineering design and water use by 30% through low-flow fixtures and other strategies. These and other design and engineering choices improve efficiency, streamline and reduce site operations costs and are the basis of anticipated LEED certification in the coming year.



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# Delivering Sustainability Through Our Products and Services

At Avantor, we create solutions to meet customers' needs by focusing on innovation and new product development. This includes meeting customers' requests for more environmentally sustainable products and solutions through three core initiatives:

1. Embedding sustainability into product and packaging design in our new product development processes
2. Providing transparency to help customers make informed and sustainable purchasing decisions via our Environmentally Preferable Products (EPP) Program that highlights products with reputable sustainability claims backed by qualified substantiation
3. Leveraging technologies to conduct product environmental impact assessments that will help us better quantify and measure the environmental impact of our products, including carbon footprints

## Sustainable Product Guidelines

We strive to minimize environmental impact throughout the lifecycle of the products we sell. Our efforts start with product design, where we consider potential impacts from raw material sourcing through disposal. We optimize design to prioritize durability, minimize resource inputs and facilitate lower-emission transportation. We also strive to create products and packaging that are easy to reuse, recycle or safely dispose.

Avantor takes a holistic approach to product and packaging design and evaluates how a decision at one stage of the lifecycle will affect environmental impacts at other stages.

Developed and launched internally by our cross-functional Sustainable Product and Packaging Task Force in 2024, our Sustainable Product and Packaging Guidelines support the development and delivery of more sustainable product and packaging solutions to Avantor's customers. These guidelines outline actions to reduce the environmental impact of products and packaging across five focus areas (see graphic).

We work collaboratively to ensure that diverse expertise is integrated into every stage of the product development process. Our regulatory team reviews the product to ensure compliance with end-market regulations. The sourcing team identifies what certified raw materials or alternatives exist. Quality, manufacturing, distribution and other teams also provide feedback. As part of the guidelines, we developed a stage-gate process template to help teams assess the sustainability credentials of products and packaging as they go through development. The goals are to increase visibility and support integration of sustainability recommendations into projects and to better track innovations with sustainable attributes.

With the launch of the guidelines, we trained 120 targeted associates through live and recorded trainings. We are

expanding internal education to additional functions throughout 2025. In addition, all new associates joining the R&D and packaging teams will be required to take the training starting in 2025.

## Supporting Sustainable Labs

Avantor's on-site lab and production services teams embed directly within customer labs to optimize workflows, manage inventory and maintain equipment. These teams have a deep understanding of customer operations and their goals, which also enables us to support the sustainability of their lab practices. More than 600 Avantor on-site services associates are My Green Lab Ambassador trained in sustainable laboratory practices. These associates engage with customer lab managers, R&D leaders, supplier partners, EHS and procurement teams and others to help advance customers' sustainability goals, including My Green Lab certification.



Avantor is an annual sponsor of My Green Lab, serving at the Breakthrough sponsorship level in 2024.

### Avantor Sustainable Product & Packaging Guidelines



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Environmentally  
Preferable Products

The Avantor [Environmentally Preferable Products \(EPP\) program](#) helps our customers make informed, sustainable purchasing decisions that align with their sustainability priorities. Featuring over 41,000 SKUs globally, this initiative highlights products that have obtained reputable third-party or government sustainability certifications in at least one of the following categories: improved energy or water efficiency, waste reduction, sustainable materials and packaging use, excellence in health and environmental safety standards, product transparency and disclosure or reduced manufacturing impacts.

Avantor collaborates with suppliers to identify and assess products for the EPP program. This includes reviewing documentation that confirms the product as a more sustainable option. EPPs can be found on Avantor's e-commerce site, where they are marked with the EPP Green Leaf icon. We continue to add products to the program due to increased engagement with our priority suppliers. Customer spending on sustainable products increased to 8.5% in 2024, primarily due to the increase in products in the program. In addition, we regularly update the qualification criteria to ensure continued alignment with evolving knowledge and best practices in sustainability.



Environmentally Preferable Product Categories



Energy Efficient

Use less energy during operation



Water Efficient

Use less water during operation



Safer Human & Environmental Health

Use alternative materials that are safer for humans and the environment



Low Manufacturing Impact

Made at facilities that measure and reduce environmental impact



Sustainable Packaging

Use less packaging or use recovered, recycled, renewable and/or traceable materials



Product Transparency & Disclosure

Have undergone an assessment to measure their environmental impact



Sustainable Materials

Contain recovered, recycled, renewable and/or traceable materials



Waste Reduction

Use less materials or are collected for recycling

2024 Avantor On-Site Services  
Sustainability Support

- Assistance with a customer's participation in the My Green Lab Freezer Challenge, an annual initiative to encourage labs to do regular checks and maintenance on their refrigerators and freezers to ensure they operate efficiently with de-icing, defrosting, cleaning around coils and vents and storage box cleanouts. The initiative is estimated to save this customer 3,241 kWh in energy consumption per day
- Support for a successful customer pilot to reuse test tubes, saving 3,800 tubes
- "Sustainability Snacks," a series of seven short videos aimed to educate how small changes in daily habits in the lab can lead to significant improvements in lab sustainability
- Waste maps and waste reduction projects
- Cold storage maintenance and cleanout programs
- Infrastructure and energy programs to identify reduction projects and drive behavior changes
- Inventory programs that identify and sort excess material fit for recycling





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Reducing Product  
End-of-Life Impacts and  
Packaging Waste

Reducing product end-of-life impacts supports our resource circularity and Scope 3 product-related emissions efforts. That's why we partner with customers to implement programs that facilitate recycling and responsible disposal solutions for a wide variety of products that are typically not included in municipal recycling programs. We offer recycling services for high-volume disposable personal protective equipment and single-use laboratory consumables, including garments, gloves, safety glasses, pipette tip boxes and glassware. In 2024, we recycled 379 metric tons of waste through these programs.

Furthermore, we are making strides in minimizing packaging waste through ongoing improvements across the brand portfolio. Examples of our efforts include the packaging for Masterflex® pumps, which utilizes a Forest Stewardship Council (FSC)-certified carton board that contains 35% recycled content.



Avantor Fluid Handling

Avantor is committed to extending the lifecycle of our products to promote sustainability and maximize value for our customers. For instance, Masterflex® pumps are designed for long-lasting use. If any parts of the pumps wear down, the replaceable part numbers are listed in the manuals, making it easy for customers to identify and order the necessary equipment for repairs. Additionally, the pumps can be sent directly to Masterflex® for maintenance and repair. When drives are returned to us for repair, we also update them with the latest firmware, ensuring that devices remain safe and current. The newer MasterSense™ drives feature over-the-air (OTA) updates for their firmware.

Redesign of 5-Gallon Pails

Small changes can make a big difference. In 2024, we decided to tackle a significant packaging issue: the tamper-evident seals on our 5-gallon pails, known as green locks, were often broken or lost during transport, leading to product returns. The Packaging Engineering and Sourcing Teams got to work and developed a solution that integrates the tamper-evident seal into the pail lid. This change eliminates the need for the green locks and uses less material in the lid. At the same time, we also made the pails lighter, further reducing packaging.

We know that every detail matters — the pail redesign will have a big impact. We use more than 170,000 of these pails and lids each year at our Paris and Phillipsburg, New Jersey, sites alone. The new design is expected to save over 69,000 kg of plastic and 10,000 kg of metal each year.



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# Community Impact

Avantor works to build a better world through philanthropic and associate engagement initiatives that generate positive, enduring impact on the planet, society and the communities where we work and live.

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# Giving Back at Avantor

Our philanthropic efforts are rooted in our mission to set science in motion to create a better world. We collaborate with local organizations across the globe through Avantor Foundation grants, in-kind donations of products and kits assembled by our associates and volunteer to increase STEM education programs, broaden access to quality healthcare and demonstrate environmental stewardship in regions where Avantor has a presence.



## Goals



**Expand STEM  
education programs** for  
high school students



**Broaden access  
and improve  
health outcomes**



**Increase associate volunteering**

## 2024 Impact at a Glance

**\$1.2M**

in grants from the  
Avantor Foundation

**1,910+**

people provided healthcare  
services through Avantor  
Foundation grants

**7,955**

high school students provided  
STEM education through Avantor  
Foundation grants

**18,490+**

volunteer hours logged  
by Avantor associates<sup>1</sup>

<sup>1</sup> Includes Company volunteer activities, Dollars for Doers volunteering and Volunteer Time Off (VTO).

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# Avantor Foundation

Our philanthropic arm, the Avantor Foundation, aims to advance science education and broaden access to quality healthcare, particularly in communities that lack adequate resources or funding. Since 2009, our foundation has partnered with organizations across the globe that share these ambitions, donating more than \$9.5M, including \$1.2M in 2024 to 16 nonprofit partners. To deepen these partnerships, we also actively seek volunteer opportunities for Avantor associates with our grantees. We continuously aim to enhance our impact — in 2025, we will conduct a strategic review of our giving to strengthen the connection between our philanthropic investments and the customers, industries and communities we serve.

**“Having volunteered with some of our non-profit partners like greenlight for girls, I’ve witnessed firsthand the transformative power of our initiatives. It’s incredibly rewarding to see young minds inspired and empowered through STEM education. I’m immensely proud of the dedication our team and partners bring to creating a better, healthier world.”**

– Eilidh Robertson  
Vice President, Strategic Partners and  
Avantor Foundation President

Stiftung Sozialwerk Pfarrer Sieber launches a mobile version of their care center with the help of an Avantor Foundation grant.

## Mobilizing Care for Those in Need

For the past 35 years, [Stiftung Sozialwerk Pfarrer Sieber](#) has been dedicated to helping people in need in Zurich, Switzerland. The organization is making a difference by providing emergency shelters, social counseling and medical care to members of the community, among other services.

In 2024, the Avantor Foundation supported the “Sieber-Mobil,” a mobile version of their care center. This initiative is designed to reach people who are living in precarious situations or unable to come to a medical or counseling facility. The Sieber-Mobil extends Stiftung Sozialwerk Pfarrer Sieber’s services to more people in need, serving them with the care and dignity that everyone deserves. The partnership is our first in Zurich, expanding our reach to more communities in which we operate.

### IMPACT

**388** people were directly reached through the program

**80%** experienced improved health as a result of the program’s interventions

**9,670** people were reached through health awareness and education programming

**6** associates prepared and served food to support those in need in Zurich





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Advancing STEM Interest

In 2024, the Avantor Foundation formed a new partnership with [Science Centre Singapore](#). The Avantor Foundation grant supported UNTAME Schools, a comprehensive STEM education initiative focused on expanding access for students who face barriers to STEM opportunities, including girls ages 13 to 17. The month-long program consisted of three key components:

**STAR Lecture:** An interactive presentation titled "More Than Meets the Mind," covering concepts such as perception, selective attention, emotions and false memories

**Sensory Challenge:** A mass activity designed for groups of four, featuring four interactive stations focusing on different senses (sight, hearing, smell and touch)

**Gallery Trail:** A self-guided activity through specially curated exhibits, including "Dialogue with Time," "Mind's Eye" and "Smart Nation"

In addition to these weekday activities, the program incorporated extended learning initiatives, including a post-event learning package and public access to the STAR Lecture video on the [Science Centre's YouTube channel](#).

IMPACT

**1,181** students participated, including 967 girls ages 13 to 17 and 214 students on financial assistance

The program fostered measurable improvements in students' attitudes toward STEM, enhancing enjoyment, exploration, discussion and appreciation of multiple perspectives

**85%** of surveyed participants reported increased interest in one or more areas of STEM, while 82% felt more confident in applying STEM concepts to real-world problems

**21** Avantor Singapore associates volunteered at the UNTAME Festival to help engage over 200 young minds in STEM

An Avantor volunteer explaining the Sensory Challenge activities to students. At the "Feeling Good" station pictured, students worked together and challenged their sense of touch by placing different-shaped objects into the correct slots.





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Creating a Place for STEM Learning

In 2024, Avantor Foundation's long-standing relationship with [Girls Inc. of Greater Philadelphia and Southern New Jersey](#) continued with support for a new STEM Lab, including funding for furniture, equipment and staffing. The new space enables exploration of STEM concepts focused on data analytics, digital literacy, bioengineering and environmental science. Activities included eco-friendly engineering for urban landscapes, a hearing device engineering challenge and 3D modeling for home design. Girls Inc. Construction Camp students used the STEM Lab for their culminating STEM exploration activity as part of their six-week summer camp. Students learned about the world of civil engineering by competing to design and construct the largest tower, utilizing the knowledge learned throughout the summer.

The STEM Lab supports Girls Inc.'s mission to encourage girls to pursue STEM learning and enable their aspirations to become the next generation of STEM leaders.

IMPACT

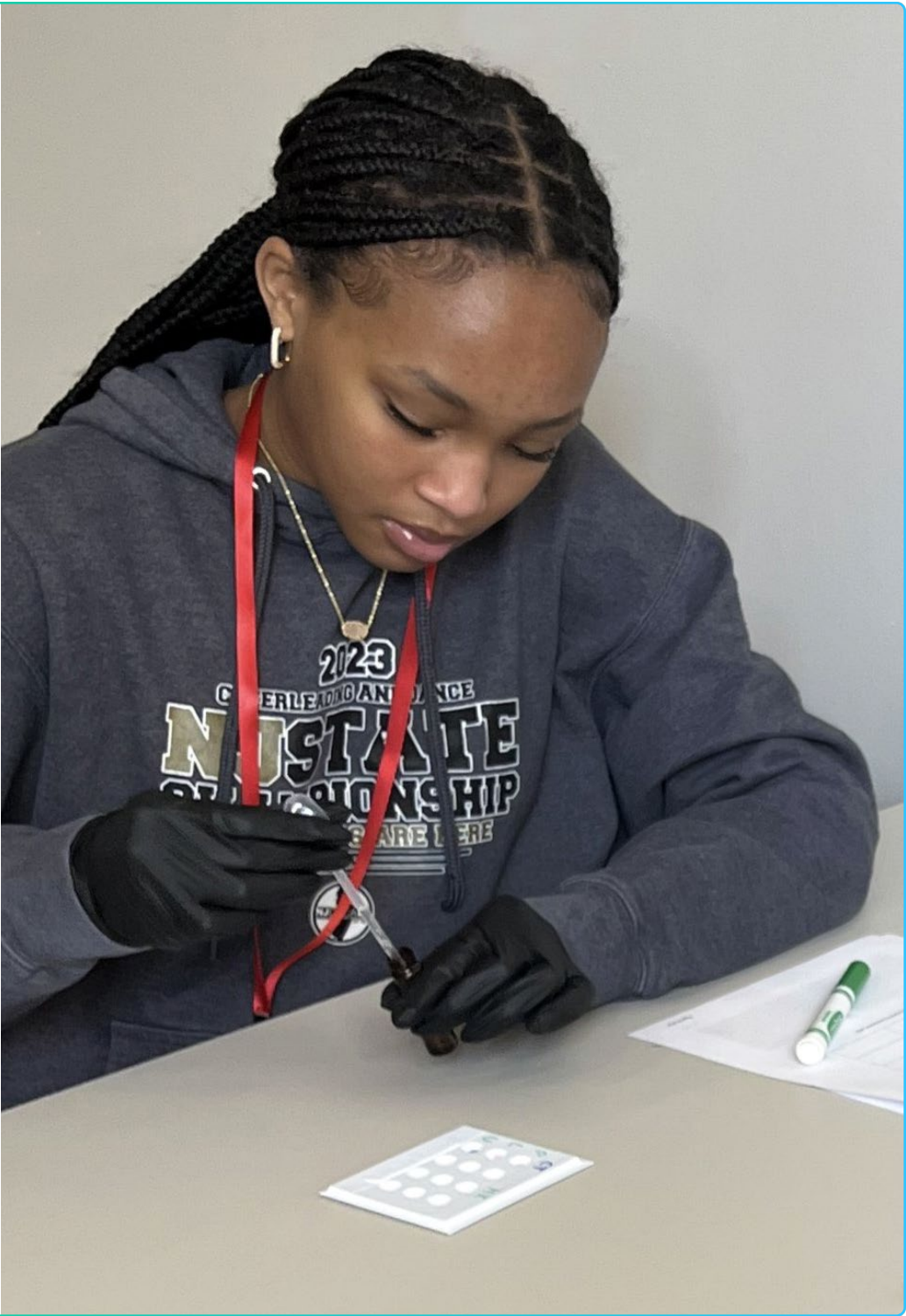
**161** high school students participated in STEM education programs

**98%** of participating students became more interested in studying STEM

**The STEM Lab** added program space that made it possible to expand on-site summer camps

**40** associates packed backpacks during two events to help ensure Girls Inc. students had the supplies they needed for a strong start to the school year

Girls Inc. of Greater Philadelphia and Southern New Jersey Eureka! student conducting an experiment in the new STEM Lab.





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# Associate Giving and Volunteerism

Our Volunteer Time Off (VTO) program offers eligible associates up to eight hours of paid volunteer time per year. In 2024, the program expanded beyond the U.S. to include Canada, India, Ireland and the U.K., allowing associates to choose where they make a difference with their volunteer time.

Volunteerism has become part of our culture. In addition to VTO, Avantor offers Company-sponsored volunteer activities during the workday. For example, as part of the celebration of our five-year IPO anniversary in May, our Executive Leadership Team led a week of volunteerism. We also included a Day of Giving at our Annual Sales Conferences and incorporated volunteer activities in our regional sales and supplier meetings to benefit local nonprofit organizations near the event.

We further engage our associates and local communities through events at our sites. Two events invited high school girls to our Bridgewater Innovation Center in New Jersey and our Single-Use Logistics Hub in Devens, Massachusetts, in partnership with nonprofit greenlight for girls, to inspire girls to be innovators in STEM. Participants spent half a day touring our facilities, meeting with leaders and working with our scientists.

Our kitting events result in in-kind donations to various nonprofit partners around the world, such as American Cancer Society Hope Lodges, Jian'ai and Avantor Foundation grantee Teen Turn. Powered by our associates, we collectively created and donated over 28,500 kits in 2024, ranging from chemotherapy snack packs and toiletry kits for those impacted by a natural disaster to STEM kits that spark interest in K-6 grade students.



[Watch the Making a Difference in Communities Worldwide | 2024 Impact Video on YouTube](#)

## Avantor Month of Giving

Avantor and the Avantor Foundation held our second annual Month of Giving in 2024. We hosted multiple events and giving activities across our global footprint with the help of our Engagement Committees and ACTs. In addition, any eligible donation logged in the Giving Goodness portal received a two-for-one match. Together, our associate donations and Avantor Foundation match raised over \$150,000 for worthy nonprofit organizations during our Month of Giving.



## 2024 Volunteerism Impact

In 2024, Avantor's associates made a global impact by contributing more than 18,490 volunteer hours through corporate-sponsored events, personal time via Dollars for Doers and Volunteer Time Off (VTO). This remarkable commitment represents an 87% increase in total volunteer hours compared to the previous year. While we're proud of this milestone, we're even more inspired by the meaningful difference our associates are making in the communities where we work and live.



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# Community Impact Programming

Our associates play a vital role in Avantor's community engagement, driving meaningful impact by fostering connections, supporting local initiatives and embodying the Company's values. Our Giving Goodness portal provides easy access to the community impact and engagement programs. Through the portal, associates can submit eligible financial donations for a dollar-for-dollar match from the Avantor Foundation. They can also search and register for volunteer opportunities and record their personal volunteer time for a financial match from the Foundation through the Dollars for Doers program.



**"I love dogs, so I started volunteering at Almost Home Animal Shelter in May to meet people in my new hometown. A few hours a week at this all-volunteer, no-kill shelter makes me feel accomplished, proud and connected to something greater than myself. Plus, you can't beat the doggie love! Even better, my impact is amplified through the Avantor Foundation's Dollars for Doers program by rewarding my personal volunteer time with a donation to the shelter."** – Leslie Davis

**"The introduction of Volunteer Time Off in the U.K. allowed me to dedicate time in my busy schedule to support a local organization that was there for my family during a difficult period last year. Alongside my colleagues, my dad also joined us in our efforts to make a positive impact. I'm deeply grateful for the opportunity Avantor gives me to contribute to an organization I care about, with both colleagues and family by my side."** – Adam Deakin



Associate Adam Deakin organized a team of colleagues to rejuvenate the garden at Compton Care Hospice, helping maintain a peaceful space that provides comfort to patients and their families during challenging times.



As part of Avantor's Month of Giving, the Dubai team came together for a heartwarming volunteering activity at Senses Residential and Day Care for Special Needs.

**"It was truly fulfilling to sponsor lunch for 140 children with special needs and to witness the joy on their faces as they received the meal. The day was made even more meaningful with a session of sports and games, followed by an educational activity where we paired up with the children for reading and learning. It was motivating to work alongside like-minded individuals, knowing that we were creating lasting memories and making a positive difference in these children's lives. Together, we are building a brighter future, one act of kindness at a time."**

– Maria Carron Igloso



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# About This Report

Thank you for your interest in Avantor's 2024 Science for Goodness Sustainability Report. We publish this report to provide an overview of our Company's operations related to sustainability topics that are important to our business and our stakeholders. This report, including relevant data and disclosures, is for the calendar year starting on January 1, 2024, and ending on December 31, 2024, unless otherwise noted in specific sections or disclosures. We intend to continue to report annually on our sustainability progress.

We reference several sustainability reporting frameworks and standards to inform the data and information disclosed in this report, including those outlined by the Sustainability Accounting Standards Board (SASB) and recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). A SASB index can be found on [page 51](#), and a TCFD index can be found on [page 56](#).

For the purposes of this report, the concept of double materiality herein is based on definitions of materiality specific to the assessment of sustainability topics and does not

correspond to the concept of materiality used in the securities laws and disclosures required by the U.S. Securities and Exchange Commission (SEC).

This report contains forward-looking statements, including but not limited to sustainability goals, strategies, plans and progress. Any and all forward-looking statements are subject to internal and external uncertainties, risks and opportunities that could change actual future goals or strategy. We assume no obligation to update or amend any forward-looking statements found in this year's Science for Goodness Sustainability Report should future conditions change.

For additional information about sustainability at Avantor, please visit our [website](#).

## 2024 Financial Performance Snapshot

**\$6.78 billion**

reported revenue

**\$1,199 million<sup>1</sup>**

adjusted EBITDA

**\$768 million<sup>2</sup>**

free cash flow

### Laboratory Solutions

**\$4,610 million**

reported revenue

### Bioscience Production

**\$2,174 million**

reported revenue

<sup>1</sup> See "Reconciliations of non-GAAP measures" in our Annual Report on Form 10-K for a reconciliation of this non-GAAP measure.

<sup>2</sup> See "Liquidity and capital resources-Historical cash flows" in our Annual Report on Form 10-K for a reconciliation of this non-GAAP measure.



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# Double Materiality

Avantor sets sustainability strategy and reporting priorities by understanding our stakeholders' expectations, surveying the evolving reporting landscape and prioritizing strategies that drive long-term value for the Company and stakeholders.

In 2024, we completed a double materiality assessment (DMA) to prepare for forthcoming reporting requirements, notably the Corporate Social Responsibility Directive (CSRD) in Europe. The DMA helps us identify and prioritize issues throughout our value chain where we have external influence on people or the environment (impact materiality) or that have significant financial implications for the Company (financial materiality).

Broadly, the process involves:

- Understanding the landscape around our business
- Identifying potential material topics, impacts, risks and opportunities (IROs) and assessing relevance
- Engaging key stakeholders to gain insights on IROs
- Finalizing and validating our DMA results

## Context and Relevant Topics

To begin the process, we mapped our scope of activities across the value chain and identified sustainability-related IROs associated with the activities. We analyzed topics from a variety of sources, including:

- Previous Avantor materiality assessments and sustainability reports
- Industry-relevant sustainability frameworks and questionnaires (e.g., Sustainability Accounting Standards Board, CDP and customer tenders)
- Risks identified in financial reporting
- Relevant external publications and research
- Avantor strategies, plans and operational data

The resulting list was mapped onto topics and sub-topics as defined in the European Sustainability Reporting Standards (ESRS) disclosures required for CSRD reporting. Following ESRS

### Avantor's Double Materiality Topics

- Climate change
- Resource use and circular economy
- Pollution of water
- Own workforce
- Workers in the value chain

guidelines for evaluating IROs, we assessed the initial list of topics through both financial and impact filters by identifying the likelihood of a risk or opportunity occurring and the size of the actual or potential risk or opportunity.

For impact materiality, we then assessed the scope of impact (how widespread), the scale of impact (how grave or beneficial the impact would be for people or the environment) and whether the potential impact(s) could be remediated were they to occur.

## Stakeholder Engagement and Assessment

We identified key internal and external stakeholder groups and selected stakeholders for interviews and/or surveys to gain insight into our most relevant IROs and topics. In a series of meetings and working sessions, relevant internal subject matter experts (SMEs) also provided feedback and reviewed the scoring of topics to determine the preliminary results of the assessment.

## Review and Validation

The outcome of the DMA was shared with the sustainability team, Sustainability Committee, Executive Leadership and other relevant internal subject matter experts for review and validation. The topics included below represent, at a high level, those that are most important to our business and stakeholders as a result of the DMA process. We intend to share additional context on our DMA and IRO statements in future CSRD reporting.

## Stakeholder Engagement

Involving key stakeholder groups is a critical part of understanding materiality of topics. In addition to inclusion in our DMA process, we also regularly engage stakeholders to help shape our sustainability efforts and create strong, long-standing relationships that create value for our Company and our stakeholders.

**Associates** — We facilitate open communication between associates, managers and senior leadership by conducting regular Avantor Engagement Surveys and associate listening sessions. These tools help us gauge our associates' perception of their work experience, better understand their workplace priorities and address their concerns.

**Customers** — Our customer-centric values are evident in the strong relationships we have cultivated with our over 300,000 customer locations worldwide. We have developed a deep understanding of our customers' unique challenges and aspirations through active listening and collaboration, and our solutions empower them to advance science, tackle complex challenges and achieve their business and sustainability objectives.

**Investors** — We engage our investors through frequent, proactive communication and collaboration through our stockholder engagement program. This initiative includes various forums, such as quarterly earnings discussions, investor conferences and individual meetings. Our Executive Leadership and the Board regularly review investor feedback and use this valuable input in our corporate decision-making processes.

**Suppliers** — Our supplier relationships help us serve the life sciences and advanced technologies industries with mission-critical products and services. We carefully select our suppliers to ensure our products meet our customers' performance, quality and regulatory requirements. We expect our suppliers to hold themselves to the same high standards we hold ourselves to and to comply with our Responsible Supplier Code of Conduct. We further engage suppliers through our Responsible Supplier Program.

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# Governance & Integrity

At Avantor, we are committed to ethics and compliance in everything we do. Strong corporate governance is the foundation for this commitment and the success of our business. It is also essential for advancing our Science for Goodness sustainability strategy.

## Corporate Governance

Avantor's Board of Directors and leaders are committed to strong corporate governance to deliver stakeholder benefits over the long term. This commitment encompasses conducting business in full compliance with all applicable laws and regulations. We establish and adhere to best practices, proactively identify opportunities for process improvements and maintain a high degree of conduct and communication standards. Our [Code of Ethics and Conduct](#) and other internal policies detail our expectations for employees, and our [Responsible Supplier Code of Conduct](#) and other supplier policies set the ethical and sustainability standards we expect from our suppliers, contractors and non-governmental organizations.

### Our Board of Directors

Avantor's [Corporate Governance Guidelines](#) establish the framework for our governance practices. These guidelines outline the Board's operating principles, as well as the composition and processes of the Board and its committees. Today, the Board is comprised of nine independent Directors and the Company's President and Chief Executive Officer. An Independent Chairman leads the Board.

The Board and its Committees oversee Avantor's strategy and risk management, including key sustainability matters. Our Directors bring a diverse range of expertise, experience and perspectives, which help shape the Company's strategy and sustainability initiatives. As part of its new director search process, the Nominating and Governance Committee actively seeks qualified individuals from a variety of backgrounds who possess a diversity of ideas in accordance with our Corporate Governance Guidelines.

## Sustainability Oversight and Management

### Board of Directors

The Board oversees Avantor's strategy and risk management, including key environmental, social and governance matters. The Nominating & Governance Committee has primary oversight for sustainability and corporate responsibility matters, while the Compensation & Human Resources Committee oversees the Company's talent, culture and compensation structure.



### Executive Leadership Team

The CEO and Executive Leadership Team provide executive direction and guidance on sustainability matters. Individual executive leaders have additional responsibilities and ownership of key elements within Avantor's Science for Goodness pillars.



### Sustainability Committee

A cross-functional committee of senior leaders provide comprehensive guidance and support on sustainability topics. Appointed Sustainability Committee members are thought leaders and key sustainability representatives for their respective business functions.



### Task Forces

Dedicated working groups comprised of relevant functional leaders and subject matter experts focus on advancing progress toward our sustainability goals.



### All Associates

Each associate is a key contributor to achieving our sustainability and social responsibility objectives.





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Board Committees and Responsibilities

Responsibility for overseeing specific matters related to sustainability topics is distributed across the Board and its four standing committees: Audit and Finance, Compensation and Human Resources, Nominating and Governance and Science and Technology. With the exception of the Science and Technology Committee, each is composed entirely of independent directors.

*Audit and Finance*

The Audit and Finance Committee helps fulfill the Board's risk oversight responsibilities by regularly reviewing our accounting, reporting and financial practices. This includes the integrity of our financial statements, the surveillance of our administrative and financial controls, our compliance with legal and regulatory requirements, our cybersecurity risk framework and threat assessment readiness and our Enterprise Risk Management (ERM) program. The Committee oversees certain sustainability topics, including ethics and compliance, product quality and safety and data privacy and security.

*Compensation and Human Resources*

The Compensation and Human Resources Committee has oversight responsibility for compensation structure and programs; CEO succession planning; recruitment, development and retention of management and associates; and associate relations and workplace culture. This includes evaluating risks related to Avantor's talent, culture, compensation practices and regulatory compliance with respect to compensation matters.

*Nominating and Governance*

The Nominating and Governance Committee oversees the Board's governing processes, organization, membership, succession planning, structure and education discussions. The Committee has primary oversight for sustainability and corporate responsibility matters and reports regularly on such matters to the full Board.

*Science and Technology*

In 2024, we created a Science and Technology Committee responsible for reviewing and evaluating the Company's scientific and technological innovation strategies and its research and development plans and goals. The Committee also assists management with the oversight of the Company's Scientific Advisory Board.

For more information on Avantor's Board, its Committees and Corporate Governance Guidelines, please visit our [Proxy Statement](#) and the Investor Relations section of our [website](#).

Executive Leadership and Sustainability

Avantor's CEO and Executive Leadership Team guide the Company's approach to sustainability strategy and governance. Oversight of Avantor's Sustainability Program resides with our Sustainability Committee, a cross-functional committee of senior leaders that provides comprehensive guidance and support on material sustainability topics. Functions represented on the Committee include Finance, R&D, Operations, Legal, Sourcing, Commercial and HR. The Sustainability Committee is also supported by dedicated, specialized issue-specific Task Forces. These working groups are comprised of relevant functional leaders and subject matter experts who track the most important sustainability risks and opportunities for the business and identify if a new action or policy is required.

Our VP of Global Sustainability and Impact and the Senior VP of Global Communications lead Avantor's Science for Goodness strategy and engage with the Board's Nominating and Governance Committee on material sustainability priorities. The VP of Global Sustainability and Impact also works closely with the Senior Director of Enterprise Risk Management and the Sustainability Committee to:

- Regularly assess the most significant sustainability-related priorities for our stakeholders
- Collaborate with senior leaders to integrate sustainability-related priorities into our business operations, strategy and ERM
- Establish and manage sustainability-related goals and oversee the collection, measurement and reporting of sustainability data

Stockholder Rights

Avantor's Board has established important stockholder rights to encourage engagement and promote accountability among Directors. These rights include:

- A majority vote requirement for uncontested director elections, with a policy for directors to resign if they don't get enough support

- Proxy access for stockholders who own a reasonable percentage of shares
- A provision that allows stockholders owning 20% or more of our shares to call special meetings under certain conditions

The Nominating and Governance Committee regularly reviews practices and structures to align with stockholder expectations and recommends changes to the Board for approval.

Executive Compensation

Our executive compensation program aims to attract highly skilled executives and promote long-term retention. Our pay-for-performance philosophy links executive compensation to the Company's performance, including metrics linked to Avantor's sustainability goals. More details can be found in our [Proxy Statement](#).

Code of Ethics and Conduct

We prioritize ethical conduct in every aspect of our operations and within our value chain. Our [Code of Ethics and Conduct](#) is the cornerstone of our internal policies and communication practices. This Code applies to all members of Avantor, including our Directors, Officers and Associates, such as the President and Chief Executive Officer, Chief Financial Officer, Chief Accounting Officer and other executive members. It defines our policies and sets expectations on topics including conflicts of interest, compliance with laws and regulations and use of Company assets, among others.

We offer the Code in 15 different languages and mandate that all associates engage in Code of Ethics and Conduct training and acknowledge that they have received, read and will uphold these standards. All new hires are trained on our Code as part of our onboarding process. New hires also undergo training during onboarding.

Reporting Ethics Concerns

We encourage all associates and anyone conducting business on behalf of Avantor to operate ethically, in compliance with the law and in alignment with our Code of Ethics and Conduct. Our third-party Ethics Helpline enables concerns to be reported anonymously, 24/7, 365 days a year from anywhere in the world. Helpline resources are available in the local language of each region where we operate. Reports are anonymous.

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We encourage reporting of concerns via the helpline and other internal channels of communication. All reports are received and managed by Avantor's internal compliance team. The Board's Audit and Finance Committee reviews helpline reports semi-annually, while substantiated allegations and other significant matters may be escalated to the Committee immediately.

Anti-Corruption

We have a global policy prohibiting engaging in bribery and corruption to secure or maintain business. Consistent with anti-bribery and anti-corruption laws and treaties in the United States and abroad, our policies prohibit individuals and entities from offering payments or gifts to foreign government officials to influence their actions in an official capacity for business gain. We are committed to complying with the Foreign Corrupt Practices Act (FCPA) and the anti-corruption laws of all countries in which we operate.

Actions that violate our anti-corruption policy are also prohibited if carried out indirectly through third parties, such as agents and dealers, to ensure compliance with our policies and applicable laws.

Human Rights

We strive to uphold human rights everywhere we operate and will not engage in business with any individual or Company that we know exploits child, forced, indentured or slave labor. To this end, we continue to take steps to improve transparency in our value chain. We hold all individuals and entities associated with our business, including management, associates, visitors, contractors, vendors and suppliers, accountable for respecting [human rights and upholding fair labor standards](#) in all global business operations.

Labor Standards

We are committed to promoting a safe, healthy and ethical workplace with working conditions, wages and benefits that meet or exceed applicable laws. We adhere to proper working hours and compensation practices, including overtime pay, consistent with local regulations. We expect everyone conducting business on our behalf to do the same, acting ethically, in compliance with the law and in alignment with our Code of Ethics and Conduct and our Responsible Supplier Code of Conduct.

Animal Welfare

Avantor does not conduct testing of its products on live animals.

Avantor does provide certain customers with tools for animal testing, as well as animal specimens for necessary use in traditional academic settings and critical research, supporting its mission of setting science in motion to create a better world. Avantor is committed to ensuring humane animal welfare and utilizing reasonable alternatives to animal specimens where possible and complies with all relevant laws and licensing requirements for the states in which it operates.

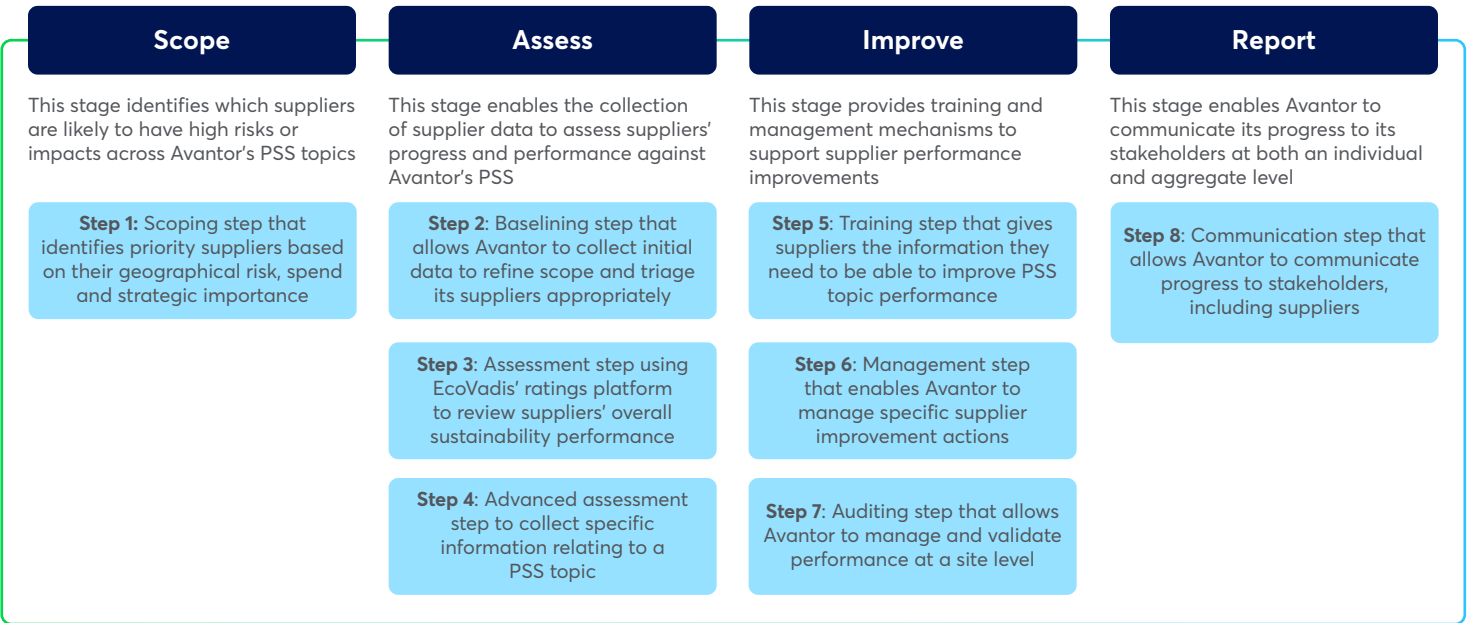
Responsible Supply Chain

Avantor recognizes we cannot achieve our long-term sustainability goals without the support of our suppliers. We hold anyone working for or with Avantor to the standards of our Company [Code of Ethics](#) and [Supplier Code of Conduct](#). Our Responsible Supplier Program is our approach to embedding sustainability practices throughout our supply chain and ensuring Avantor's suppliers are well-positioned to meet the sustainability challenges of the future.

Supplier requirements and practices are further outlined in additional statements and policies, which are updated regularly to reflect best practice. These include:

- [Environmental Sustainability Statement for Avantor Supply Chain](#)
- [Deforestation-Free Statement](#)
- [Responsible Packaging Statement](#)
- [Avantor Human Rights Statement for the Supply Chain](#)
- [Ethics Helplines for Suppliers](#)
- [Conflict and Extended Minerals Statement](#)
- [Sustainability Performance Monitoring Practices for the Supply Chain](#)

Avantor's Sustainability Monitoring Steps for the Supply Chain





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Responsible Supplier Program

Our [Responsible Supplier Program](#) aims to improve supplier performance across four priority sustainable sourcing topics — Climate Change, Human Rights, Nature Conservation and Resource Circularity. We are building on our strong supplier relationships, some of which have been in place for more than 20 years, to achieve our goals in three ways: performance, collaboration and recognition. These pillars serve as the foundation for implementing meaningful progress and fostering strong partnerships with our suppliers.

**Performance:** Avantor uses various global standard frameworks and tools to measure, monitor and manage supplier performance.

- In 2024, Avantor piloted a new supply chain transparency tool that allows us to proactively identify risks associated with our suppliers. We reviewed 149 suppliers, identified initial risk factors and are incorporating findings into our overall monitoring practices in the Responsible Supplier Program. We will continue to use the tool to provide insights for creating action plans through our multi-tiered supply chain.
- Supplier contracts contain clauses related to our expectations for responsible conduct. We also reserve the right to monitor suppliers' compliance with the Code. Non-compliance may result in consequences such as an audit, corrective action plans or contract termination.
- Avantor began using EcoVadis, an external rating platform, in 2023 to measure supplier performance. As of the end of 2024, 52% of suppliers by spend are included.

**Collaboration:** We partner with stakeholders to identify and implement solutions that accelerate sustainability.

- Through the end of 2024, 55% of suppliers by spend are enrolled in our Responsible Supplier Program.
- A key part of Avantor's low-carbon transition plan is reducing emissions in our supply chain by engaging with suppliers. We strongly believe that, in addition to setting targets, we need to support suppliers in achieving emission reductions. Thus, we have partnered with the Supplier Leadership on Climate Transition group to make climate change training available to our suppliers. Enrolling our first cohort of suppliers in 2024, the sponsored training will help our suppliers measure their greenhouse gas emissions and develop science-based targets for validation by the Science Based Targets initiative.



- We've also built a Supplier Training Portal so suppliers can access resources and training quickly and feel empowered to start their sustainability journey. This will be particularly helpful for suppliers with limited access to resources or who are in earlier stages of their sustainability journey.
- In addition, Avantor is a contributor to the Scope 3 Peer Group, supporting the data and product footprint work streams. Through collaboration, this group helps procurement professionals make faster progress on reducing supply chain emissions.

**Recognition:** We identify, incentivize and recognize suppliers for exception sustainability performance and collaborative contributions.

- Avantor once again celebrated top-performing suppliers at our Annual Sales Conferences in the Americas and Europe. Ansell and Ahlstrom were recognized for excellent collaboration, consistently strong EcoVadis scores and progress on achieving our sustainable sourcing targets.
- We are investigating additional ways to recognize and promote high-performing suppliers in the program.

Avantor presented Ansell (pictured) and Ahlstrom with the 2024 Top Responsible Supplier Performance Award.

Conflict Minerals

Avantor is committed to sourcing minerals responsibly, including the conflict minerals tin, tantalum, tungsten and gold. We depend on our suppliers to disclose the origin of these minerals in the components, raw materials and products they supply to us, including those sourced from sub-tier suppliers. In line with the Organization for Economic Co-operation and Development (OECD) guidelines, Avantor follows a five-step process for [conflict mineral due diligence](#). We request that suppliers complete the Responsible Minerals Initiative (RMI) Conflict Minerals Reporting Template to identify the metal smelters or refiners and their respective countries of origin. Our tracking system monitors supplier responses and due diligence progress.

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# Enterprise Risk Management and Regulatory Compliance

Avantor’s Enterprise Risk Management (ERM) program offers a structured framework for identifying, prioritizing and mitigating or eliminating significant risks across the Company’s various businesses. We assess key risks related to strategies, finances, operations, compliance, personnel and external factors, including material sustainability risks and opportunities. Our ERM approach encourages collaborative and constructive communication; facilitates effective tracking, testing, planning and goal setting for key risks; and enhances preparedness for senior leaders and the Board in addressing emerging risks and opportunities.

## ERM Oversight and Implementation

Our ERM process is overseen by our Board of Directors and the Board’s Audit and Finance Committee. The Committee reviews and approves regular reports on priority risks and the mitigation plans designed to address these risks. Additionally, it approves updates to the ERM program’s design, as well as the Executive Leadership Team’s overall strategy related to specific business risks and overall risk tolerance.

The Executive Leadership Team is responsible for ensuring that the ERM program remains operational. This includes allocating resources necessary to address risks and regularly revising and updating its strategic approach.

Avantor’s Senior Director of ERM leads the organization’s ERM program and partners with the Executive Leadership Team to foster a risk-aware culture and adherence to our high ERM standards across the organization. The Senior Director of ERM also partners with Avantor’s Sustainability Committee to integrate sustainability and corporate responsibility into our strategic planning, risk management and reporting.

Our ERM Department identifies key risks and develops strategies to mitigate them using standardized templates and methodologies. The Internal Audit function supports this work by validating these risk mitigation strategies as part of our annual Internal Audit Plan activities.

## Regulatory Compliance

Avantor is committed to compliance with regulatory requirements across all regions in which we operate, ensuring

alignment for the design, manufacture, and distribution of life sciences, biotechnology and medical diagnostics products and solutions. Avantor engages with global regulatory authorities across a wide array of regulatory domains, ensuring adherence to quality, performance, and reliability standards while fostering transparency in compliance reporting.

Avantor integrates risk management and due diligence into our compliance frameworks. Our quality systems ensure product integrity through design protocols, vendor qualification, and supply chain oversight, reinforcing our commitment to responsible business practices and regulatory excellence.

## Emergency Preparedness

Preparedness is crucial to advancing a culture of safety and safeguarding our people and our operations. Avantor’s global emergency response program addresses a range of situations through protocols for operating procedures for emergency use, contingency plans and coordination structures. We conduct annual response training in collaboration with local, county, state and federal emergency management response agencies and multiple area hospitals as needed. For example, our Phillipsburg, New Jersey, site continues to build on the great work highlighted in last year’s report by running their annual emergency response training. In addition, we implemented an evacuation drill in Canada with local authorities to include a full Hazardous Materials Response. In the U.K., we train volunteer associates in first aid, fire response and more to prepare them to act as first responders in the event of an incident.

## Quality Management

We have rigorous quality systems and standards, from our robust design protocol through the entire value chain. In 2024, Avantor held our second annual World Quality Week to explore how quality drives innovation, trust and customer satisfaction. Associates participated at over 90 sites around the world, including more than 800+ hours of training on topics ranging from root cause analysis to auditing. All told, over 5,000 Avantor associates completed nearly 240,000 quality-related training courses. Training targets are a key focus within the Avantor Business System, championed by the Quality & Regulatory (Q&R) team and tracked through leadership metrics to drive cross-functional accountability. These trainings and events support our continued best-in-class culture of improvement and collaboration, allowing us to meet customer requirements, error free, on time, every time.

## Commitment to Product Safety and Compliance

Avantor upholds the highest standards for product safety, quality, and regulatory compliance across our global operations. Our rigorous compliance programs ensure adherence to evolving regulatory requirements, reinforcing our commitment to sustainability and responsible business practices.

Oversight of emerging regulations and industry standards is led by our Standards and Regulation Council (SRC), which proactively evaluates and integrates regulatory updates into our Quality Management System (QMS). By continuously enhancing compliance frameworks, Avantor ensures that our products and processes not only meet but exceed applicable regulatory and quality requirements.

### Avantor’s Process Safety Guidelines

- Maintain management processes and encourage associates to identify areas and opportunities to improve the management system and EHSS&S performance and drive growth of the Company through these initiatives
- Ensure open and timely communication and widespread participation of workers and workers’ representatives, providing them with appropriate levels of training and supporting local EHSS&S programs and local communities where we operate
- Commit to implementing all training and resources necessary to ensure the safety and security of people and property
- Regularly conduct safety and security training exercises at our sites worldwide. Our EHSS&S teams, along with facility Emergency Response Teams and governmental authorities, collaborate closely during these exercises to uphold the highest standards of safety, health and security at each location



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Through this proactive approach, we maintain transparent governance, strengthen stakeholder trust, and advance sustainability-driven innovation across our supply chain.

Our management systems, manufacturing processes, services and documentation procedures are crafted to support numerous certifications and regulatory approvals. Across our global operations we have facilities certified to ISO 9001, ISO 13485, ISO 14001 and ISO 45001 standards. Visit our [website](#) for information on all ISO-certified locations.

We operate in full compliance with all relevant national and international laws and regulations, prioritizing Environment, Health, Safety, Security and Sustainability (EHSS&S), Product Information Compliance and Quality and Regulatory.

We operate 12 facilities that adhere to Current Good Manufacturing Practices (cGMP). Additionally, we manage and maintain over 790 master access files (MAF) and drug master files (DMF) that are registered with regulatory bodies around the world. These files help facilitate the approval process for medical and pharmaceutical products.

Avantor Facility Certifications

12 cGMP facilities

84 ISO-9001 certifications globally

Data and Information Security

Avantor's business relies on advanced information systems to obtain, rapidly process, analyze and manage data in order to effectively operate our business. We maintain an active cybersecurity risk management and strategy program to protect our business information, intellectual property, customer, supplier and associate data and information systems from cybersecurity risks, which is integrated in our ERM program.

Our enterprise-wide information security policies, processes and standards are designed to protect and maintain confidentiality, integrity and continued availability of our data and information systems. These policies set requirements for acceptable use of information systems and data, risk assessment and management, identity and access management, data security, security operations, security incident response and threat and vulnerability management.

ISO 14001  
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.

ISO 45001  
Health and Safety

The ISO 45001 standard is the world's international standard for occupational health and safety management, aiming to help reduce workplace injuries, illnesses and incidents.

ISO 13485  
Quality

ISO 13485 is the standard for quality management in the design and manufacture of medical devices. This standard outlines requirements to ensure devices meet customer and regulatory demands for safety and efficacy.

ISO 9001  
Quality

ISO 9001 establishes the criteria for a quality management system. This standard is based on principles including customer confidence, process improvement and effective complaint resolution. This standard ensures customers get consistent, good-quality products and services.



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Risk assessment activities are performed annually and are aligned with the National Institute of Standards and Technology (NIST) 800-171 and Cybersecurity Framework.

Our Information Security Team develops and implements plans to mitigate cybersecurity threats. This team monitors our systems for threats, breaches, intrusions and other weaknesses and responds to cybersecurity incidents should they occur. Our associates are trained in data security and other evolving risks to enable leading practices throughout the organization.

We engage consultants and other third-party advisors to conduct independent assessments of our cybersecurity readiness and control effectiveness. In collaboration with external cybersecurity firms, we enhance our cybersecurity response, risk remediation and resilience capabilities. This includes working with an external incident response team, receiving third-party threat intelligence, planning and executing on incident tabletop exercises and performing assessments and control tests on our enterprise environment.

Our program encompasses procedures to monitor and identify cybersecurity risks and threats associated with our third-party service providers. This includes evaluations conducted by our team of information security professionals, reviews of independent assessment documentation and continuous monitoring of the independent security posture of

these providers. Additionally, we incorporate security and data protection provisions into our contractual agreements with third-party service providers when applicable.

The scope and impact of any future incident cannot be predicted, so we also maintain a cybersecurity risk insurance policy that would reduce the costs associated with a covered cybersecurity incident if it occurred. No cybersecurity incident in 2024 resulted in an interruption of our operations or known losses of critical data or otherwise had a material impact on Avantor's strategy, financial condition or results of operations. See Item 1A, Risk Factors, and Item 1C, Cybersecurity, in our most recent [Annual Report on Form 10-K](#) for more information on how material cybersecurity attacks may impact our business.

Data Privacy

Avantor strives to keep our stakeholders' data secure and confidential. We only use this data for specified business purposes and in accordance with applicable laws. We are also committed to the fair and lawful treatment of personal information about associates and contract workers (past or present), prospective associates and their dependents, beneficiaries and emergency contacts that Avantor collects or processes or that others have collected or processed on our behalf.

Business Continuity

Avantor maintains recovery plans to enable timely response in the event of a disaster or other disruption of operations. These plans outline procedures and practices to protect the safety of our associates and support the continuance or resumption of Avantor's services to customers.

Our Crisis Management program further enables operational resilience in the event of an incident or crisis at facilities globally with a predefined response and recovery framework. Crisis management protocols are periodically reviewed, updated and tested for continuous improvement and are aligned with industry best practices.

Continuous Improvement Training

The Avantor Business System (ABS) is foundational to how we work and drives excellence in people, processes and leadership. We empower our associates to make improvements at the local level through ABS workshops and kaizen events to drive enhancements to business processes and strategic breakthroughs that increase value for our stakeholders.





# Data Summary

## People & Culture Data

### Associate Data

Avantor’s talent management strategy supports our growth as a business, in alignment with our commitment to ethics and compliance and fostering a culture of belonging. Through our Self-Identification Platform, associates can voluntarily provide information that helps inform our talent practices.

Associates by Gender	
Total Associates	13,890
Female	45%
Male	54%

Associates by Employment Type, by Gender			
Full Time		Part Time	
Female	Male	Female	Male
5,921	7,344	261	123

Methodology Notes:

- The number of associates used in the calculations is the figure as of December 31, 2024.
- Associates choosing "Undeclared" were removed from the calculation for percentage.

Associates by Region		
AMEA	2,620	18%
Americas	6,538	45%
Europe	5,431	32%

Racial and Ethnic Group Representation of U.S. Associates		
Asian	505	9.4%
Black or African American	651	12.1%
Ethnicity Not Specified or Other	6	0.11%
Hispanic or Latino	1,222	22.7%
Two or More Races	170	3.2%
White	2,782	51.7%

Methodology Notes:

- Data on race and ethnicity is a reflection of U.S. associates only.

### Associates by Level

Women in Management Positions, by Level		
Position Level	Female	Male
Executive Leadership	31%	69%
Leadership	36%	63.4%
Individual Contributor	47%	52.6%

Methodology Notes:

- Numbers may not equal 100% due to rounding.
- The number of associates used in the calculations is the figure as of December 31, 2024.

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People & Culture Data (continued)

Racial and Ethnic Group Representation of U.S. Management, by Level			
	Executive Leadership	Leadership	Individual Contributor
Asian	7.1%	13.5%	8.7%
Black or African American	8.2%	5.5%	13.4%
Hispanic or Latino	8.2%	8.6%	25.6%
Indigenous	0%	0.36%	0.84%
White	72.9%	69.04%	48.1%
Two or More Races	3.5%	2.9%	3.2%
Ethnicity Not Specified or Other	0%	0.12%	0.11%

Methodology Notes:

- The number of associates used in the calculations for representation data is the figure as of December 31, 2024.
- Numbers may not equal 100% due to rounding.
- "Executive Leadership" positions are defined as VP and above.
- "Leadership" positions are defined as manager and above, and positions that contain a supervisory organization or more than one direct report.
- "Individual Contributor" positions do not have a supervisory organization or direct reports.

New Hires

Our talent acquisition efforts aim to attract and retain qualified candidates across the globe. We prioritize a workplace that offers professional development opportunities, competitive compensation and a supportive work environment. Our approach ensures compliance with applicable labor regulations globally while fostering a high-performing and engaged workforce.

New Hires by Age and Gender

	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Female	400	332	110
Male	425	461	124

New Hires by Age and Region

	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
AMEA	255	128	0
Americas	376	398	151
Europe	203	270	83

Methodology Notes:

- The number of associates used in the calculations for new hires is the figure as of December 31, 2024.



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People & Culture Data (continued)

Associate Turnover

In 2024, the total associate voluntary turnover rate was 11% — a notable 5% decrease from 2022 — highlighting the impact of our ongoing, company-wide efforts to improve retention and engagement. These initiatives are detailed on [pages 11-12](#).

In December 2023, Avantor announced a business transformation and new operating model to position the company for growth and unlock significant operating efficiencies. While we’ve expanded our manufacturing capacity and strengthened our global supply chain, we’ve also streamlined processes and restructured for efficiency. In 2024, these planned efforts for organizational effectiveness included anticipated impact to associate turnover.

Turnover by Level				
Position Level	Voluntary		Involuntary	
	Number	%	Number	%
Executive Leadership	8	7.1%	20	17.7%
Leadership	108	6.7%	188	11.7%
Individual Contributor	1,458	12.0%	946	7.8%
Total	1,574	11.0%	1,154	8.0%

Methodology Notes:

- Associates impacted by reduction in force tied to Avantor’s enterprise transformation efforts are classified as involuntary turnover.

Turnover by Age and Gender			
	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
Female	300	522	324
Male	339	766	408

Turnover by Age and Region			
	Under 30 years of age	Between 30 and 50 years of age	Over 50 years of age
AMEA	160	247	15
Americas	323	705	487
Europe	162	345	231

Total Recordable Incident Rate

Avantor’s workplace health and safety strategy aims to identify potential hazards before incidents occur through its focus on preventative, risk-based initiatives. In addition to compliance with local, national and international regulations, we measure performance through preventative action closure and metrics such as Total Recordable Incident Rate (TRIR).

Total Recordable Incident Rate (TRIR)				
2020	2021	2022	2023	2024
0.50	0.45	0.40	0.43	0.34

Supplier Empowerment

We welcome and encourage participation from businesses of all backgrounds. In the US, Avantor adheres to the principles of equal opportunity and does not make supplier spending decisions on the basis of race or other legally protected status, in accordance with applicable law.

Supplier Empowerment	
Total Number of Suppliers in Program	1,056
Spend on Supplier Empowerment as % of Total Spend	11%

Methodology Notes:

- Reflects North American spend only.

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# Innovation & Environment Data

## Emissions and Energy Data

In 2021, Avantor set a target to reduce its operational (Scope 1 and Scope 2) emissions by 15% by 2025 from a 2019 baseline. This goal included our top 61 emitting sites, which, at the time, accounted for 80% of Company operational emissions. We continued to report on these emissions through 2023 when, after achieving the initial reduction goal and making several acquisitions, we established new science-based 2030 climate targets that encompass 95% of our total operational emissions. We follow the GHG Protocol methodology, which sets a threshold of 5% change for restating baseline. These acquisitions and change in boundary met that threshold.

This 2024 report is the first to reflect the expanded boundary emissions (including acquisitions and Company fleet). It is also the first to reflect progress on the new 2030 targets and baseline emissions and year. We are in the process of getting these near-term climate goals validated through the Science Based Targets initiative (SBTi).

Methodology Notes:

To calculate our emissions, we use:

- Greenhouse Gas Protocol Stationary Combustion Tool (Version 4-1) and Greenhouse Gas Protocol Electricity Calculator (Version 4-8).
- EPA Power Profiler Zipcode Tool (Version 9), including U.S. Environmental Protection Agency eGrid (Emissions & Generation Resource Integrated Database).
- From 2020-2022 Scope 2 data shown is location-based. Starting in 2023, both market-based and location-based data is shown.
- Data is reported in metric tons of CO<sub>2</sub> equivalents representing 95% of operational emissions (site and fleet) globally.

### Scope 1 and 2 GHG Emissions (MTCO<sub>2</sub>e)

	2020 (baseline)	2021	2022	2023	2024
Scope 1	41,105	41,005	41,359	40,743	39,502
Scope 2 (location-based)	39,493	39,500	37,122	36,577	37,651
Scope 2 (market-based)	–	–	–	34,079	34,996

### Scope 3 GHG Emissions (MTCO<sub>2</sub>e)

	2020 (baseline)	2024
Category 1: Purchased Goods and Services	1,480,340	1,303,627
Category 2: Capital Goods	22,967	13,287
Category 3: Fuel- and Energy-Related Activities	21,924	20,230
Category 4: Upstream Transportation and Distribution	96,836	89,690
Category 5: Waste Generated in Operations	2,047	4,763
Category 6: Business Travel	2,478	5,207
Category 7: Employee Commuting	11,341	10,601
Category 9: Downstream Transportation and Distribution	61,186	60,683
Category 10: Processing of Sold Products	325,543	352,124
Category 11: Use of Sold Products	2,491,019	2,749,005
Category 12: End-of-Life Treatment of Sold Products	177,461	150,464
Total	4,693,142	4,759,681

Methodology notes:

- We assessed our Scope 3 emissions using the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standards are followed.
- Our consolidation approach is operational control.
- We evaluated all 15 categories for applicability. Categories 8, 13, 14 and 15 were identified as not relevant or material. We have included Categories 1-7 and 10-12 in our Scope 3 footprint.



Innovation & Environment Data (continued)

Energy Use

Energy Use (in MWh)					
	2020	2021	2022	2023	2024
Total Energy	220,507	217,739	211,262	212,129	293,873
Natural Gas	127,779	127,518	121,769	126,064	167,788
Electricity	92,219	89,670	88,958	85,593	108,185
Renewable Electricity	0	0	0	6,992	8,368
Diesel	337	282	227	273	17,096
Oil	172	269	308	199	804

Methodology Notes:

- The number of sites reporting increased from 61 to 90 sites starting in 2024 (delineated by vertical line).
- Fuel for company cars and fleet is also included starting in 2024.
- Renewable energy includes renewable energy certificates (RECs), power purchase agreements (PPAs) and community renewable projects. The agreements for RECs are reviewed against GHG protocol quality criteria to confirm compliance and applicable reporting period.
- For 2023, renewable energy was 6.1% of total electricity use. For 2024, renewable energy was 8% of total electricity use.

2024 Intensity Metrics

Metric	MWh per \$M-USD Net Sales	MWh per Associate
Energy Intensity	43.35	21.16
Metric	MTCO <sub>2</sub> e per \$M-USD Net Sales	MTCO <sub>2</sub> e per Associate
GHG Emissions	10.99	5.36

Waste Generation, Diversion, Recycling and Disposal

Avantor's comprehensive operational waste management strategy aims to decrease waste created at our distribution centers. Our total waste diversion rate was 50.3% in 2024. As part of improvements in process and oversight, we increased waste data collection from 35 sites in 2023 to 94 sites in 2024, a 170% increase in number of sites reporting data. This increased visibility allows further waste management optimization across our operations.

We carefully manage hazardous waste and strive to minimize the amount sent to landfills. For Avantor, potential sources of hazardous waste include expired chemicals, overproduction during the manufacturing process and materials that do not meet specifications.

Waste Generation, Diversion, Recycling and Disposal (MT)

	2020	2021	2022	2023	2024
Recycled	4,681	4,880	4,296	4,481	8,288
Waste to Energy	509	349	576	423	582
Landfilled	4,227	5,454	4,067	4,329	8,791
Total Waste Generated	9,417	10,683	8,939	9,232	17,682

Methodology Notes:

- The number of sites reporting increased from 35 to 90 starting in 2024 (delineated by vertical line).
- Data is reported in metric tons.

Water Management

Avantor launched a multi-year water management strategy in 2022. We use WRI's Aqueduct Water Risk Atlas to identify sites in our network that are located in areas with high or very high water stress. In 2023, we identified 22 sites that were required to develop water management plans. The Environmental Task Force oversees the program, ensuring facilities have implemented measures to reduce water consumption. We are developing our understanding of our water outflows and enhancing our capacity to monitor pollution. We continue to review the site list and management plans on a regular basis.

Water Withdrawal (m³)

2023	2024
3,029	3,070

Methodology Notes:

- As part of improvements in process and oversight, we increased the number of sites reporting water usage data from 41 sites in 2023 to 63 sites in 2024, an increase of 54% (delineated by vertical line).
- Data is reported in million liters (1,000 m³).

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Board Data

Our Board of Directors bring a broad range of expertise, experience and perspectives that guide the Company's business and sustainability strategy. The Board and its committees guide Avantor's governance policies and practices and ensure that we operate in full compliance with all relevant laws and regulations. See our [2024 Proxy Statement](#) for more information.

Board Composition by Gender	
Total Members	10
Female Members	3
Male Members	7

Board Composition by Age	
<40	0
40-49	0
50-59	4
60-69	6
70+	0

ISO Certifications

Avantor maintains ISO certifications to ensure our systems, processes, services and documentation procedures meet global standards for quality assurance. In addition to ISO 9001, we also have ISO 13485, FSSC 22000 and AS 9100 certifications.

ISO 9001 Certifications by Region	
AMEA	10
Americas	29
Europe	45



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# SASB Index

This index includes and references information related to the Sustainability Accounting Standards Board (SASB) Medical Equipment and Supplies Standard. Given the unique nature of our business, this index also includes topics and metrics from the SASB Standards applicable to the Medical Equipment & Supplies industry, the Biotechnology & Pharmaceuticals industry and the Chemicals industry that capture information relevant to our Company. The information presented below covers fiscal year 2024 (January 1, 2024 through December 31, 2024) unless otherwise noted in specific disclosures.

Code	Category	Unit of Measurement	Metric	Disclosure
Product Safety				
HC-MS-250a.1	Quantitative	Number	Number of recalls issued, total units recalled	There have been no (0) Avantor product recalls issued.
HC-MS-250a.2	Discussion and analysis	n/a	Products listed in any public medical product safety or adverse event alert database	There have been no (0) Avantor manufactured products listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database.
HC-MS-250a.3	Quantitative	Number	Number of fatalities associated with products	There have been no (0) reported fatalities.
HC-MS-250a.4	Quantitative	Number	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	There were no (0) FDA enforcement actions taken in response to violations of current cGMP in 2024.
Ethical Marketing				
HC-MS-270a.1	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	There have been no (0) monetary losses as a result of legal proceedings associated with false marketing claims.
HC-MS-270a.2	Discussion and analysis	n/a	Description of code of ethics governing promotion of off-label use of products	<a href="#">2024 Science for Goodness Report &gt; Commitment to Product Safety and Compliance</a>  <a href="#">Avantor Code of Ethics and Conduct</a>  <a href="#">Avantor Responsible Supplier Code of Conduct</a>  We follow relevant healthcare and product codes and laws applicable to Avantor's business, but do not have specific policies related to the off-label use of products.

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Code	Category	Unit of Measurement	Metric	Disclosure
Product Design and Lifecycle Management				
HC-MS-410a.1	Discussion and analysis	n/a	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	<a href="#">2024 Science for Goodness Report &gt; Commitment to Product Safety and Compliance</a>  <a href="#">2024 Science for Goodness Report &gt; Environmentally Preferable Products</a>  <a href="#">Management of Change</a>  <a href="#">Sustainable Product Innovation</a>
HC-MS-410a.2	Quantitative	Metric tons (t)	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	379 MT  <a href="#">2024 Science for Goodness Report &gt; Reducing Product End-of-Life Impacts and Packaging Waste</a>  <a href="#">Avantor Recycling and Waste Diversion Solutions</a>
Supply Chain Management				
HC-MS-430a.1	Quantitative	Percentage (%)	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 that 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. 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.  <a href="#">2024 Science for Goodness Report &gt; Commitment to Product Safety and Compliance</a>  <a href="#">The value of ISO certification at Avantor</a>
HC-MS-430a.2	Discussion and analysis	n/a	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. We maintain traceability through accounting for product part numbers, serial numbers and lot numbers.  <a href="#">Quality and compliance</a>  <a href="#">2024 Science for Goodness Report &gt; Responsible Supply Chain</a>



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Supply Chain Management (cont.)

Code	Category	Unit of Measurement	Metric	Disclosure
HC-MS-430a.3	Discussion and analysis	n/a	Description of the management of risks associated with the use of critical materials	<a href="#">2024 Form 10-K, pp. 7-9</a>  <a href="#">2024 Science for Goodness Report &gt; Commitment to Product Safety and Compliance</a>  <a href="#">2024 Science for Goodness Report &gt; Responsible Supply Chain</a>  <a href="#">Avantor Responsible Supplier Code of Conduct</a>  <a href="#">Avantor Conflict Minerals Statement</a>

Business Ethics

HC-BP-510a.1	Quantitative	Reporting currency	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	There have been no (0) monetary losses as a result of legal proceedings associated with bribery or corruption.  <a href="#">2024 Form 10-K, p. F-34</a>
HC-BP-510a.2	Discussion and analysis	n/a	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.  <a href="#">2024 Science for Goodness Report &gt; Code of Ethics and Conduct</a>  <a href="#">Avantor Code of Ethics and Conduct</a>

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Code	Category	Unit of Measurement	Metric	Disclosure																									
Employee Recruitment, Development and Retention																													
HC-BP-330a.1	Discussion and analysis	n/a	Discussion of talent recruitment and retention efforts for scientists and research and development staff	<a href="#">2024 Science for Goodness Report &gt; Talent Attraction, Development and Retention</a>  <a href="#">2024 Science for Goodness Report &gt; Associate Engagement Attracting &amp; Developing our Associates</a>																									
HC-BP-330a.2	Quantitative	Rate	1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Total rate of associate voluntary turnover: 11% <table><tr><th colspan="5">Turnover by Level</th></tr><tr><th>Position Level</th><th colspan="2">Voluntary (%)</th><th colspan="2">Involuntary (%)</th></tr><tr><td>Executive Leadership</td><td>8</td><td>7.1%</td><td>20</td><td>17.7%</td></tr><tr><td>Leadership</td><td>108</td><td>6.7%</td><td>188</td><td>11.7%</td></tr><tr><td>Individual Contributor</td><td>1,458</td><td>12.0%</td><td>946</td><td>7.8%</td></tr></table>	Turnover by Level					Position Level	Voluntary (%)		Involuntary (%)		Executive Leadership	8	7.1%	20	17.7%	Leadership	108	6.7%	188	11.7%	Individual Contributor	1,458	12.0%	946	7.8%
Turnover by Level																													
Position Level	Voluntary (%)		Involuntary (%)																										
Executive Leadership	8	7.1%	20	17.7%																									
Leadership	108	6.7%	188	11.7%																									
Individual Contributor	1,458	12.0%	946	7.8%																									
Greenhouse Gas Emissions																													
RT-CH-110a.1	Quantitative	Metric tons (t) CO <sub>2</sub> e, Percentage (%)	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Scope 1 GHG emissions: 39,502 MTCO <sub>2</sub> e  Scope 2 (location-based) GHG emissions: 37,651 MTCO <sub>2</sub> e  Scope 2 (market-based) GHG emissions: 34,996 MTCO <sub>2</sub> e  <a href="#">2024 Science for Goodness Report &gt; Scope 1 and 2 Emissions</a>																									
RT-CH-110a.2	Discussion and analysis	n/a	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	<a href="#">2024 Science for Goodness Report &gt; Climate Change Adaptation and Mitigation</a>																									
Energy Management																													
RT-CH-130a.1	Quantitative	Gigajoules (GJ), Percentage (%)	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	Total energy consumed: 293,873 MWh  <a href="#">2024 Science for Goodness Report &gt; Climate Change Adaptation and Mitigation</a>  <a href="#">2024 Science for Goodness Report &gt; Renewable Energy</a>																									



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Code	Category	Unit of Measurement	Metric	Disclosure
Water Management				
RT-CH-140a.1	Quantitative	Thousand cubic meters (m³), Percentage (%)	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Total water withdrawn¹: 3,070 m³
RT-CH-140a.3	Discussion and analysis	n/a	Description of water management risks and discussion of strategies and practices to mitigate those risks	<a href="#">2024 Science for Goodness Report &gt; Water Management</a>
Community Relations				
RT-CH-210a.1	Discussion and analysis	n/a	Discussion of engagement processes to manage risks and opportunities associated with community interests	Emergency preparedness exercises are held across many of our global locations, often in collaboration with local, municipal and government response teams, to ensure adherence to safety standards and protect the well-being of our associates and the community. These drills encompass various scenarios, such as evacuation procedures, responses to natural disasters, active shooter situations and other emergencies that could impact business continuity. Documentation of drills occurs at the location level, facilitated by Avantor's utilization of an EHS management system tool, that captures and verifies completed tasks for effective monitoring and compliance.
Workforce Health and Safety				
RT-CH-320a.1	Quantitative	Rate	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	(1) TRIR - 0.34  (2) Zero (0) fatalities for employees and contractors
RT-CH-320a.2	Discussion and analysis	n/a	Description of efforts to assess, monitor, and reduce exposure of employees and contract workers to long-term (chronic) health risks	<a href="#">2024 Science for Goodness Report &gt; Caring for Our Associates: Our Approach to Health, Safety and Well-Being</a>

¹ Data is reported in million cubic liters (m³), representing 63 sites globally.

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# TCFD Disclosures

Information presented in this index references the Task Force on Climate-Related Financial Disclosures (TCFD). As of 2023, TCFD monitoring is fully incorporated under the IFRS Foundation. Disclosures included below cover fiscal year 2024 (January 1, 2024 through December 31, 2024) unless otherwise indicated in specific disclosures.

TCFD Recommendation	Response
Governance: Disclose the organization's governance around climate-related risks and opportunities.	
a) Describe the board's oversight of climate-related risks and opportunities.	<p>The full Board of Directors has oversight over the Company's climate-related risks and opportunities and receives updates throughout the year, at least semi-annually. These discussions include updates on the Company's sustainability goals, progress and reporting under its four sustainability pillars, with a particular focus on climate-related topics. The Board receives an annual briefing from an outside consultant on the evolving climate landscape, including investor and customer expectations, as well as evolving disclosure and regulatory landscape. This ensures that Board members have competency on sustainability issues, including those related to climate.</p> <p>The independent Nominating and Governance Committee of the Board of Directors has primary responsibility for sustainability, corporate responsibility and environmental, social and governance efforts and associated risks, including those related to climate. The Committee receives updates, at least bi-annually, on progress towards our sustainability goals and risks and reports regularly on such matters to the full Board.</p> <p><a href="#">Nominating and Governance Committee Charter</a></p>
b) Describe management's role in assessing and managing climate-related risks and opportunities.	<p>Avantor's CEO and Executive Leadership Team (ELT) provide direction and guidance on sustainability matters, including climate risks and opportunities. Additionally, our VP of Global Sustainability and Impact and Senior VP of Global Communications and Branding lead and coordinate our sustainability strategy and regularly engage with the Board's Nominating and Governance Committee as noted above.</p> <p><b>The VP of Global Sustainability and Impact's responsibilities include:</b></p> <ul style="list-style-type: none"><li>• Regularly assessing priorities to identify the most significant topics for our stakeholders</li><li>• Working closely with senior leaders to integrate sustainability-related priorities into our business operations</li><li>• Establishing and managing sustainability-related goals and overseeing the collection, measurement and reporting of relevant data</li></ul> <p><b>The Senior VP of Global Communications and Branding's responsibilities include:</b></p> <ul style="list-style-type: none"><li>• Providing regular updates to the ELT and Board on sustainability topics</li><li>• Overseeing internal associate communications on sustainability topics and alignment across the business strategy</li><li>• Ensuring executive goal owners are driving progress toward our sustainability goals</li><li>• Effectively communicating our sustainability work to ensure visibility among external audiences</li></ul> <p>Oversight of our Sustainability Program resides with our Sustainability Committee, a cross-functional committee of senior leaders that provides comprehensive guidance and support on sustainability topics. Functions represented on the committee include Commercial, Finance, Environment Health &amp; Safety, Human Resources, Legal, Operations, Regulatory &amp; Compliance, Research &amp; Development and Sourcing.</p> <p>The Sustainability Committee consults with the Senior Director of Enterprise Risk Management and is also supported by issue-specific task forces. These working groups are comprised of relevant functional leaders and subject matter experts who monitor the most significant sustainability impacts, risks and opportunities (IROs) for our business and identify whether a new action or policy is required to address the identified IROs. The Environmental Operations Task Force, Responsible Supplier Task Force and Product Sustainability Task Force all input into the Company's climate strategy and IROs.</p>



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b) Describe management’s role in assessing and managing climate-related risks and opportunities. (cont.)

We have also engaged outside experts to provide additional assessment of environmental dependencies, impacts, risks and opportunities. Working with outside experts ensures we are considering information and perspectives from a variety of sources and are not overly dependent on internal-only perspectives or information.

To further manage sustainability-related risks and opportunities and advance our sustainability strategy, our executive compensation plan includes performance metrics linked to Avantor’s sustainability goals. Beginning in 2022, measurable objectives related to GHG emissions have been included in the annual incentive-based compensation. Since achieving our climate targets requires cross-functional effort, we have instituted a percentage of total bonus for all executives aligned with these targets. More details can be found in our [2025 Proxy Statement, page 50](#).

[2024 Science for Goodness Report > Executive Leadership and Sustainability, p. 39](#)

[2024 Science for Goodness Report > Responsible Supply Chain, pp. 40-41](#)

Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

a) Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.

We consider the following risks over short (1-3 years), medium (3-10 years) and longer term (10+ years) time horizons: current and emerging regulations and technologies, market opportunities and risks, reputational risks and opportunities, acute and chronic physical risks and legal and liability implications. We have identified the following risks and opportunities as strategic priorities for Avantor:

Climate-related physical risks

Extreme weather events

Climate and environmental risks resulting in the potential occurrence of one or more extreme weather events, including fires, tornadoes, tsunamis, hurricanes, earthquakes, drought, storms, sea level rise, floods and other severe hazards or accidents in regions in which we operate could adversely affect our operations and financial performance. Extreme weather, natural disasters, power outages or other unexpected events could result in physical damage to, and complete or partial closure of, one or more of our manufacturing or distribution centers; temporary or long-term disruption in the supply of products; and/or disruption of our ability to deliver products to customers. Avantor has manufacturing facilities located in areas prone to extreme weather events, and the production and distribution of specific products depend on a limited number of suppliers. While we have business continuity and mitigation plans in place, we could experience negative financial impacts if the Company is unable to adapt our supply chain and manufacturing to reduce disruptions caused by extreme weather events.

Climate-related opportunities

Products and services

As our life sciences customers seek to accelerate their transition to a low-carbon future, they are looking to suppliers like Avantor to support with new innovative products, services and solutions. In response, we are developing and delivering environmentally sustainable products and services to meet our customer’s needs. In 2023, we established a Product Sustainability Task Force to empower our R&D teams to consider sustainability during new product development. Consisting of Global R&D experts from Avantor’s various brands, the task force identifies key opportunities to incorporate sustainable design criteria into product planning and development and establish measures to track progress. In 2024, the task force released internal Sustainable Product and Packaging Guidelines to support the development and delivery of products with demonstrated environmental benefits and value for our customers. Sustainability considerations were embedded into the stage gate processes to increase visibility and better track innovations with sustainable attributes. See the [Delivering Sustainability through Our Products and Services](#) section of this report for additional details.

With so many new innovations appearing on the market, customers are seeking confidence that their purchasing decisions are genuinely making a difference. Through our Environmentally Preferable Products (EPP) program, we highlight products that have achieved a reputable third-party or government certification in at least one sustainability attribute category. This helps to both increase demand for these options and increase customer awareness and understanding of the sustainability product landscape. EPP categories include products that offer improved energy and water efficiency, waste reduction, sustainable materials and packaging, health and environmental safety, product transparency and disclosure or reduced manufacturing impacts. Avantor partners with suppliers to identify and evaluate products for the EPP program, including reviewing documentation that validates a product as a more sustainable alternative to other options. For more information on our EPP program, please see [page 26](#) and our [website](#).

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**b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.**

We continue to integrate climate-related risks and opportunities into financial planning from a direct cost, capital expenditures and capital allocation and potential cost improvement standpoint, as well as directly into our overall Enterprise Risk Management process.

To address the potential impact of adverse weather events on our business, Avantor maintains thorough disaster recovery plans to ensure a rapid response and recovery following any disruption to our operations. These recovery plans are intended to foster an orderly continuance or resumption of our core services to customers, while also ensuring the safety of our associates. Our Crisis Management program, implemented at key facilities globally, facilitates resilience in operations in the event of a crisis or disaster. We believe that a predefined reaction and recovery framework allows for a methodical and controlled response. Crisis management and disaster recovery initiatives are periodically reviewed, updated and tested in a spirit of continuous improvement and in alignment with industry best practices.

In addition to operational efficiency and resilience, our customers have increasingly turned to supplier partners to address surrounding climate-related issues. We actively engage with our customers regarding their climate-related expectations and have integrated their input and perspective into our climate strategy. Additionally, customers are actively working to procure more sustainable and environmentally responsible products and services.

By addressing climate within our own operations and value chain and providing sustainable product and service solutions to meet customer demand, we believe that we are positioning Avantor to solidify its position as the supplier of choice and promoting more sustainable innovations that advance life-changing scientific breakthroughs.

[2024 Science for Goodness Report > Delivering Sustainability through Our Products and Services](#)

[2024 Science for Goodness Report > Business Continuity](#)

**Risk Management: Disclose how the organization identifies, assesses and manages climate-related risks.**

**a) Describe the organization's process for identifying and assessing climate-related risks.**

In 2024, we completed a double materiality assessment (DMA). As part of our DMA, we reviewed impacts, risks and opportunities (IROs) deemed applicable to Avantor through stakeholder engagement and desktop research. Of these, we identified IROs that met management's threshold for further investigation and potential disclosure in the coming years, including potential financial and impact risks in supply chain and manufacturing operations due to extreme weather and natural disaster related disruptions, especially as climate-related impacts become more severe and prevalent.

In addition, our Enterprise Risk Management (ERM) program provides a framework for identifying, prioritizing and mitigating or eliminating material risks across Avantor's businesses. The framework analyzes key sustainability risks, including climate-related risks, along with strategic, financial, operational, compliance, personnel and external risks. Our approach to ERM promotes collaborative and constructive communication and helps to drive appropriate tracking, testing, planning and target-setting across key risks, while also better preparing senior leaders and the Board to address emerging risks and opportunities. Over the past 12-18 months, we have enhanced our process and more directly integrated sustainability issues into our overall ERM function.

For more information, please see [pages 42-44](#) of our 2024 Sustainability Report and TCFD Strategy (c) response below.

[2024 Science for Goodness Report > Materiality](#)



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b) Describe the organization's process for identifying, assessing and managing climate-related risks.	<a href="#">2024 Science for Goodness Report &gt; Materiality</a> <a href="#">2024 Science for Goodness Report &gt; Climate Change Adaptation and Mitigation</a> <a href="#">2024 Science for Goodness Report &gt; Enterprise Risk Management and Regulatory Compliance</a>
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	<p>In addition to the information on <a href="#">pages 42-44</a> of this report, we have taken steps to further integrate sustainability-related risks and opportunities into our overall ERM.</p> <p>We hired a new Senior Director of ERM in 2024 to bring additional expertise, focus and structure to our processes. Our Senior Director of ERM leads the organization's ERM program and partners with the Executive Leadership Team to ensure a risk-aware culture and adherence to our high ERM standards across the organization. The Senior Director of ERM also partners with Avantor's Sustainability Committee to integrate sustainability and corporate responsibility into our strategic planning, risk management and reporting. Our ERM Department tracks and manages key risks and develops risk mitigation strategies, including climate-related risks, using standardized templates and methodologies. They are supported by our Internal Audit function, which validates risk mitigation strategies as part of its annual Internal Audit Plan activities. Through this process, we have made meaningful progress in more fully integrating sustainability risks and opportunities across Avantor's core functions.</p>
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<a href="#">2024 Science for Goodness Report &gt; Climate Change Adaptation and Mitigation</a>
b) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<p>Scope 1 emissions: 39,502 MTCO<sub>2</sub>e Scope 2 (location-based) emissions: 37,651 MTCO<sub>2</sub>e Scope 2 (market based) emissions: 34,996 MTCO<sub>2</sub>e Scope 3 emissions: 4,759,681 MTCO<sub>2</sub>e</p> <p>See <a href="#">pages 21-23</a> in this year's report for additional information on our Scope 1, 2 and 3 emissions.</p>
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<p>In 2023, we announced our commitment to set a new 2030 emission reduction target aligned with the Science Based Targets initiative (SBTi). We submitted our targets for validation in December 2023. Our 2030 targets include:</p> <ul style="list-style-type: none"><li>• Reduce absolute Scope 1 and 2 emissions by 50% by 2030 from a 2020 baseline</li><li>• Reduce absolute Scope 3 emissions by 25% by 2030 from a 2020 baseline</li></ul> <p>The Compensation and Human Resources Committee of the Board oversees pay for performance, including the achievement of our nonfinancial strategic environmental, social and governance targets, one of which is to reduce our GHG emissions. Its inclusion in our executive compensation program underlines the importance we place on delivering a 50% reduction in our Scope 1 and Scope 2 emissions by 2030. Please see <a href="#">pages 38-50 of our 2025 Proxy Statement</a> for more information.</p> <p><a href="#">2024 Science for Goodness Report &gt; Climate Change Adaptation and Mitigation</a></p>



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